

When Decisions Don't Go To Plan: Wellbeing & Burnout



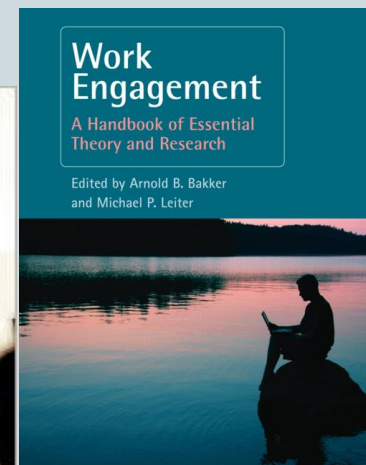
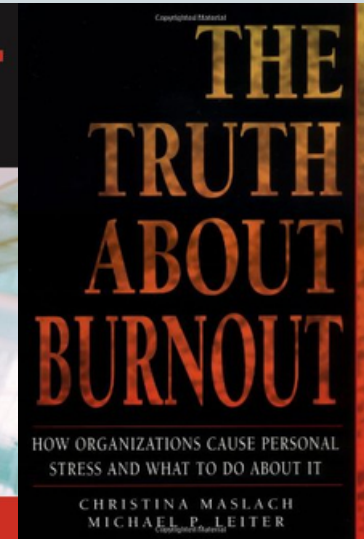
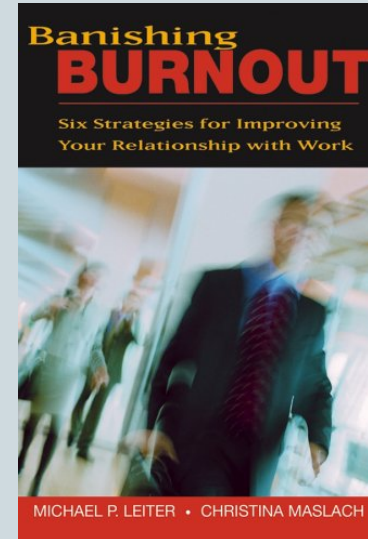
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Leiter, M. P. (2012, October). *Wellbeing & Burnout*. Invited Workshop. Worklab 2012. European Association of Work and Organizational Psychology, Helsinki, Finland.

www.workengagement.com

Background

- Causes of Burnout
 - Demands over Resources
 - Value Conflicts
- Areas of Worklife
 - Manageable Workload
 - Control
 - Reward
 - Community
 - Fairness
 - Values
- Positive Perspective
 - Work Engagement as Goal
- Workplace Civility & Respect



A Continuing Crisis in Worklife



- **Job Burnout**
 - Lost Productivity
 - Illness
 - Low Commitment
- **Workplace Incivility**
 - Withdrawal
 - ✦ Cynicism: Loss of Enthusiasm
 - ✦ Absences: Lost Time & Replacements
 - ✦ Turnover: Costs of Recruitment and Training
 - Performance Impact
 - ✦ Errors
 - ✦ Wasted Resources

Burnout to Engagement

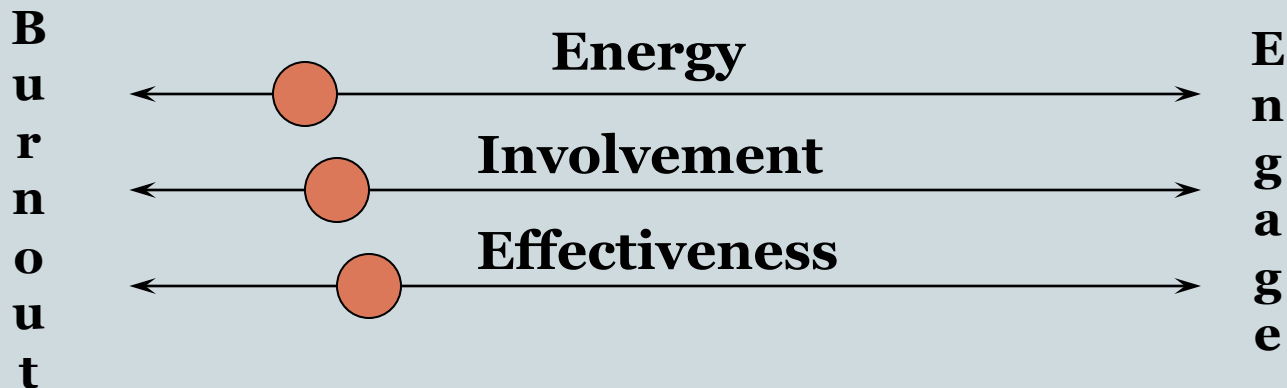


- **Energy: Exhaustion to Vigor**
 - Physical
 - Emotional
 - Social
- **Involvement: Cynicism to Dedication**
 - Attention
 - Personal Contact
 - Commitment, Loyalty
- **Efficacy: Discouragement to Confidence**
 - Confidence in One's Ability
 - Valuing the Importance of One's Work

Engagement With Work



- Psychological relationships with work
 - Energy
 - Involvement
 - Effectiveness
- Continuum: Burnout To Engagement



Burnout v Engagement



- **Opposite Concepts**
 - Vigor v Exhaustion
 - Dedication v Cynicism/Depersonalization
- **Not Opposite**
 - Professional Efficacy
 - Absorption
- **Concept Issues**
 - Negative Wording of MBI Subscales Misses Positive Concepts
 - Construct Overlap (Cole et al 2012)

Early Indicators of Burnout



- **Lack of Enthusiasm**
- **Cynicism**
 - Narrow Focus
 - Growing Skepticism
- **Weak Organizational Citizenship**
 - Less Helping Coworkers
 - Less Volunteering for Extra-Role Tasks
- **Egocentric Perspective**
 - Low identification with the Workgroup
 - Increasing Focus on Self

Serious Indicators of Burnout



- **Chronic Exhaustion**
- **Cynicism**
 - Lost Hope
 - Obsessive Skepticism
- **Poor Social Connections**
 - Incivility & Disrespect towards Coworkers
 - Burnout Contagion
- **Egocentric Perspective**
 - Actively Antagonistic Towards Workgroup
 - Focus on Injustices Towards Oneself

Enhancing v Recovery



Enhancing

- Mod. to High Energy
- Dull to Supportive Workgroup
- Hope and an Open Mind
- Confidence

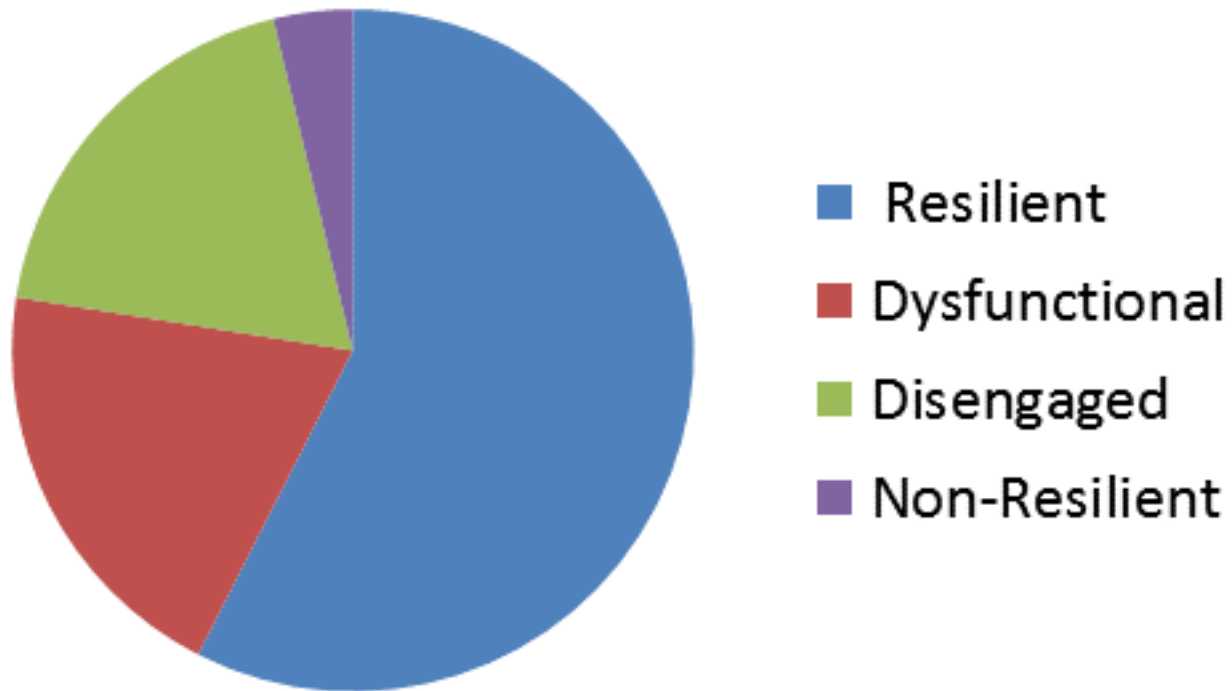
Recovering

- Low Energy
- Active Antagonism Among Colleagues
- Cynicism Closes the Mind
- Doubt

Distribution of Resilience Groups



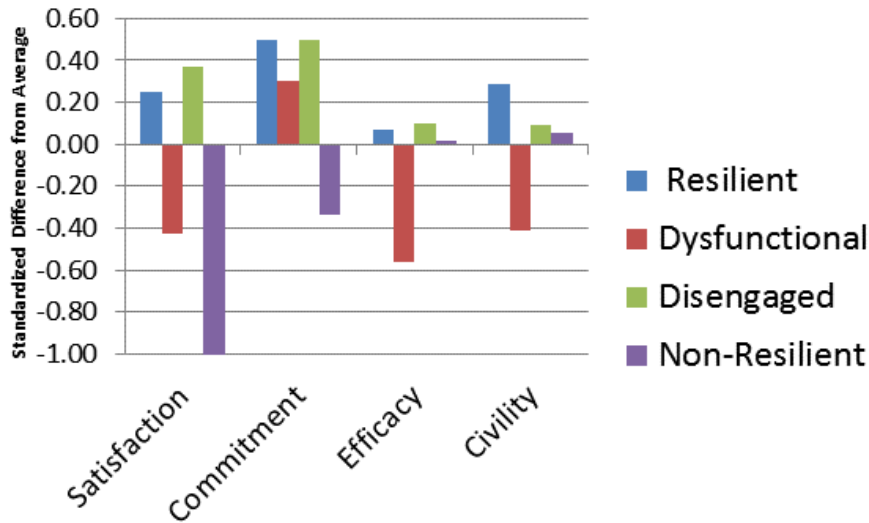
Unit Distribution



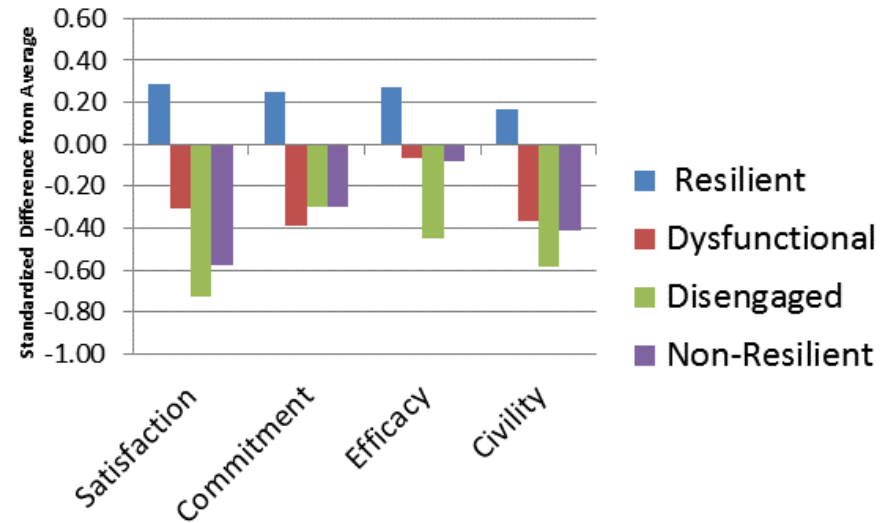
Perspectives from Resilience Groups



FLM Scores



Staff Scores



- **Resource Gaps**
 - Leadership Breakdowns
 - Lack of Team Perspective
 - Low Commitment and Efficacy

What Causes Burnout



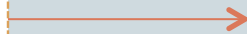
DEMANDS
VALUE CONFLICTS
COMMUNITY BREAKDOWNS

Demands: Illegitimate Tasks*



- **Workload: Not Only a Matter of Quantity**
- **Unreasonable Tasks**
 - Outside of One's Occupation Domain
 - Conflict with Status:
 - ✦ Beginner Assigned Expert's Task
 - ✦ Expert Assigned Beginner's Task
 - Unduly Restrictive Constraints
 - ✦ Excessive Paperwork or Monitoring
- **Unnecessary Tasks**
 - Make-work or Busy Work Projects
 - Poorly Organized Projects
- *Norbert Semmer and Colleagues

Legitimacy

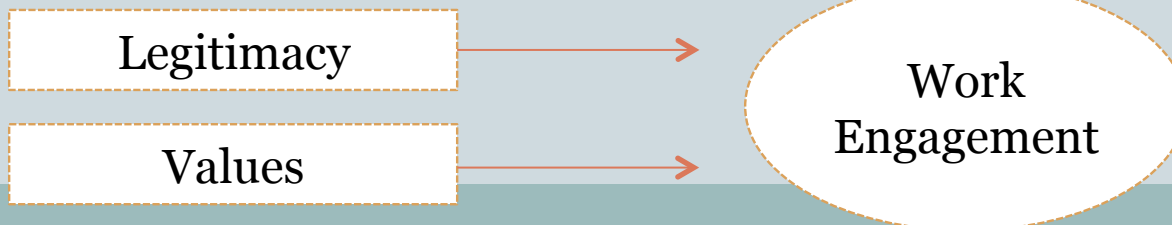


Work
Engagement

Value Conflicts



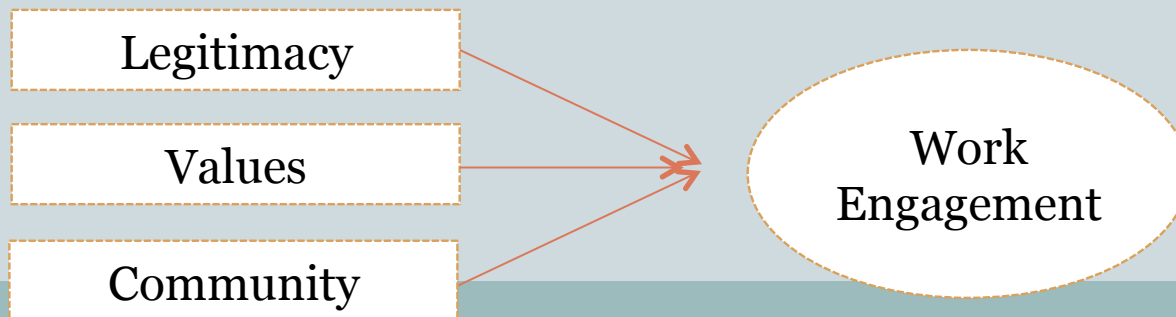
- **Valued Work is Engaging**
 - Increased Energy from Enjoyable Activities
 - Increased Involvement in Pursuing Important Activities
 - Increased Confidence from Doing Important Work Well
- **Employer Support for Valued Work Increases Engagement**
- **Value Conflicts with Employer Drive Burnout**
 - Emotional & Energy Drain of Managing Conflict
 - Reduced Resources Reduce Involvement



Community Breakdowns



- **Supportive Communities Lead to Engagement**
 - Supportive Encounters are Invigorating
 - Good Working Relationships Involve People in Shared Action
 - Team Membership Increases the Resource Base
- **Community Breakdowns Lead to Burnout**
 - Incivility and Disrespect are Illegitimate Demands
 - They Prompt People to Withdraw their Involvement
 - They Detract Time & Energy away from the Mission



Action Items

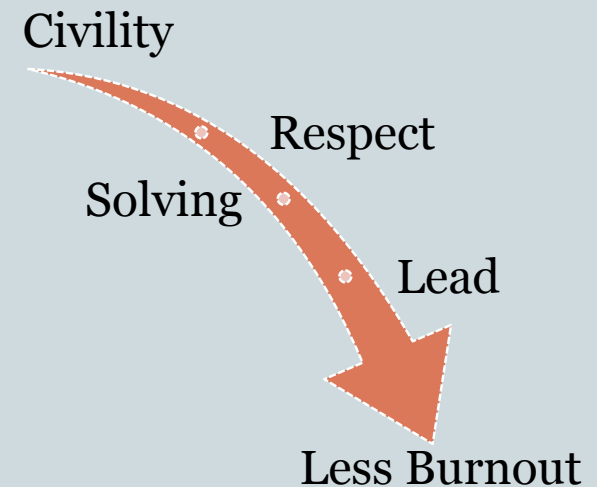


- **Link Tasks to Mission**
 - Listen: Understand Employees' View of Tasks
 - Action: Describe Links of Tasks with Mission
- **Link Tasks to Values**
 - Listen: Understand Employees' Professional Values
 - Action: Describe Mission in Terms of Values
- **Enhance Workplace Communities**
 - Listen: Attend to Signs of Harmony & Discord
 - Action: Actively Develop Civil, Respectful Work Groups

Improving the Social Environment



- **Civility & Respect as Core Values**
- **Problem Solving Framework**
 - Relationships as Topic of Conversation
 - Identify Shortcoming of Present Situation
 - Identify Goal Behaviors
 - Introduce & Practice Desired Behaviors
 - Bias towards Action
- **Leadership Capacities**
 - Assuring Psychological Safety
 - Connecting with Team Members
 - Assuring Shared Workplace Culture

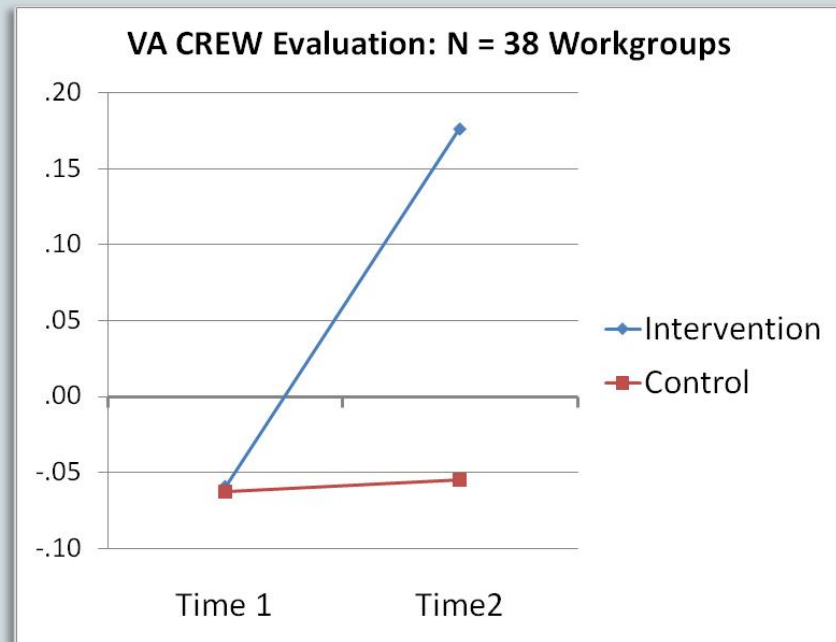


Major Intervention: CREW



- Veterans Health (USA): Organizational Development
 - Veterans Health Administration
 - Implementation at 1000+ Settings
 - Impact: Widespread Improvement in Civility
 - Consequences
 - ✦ Greater Civility
 - ✦ Reduced Absences
 - ✦ Fewer Complaints

Osatuke, K., Mohr, D., Ward, C., Moore, S.C., Dyrenforth, S., & Belton, L. (2009). Civility, Respect, Engagement in the Workforce (CREW): Nationwide Organization Development Intervention at Veterans Health Administration. *Journal of Applied Behavioral Science*, 45, 384-410 .



Enhancing Workplace Communities

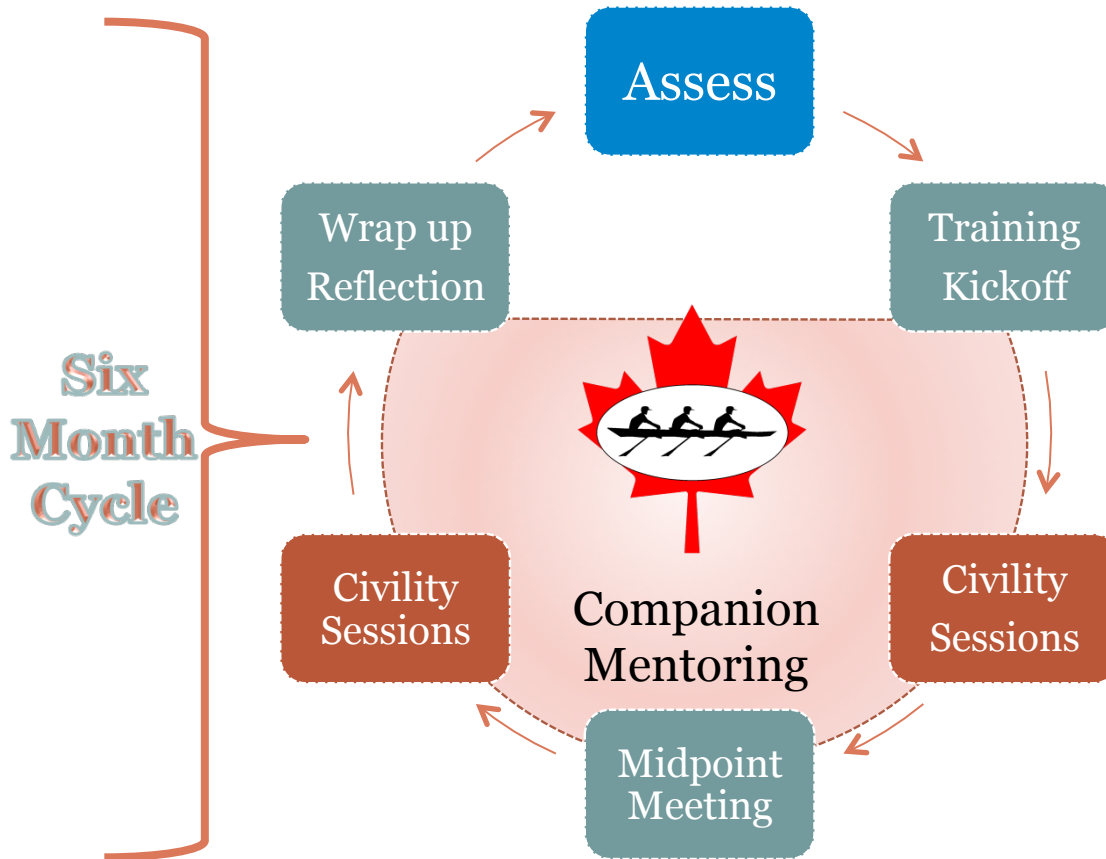


- Intervention: 8 CREW Groups (N=252)
- Control: 26 Units No CREW (N=874)

- Five Hospitals in Canada
- Hypothesis:
 - Improvement for CREW
 - Steady for Control
 - Maintained Gains for CREW

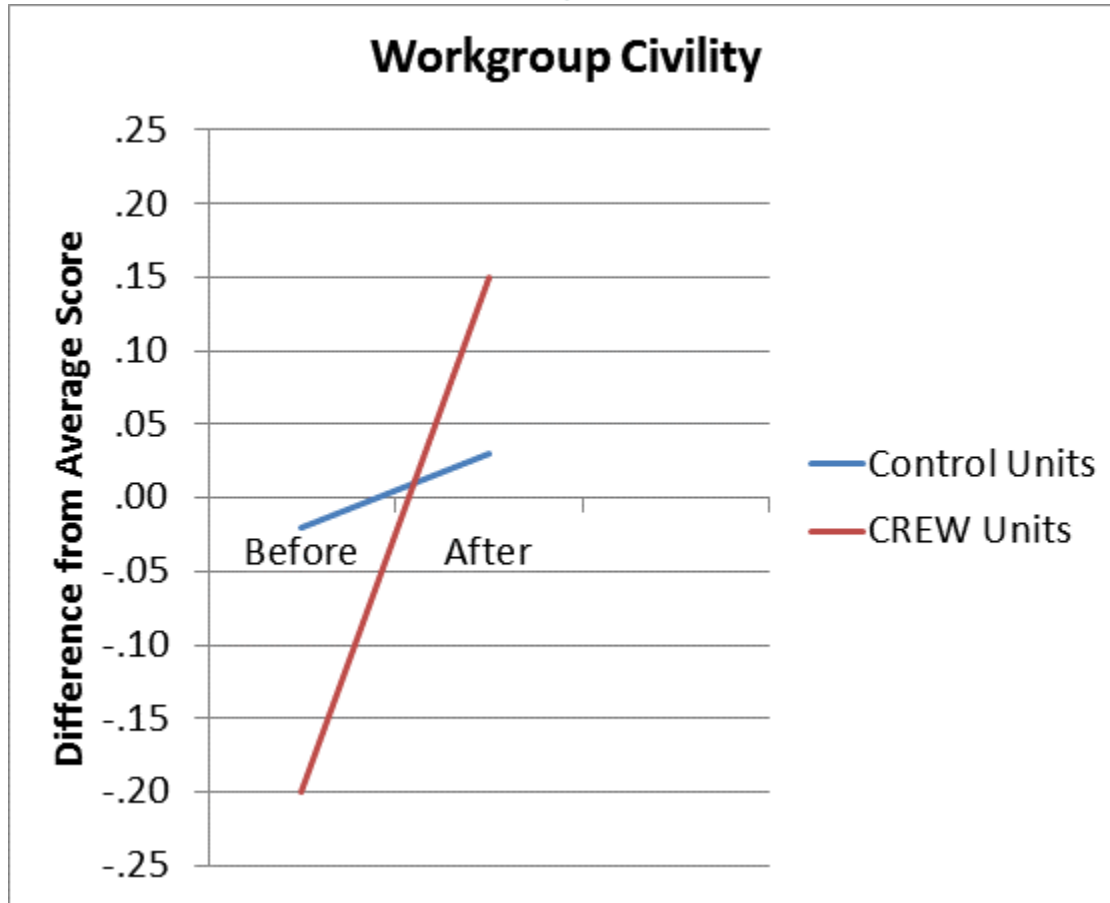
Leiter, M. P., Laschinger, H. K. S., Day, A., & Gilin-Oore, D. (2011).
The impact of civility interventions on workplace social behavior, distress, and attitudes.
Journal of Applied Psychology, 96, 1258-1274.

CREW Process

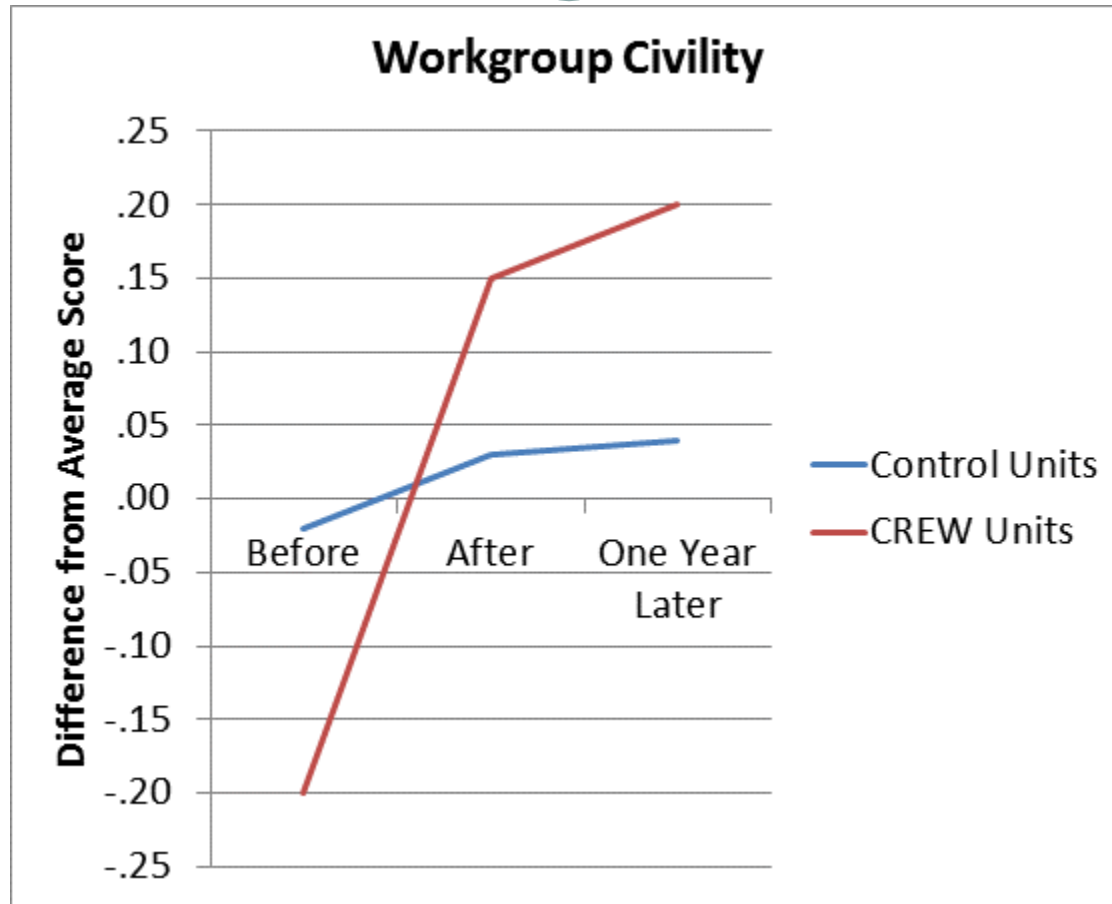


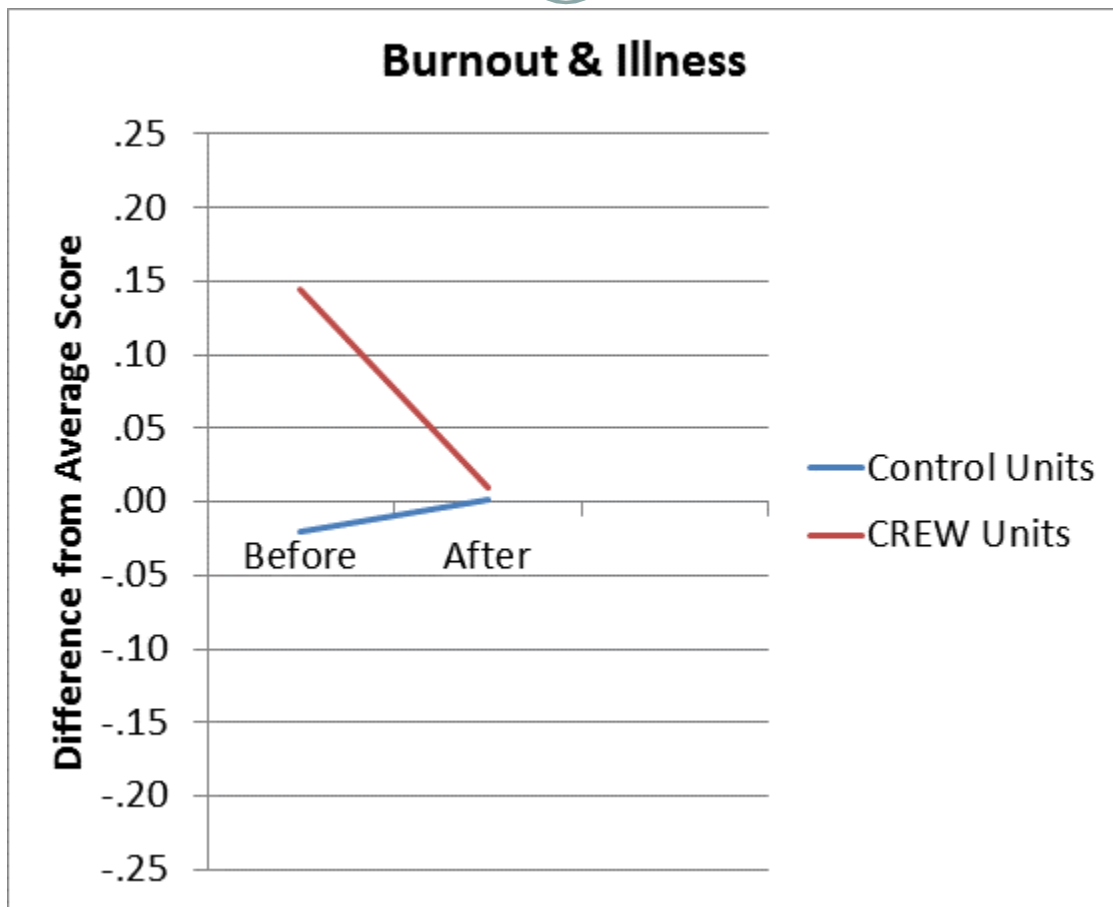
- **Assessment**
- **Commitment**
 - People
 - Values
- **Training**
 - Skills
 - Enthusiasm
- **Implementation**
 - Civility Sessions
 - Mentoring
- **Evaluation**

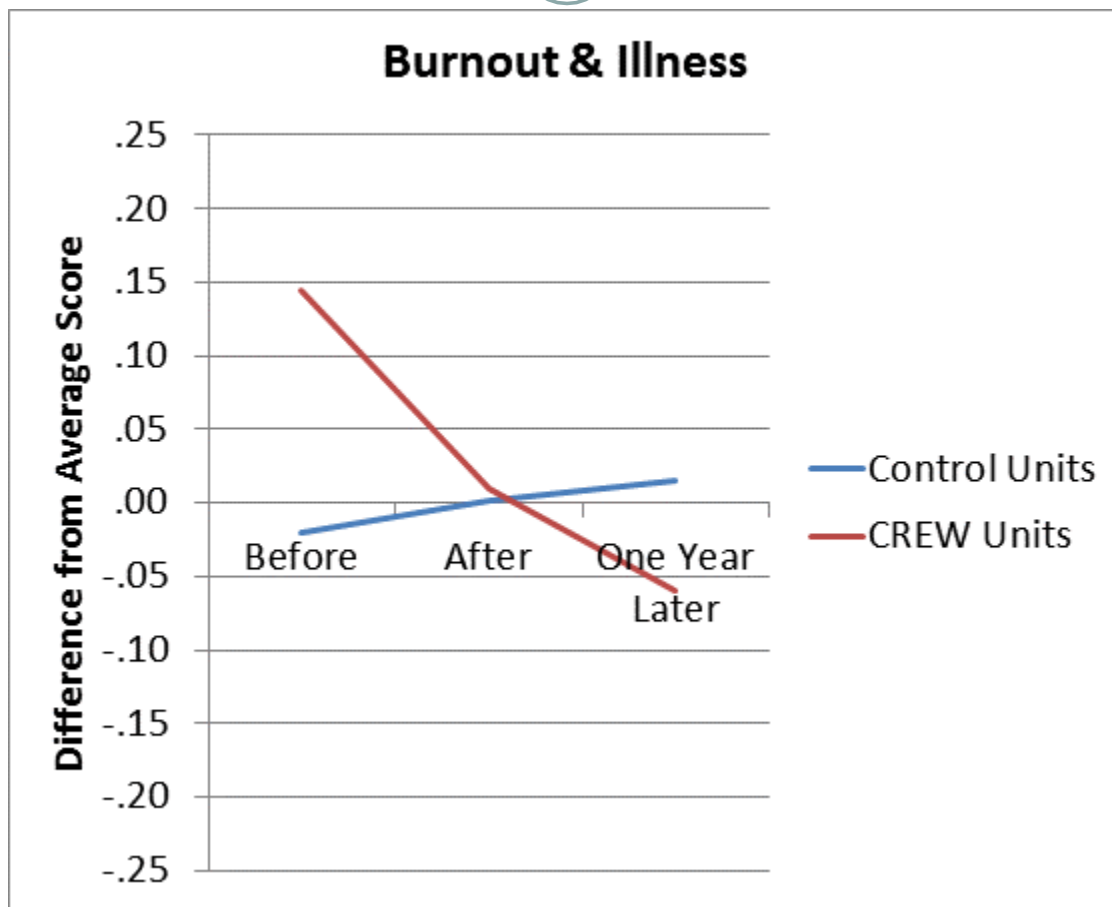
Impact on Civility



Impact on Civility







Active Ingredients



- **The CREW Community**
 - Dialogue Among CREW Leaders Across the Country
 - Knowledge Sharing: Timely, Relevant, and Fun
- **Mentoring**
 - Companions
 - Training and Follow-up
- **Evaluation**
 - Contrasting Before and After
- **The Toolkit**
 - Training Manual
 - Resource for Sessions

What Employers Can Do



- **Managing Demands & Building Resources**
 - Legitimate Tasks
 - Control
 - Reward
 - Community
 - Fairness
- **Supporting Core Values:**
 - Clear Organizational Values
 - Clear Professional and Personal Values
 - Capacity to Accommodate Diverse Perspectives
- **Building Resilient Teams**
 - Shared Sense Making
 - Civility & Respect

Challenges to Taking Action



- **Values**
 - Leaders' commitment to Respect as a Core Value
 - Policies that make workplace civility a priority
- **Time Pressure**
 - Relationship Development Diverts Time from Services
- **Finances**
 - Costs of Consulting Services
 - Short Term Horizon for Payback
- **Credibility**
 - Is there Confidence that Civility issues are Solvable Problems?
- **People**
 - Will Employees Participate?
 - Does the Organization have Capable Facilitators?
- **Power**
 - Are Incivility and Disrespect Integral to Organizational Status & Power?
 - Will First Line Managers Actively Support an Initiative?

Dialogue Three



- **Force Field Analysis**
 - What Pushes Towards Taking Action?
 - What Pushes Against Taking Action?
- **Authority**
 - Who Makes the Decision to Take Action?
 - Who Covers the Cost?
- **Participants**
 - Why Would Team Members Participate?
 - Why Would Team Members Avoid Participation?
 - How Could you Influence the Decision to Participate

Conclusion



- **Stress & Burnout Reduce Workforce Capacity**
 - Sub-Optimal Energy, Involvement, Confidence
 - Weak Teamwork
 - Lower Attendance, Retention, Attractiveness
- **Employers Can Make A Difference**
 - Workflow Management
 - Recovery: Workplace Health Initiatives
 - Workgroup Resiliency
 - ✦ Civility & Respect
 - ✦ Shared Sense of Mission

Workplace Psychological Health

Legitimate Tasks

Shared Values

Resilient Community

Conclusion



- Preventing and Alleviating Burnout
 - Core Issues
 - ✦ Legitimacy: Making Sense of Demands
 - ✦ Values: Linking Individual & Organizational Vision
 - ✦ Community: Belonging v Isolation
 - Intervention: Workgroups Can Improve
 - Impact: Downstream Impact on Psychological Connections with Work
- More Information:
 - www.workengagement.com
 - <http://cord.acadiau.ca>



References



- Cole, M. S., Walter, F., Bedeian, A. G., & O'Boyle, E. H. (2012). Job Burnout and Employee Engagement: A Meta-Analytic Examination of Construct Proliferation. *Journal of Management*, 38, 1550-1581.
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- Semmer, N. & Schallberger, U. (1996). Selection, Socialization, and mutual adaptation: Resolving discrepancies between people and their work. *Applied Psychology: An International Review*, 45, 263-288.

Contact Information



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