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Identifying and Combating Employee Burnout in the Hybrid World

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Presented By Danielle Posa



Danielle Posa

Danielle has 14+ years of experience in employee engagement, wellbeing, leadership development & business consulting. She is a [Workplace Wellbeing Advisor](#) to organizations all over the world, including Fortune 500s – working with senior-level executives to assist them in designing long-term wellbeing strategies that are woven into the fabric of the culture.

She is also the Vice-Chair of the Global Wellness Institute's Workplace Wellbeing Initiative. And while Danielle's focus is on improving workplaces, her bigger mission involves making wellbeing the primary measurement of success in society.

Danielle started her career at Gallup as a management consultant and was assigned to Dr. Deepak Chopra, as his liaison for Gallup's wellbeing research.

After leaving Gallup she started her own consulting and online business, and she and Deepak co-developed a leadership course called Workplace Well-being and the Soul of Leadership.

That led to her most recent role as Director of Enterprise Solutions for Deepak's parent company, Chopra Global where she led the B2B wellbeing strategy, product/service development, and execution.

Danielle graduated from the University of Maryland with a double major in Marketing & International Business.

And on a more personal note, Danielle is a cancer survivor, and a mom to two young children, Giavanna and Nico. She is primarily based in New York and Florida.

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The Amazing Influence that Work has on our Lives

The Power of the Workplace

- It's where we spend the majority of our time & life
- Connected to our identity
- Provides us with the means to support ourselves and our families
- Work is the single biggest driver of our overall wellbeing



Is that influence a positive or negative one?

When Work is a Positive Influence:



When Work is a Negative Influence:



- Prevents us from achieving our personal and professional goals

The Workplace is No Longer a Positive Influence for the Majority of people



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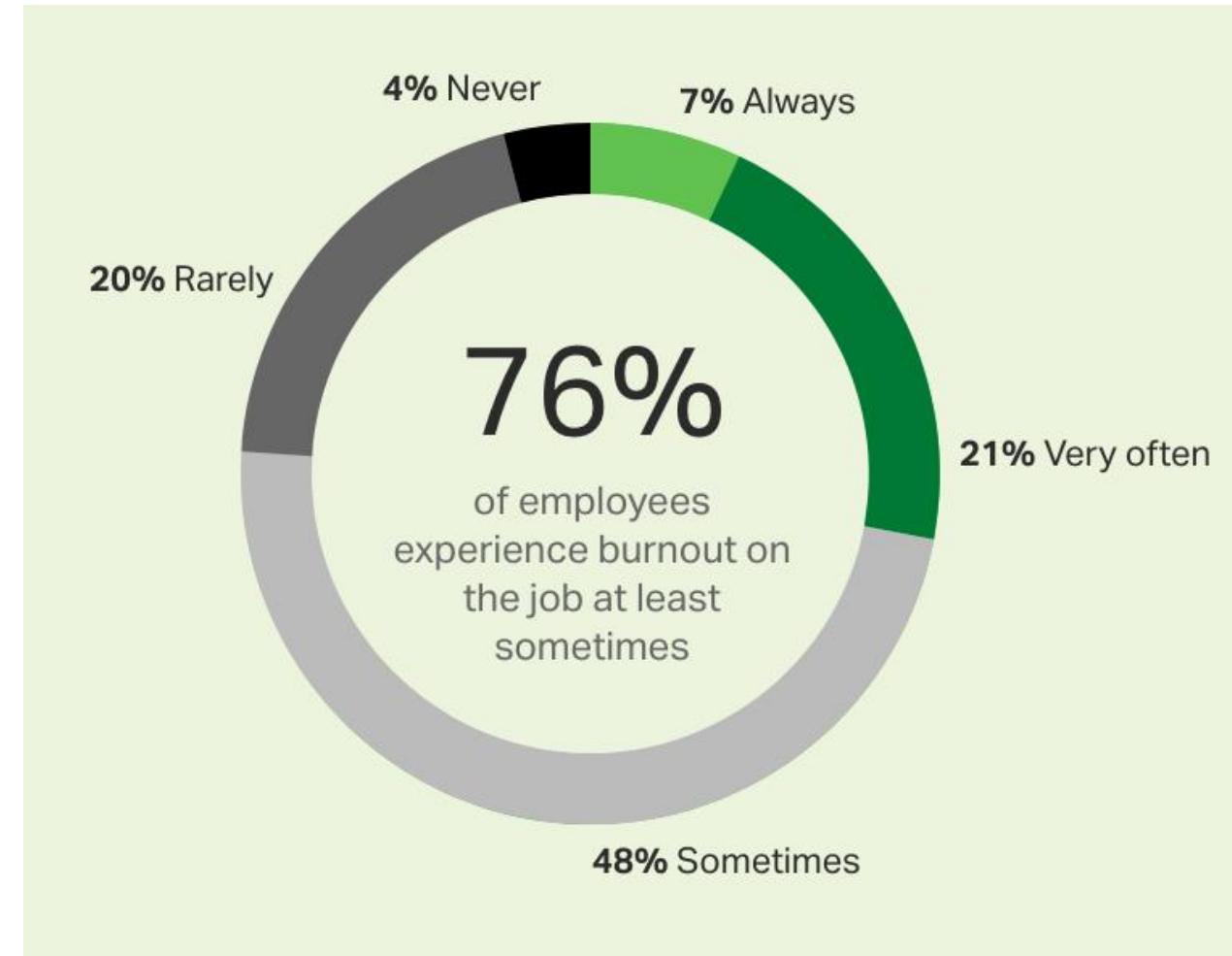


A Wake-Up Call:

We are experiencing a Wellbeing Crisis and Work is One of the Driving Forces

What is burnout?

- **Burnout** (according to WHO): a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed
- Characterized by a 1) loss of **energy** 2) loss of **enthusiasm** 3) loss of **confidence**



2019 [Gallup study](#) of 12,658 full time employees

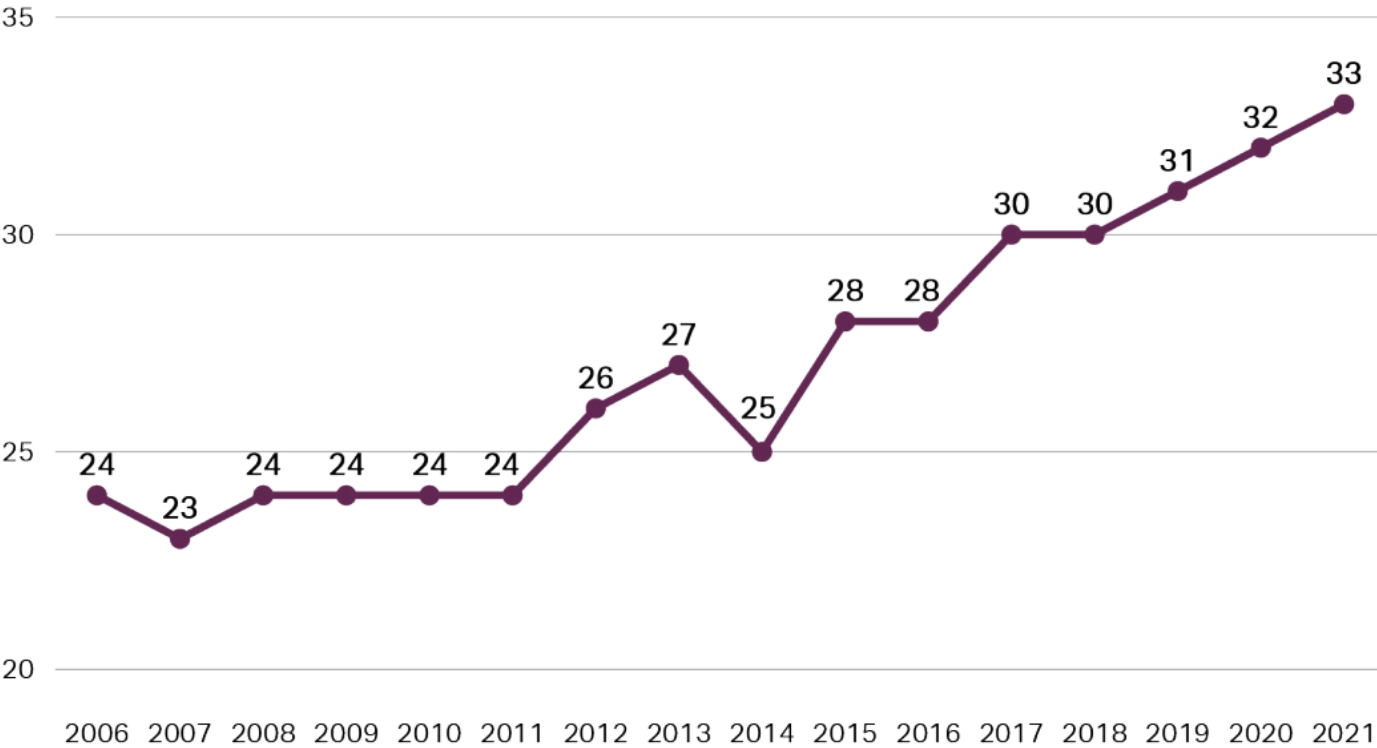
Stress, Worry & Sadness are on the Rise



Negative Experience Index in 2021

Worldwide

— Negative Experience Index



[Gallup Global Emotions Report 2022](#)

The Majority of Employees are Languishing

- Lack engagement and sense of purpose
- Going through the motions
- Relatively bored
- On the road to resignation

What it sounds like:

- “I’d rather do something else. I just don’t know what that is.”
- “I’m comfortable but not excited about work.”
- “It’s not love, and it’s not hate. I’m grateful to have a job.”



Even Engagement Isn't enough.

- Despite the fact that engagement has been rising around the world (22%), only a small percentage are engaged AND thriving
- In a Gallup study from 2013 of 21,556 US employees, only 12% of employees who were engaged were ALSO thriving.
- Employees who are engaged but not thriving are more likely to be more stressed, worried, sad or angry.



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The REAL Problem

Organizations are trying to fix burnout the wrong way.

- Giving employees solutions or quick fixes
- Expect employees to “just say no”
- Encourage them to carve out time to meditate
- Give them unlimited PTO
- Try to blame it on “employees being high-performers”, or “self-critical”



Yet when you ask employees about their burnout...



- “It would be nice to meditate if I actually had the time.”
- “I feel guilty about taking time for myself – or if I’m not responsive.”
- “I don’t want to appear weak or uncommitted.”
- “I don’t even have time to do my laundry on the weekend.”
- “I feel like I could never have a family because I could never sustain this workload.”

The Real Causes of Burnout are Elements of Poor Culture

Micro (team level)

1. The demands of the job are overwhelming
2. Low job control
3. Lack of support (especially from one's manager)

Macro (organization level)

4. Unfairness
5. Cultural misalignment
6. Job insecurity

These issues are further exacerbated by remote work.

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It All Start with Asking the Right Question

The question isn't....

How do we help our employees?



Where is our organization responsible for the burnout?



And then ask...

- Are we willing to take responsibility for the suffering that has caused?
- Are we truly and authentically interested in enabling employees to thrive?
- Are we committed to doing what's right for people?
- Are we willing to do what it takes? Willing to invest the time, energy and resources into building a culture of wellbeing?



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What's the *sustainable* solution?

FIRST: Have a meaningful dialogue with your leadership team

Ask each other:

1. How burned out do we think our people are? What is the root cause?
2. How do you think your employees are doing in all areas of wellbeing?
3. Do you have ways of measuring burnout and wellbeing?
4. Are you ready to make wellbeing a leadership strategy?



Use this [Snapshot Assessment](#)

If your organization is willing to do what it takes to thrive, it will require the following



Honest, hard look at the culture



Commitment from the CEO



A vision that inspires the organization



Involvement across all departments of the organization



Proper measurement of wellbeing



Sufficient budget

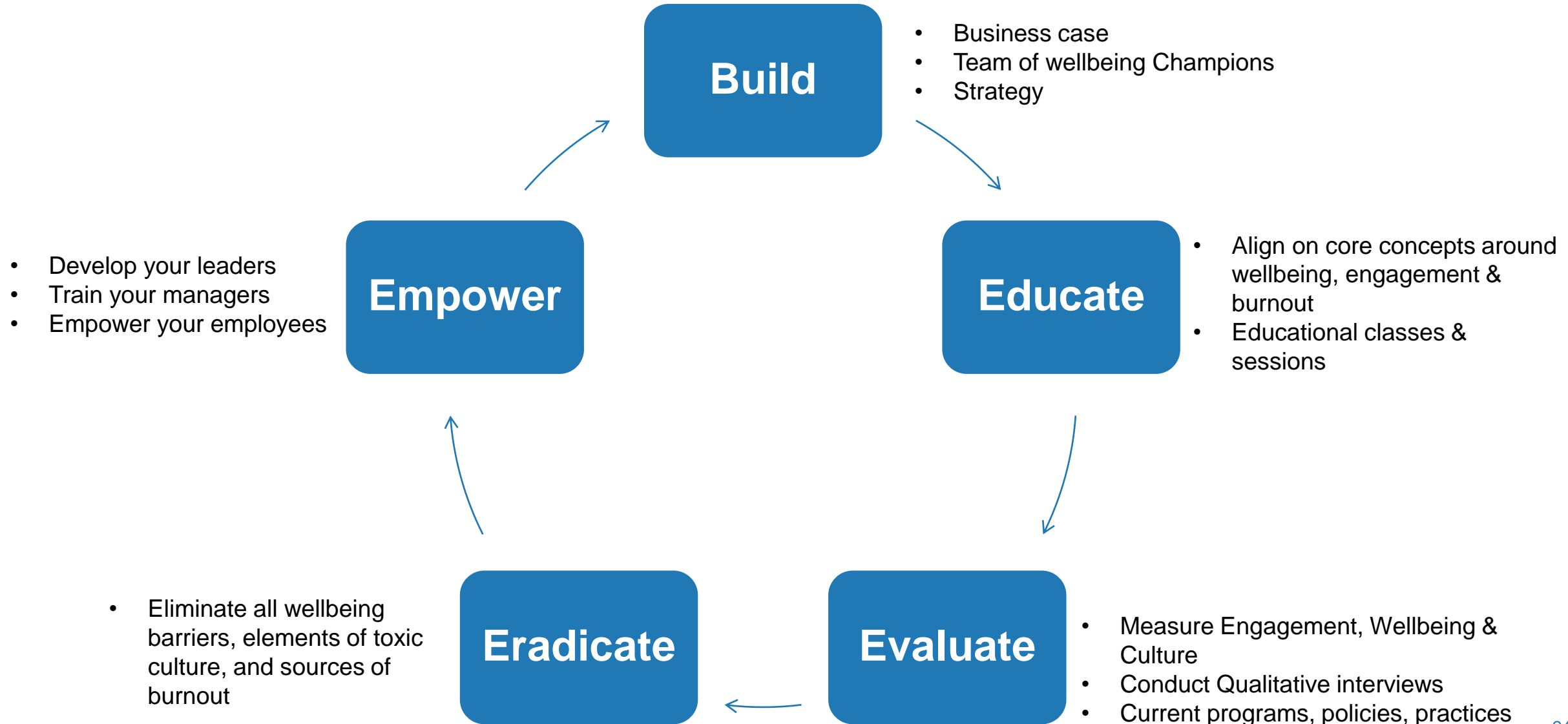


Accountability - a real team dedicated to the effort



A long-term wellbeing (culture) strategy

Then: Building a Workplace Wellbeing Culture Strategy



“If we believe in the fundamental sanctity of human life, then we have a moral, ethical responsibility to improve wellbeing in the workplace.”

– Jeffrey Pfeffer, author of Dying for a Paycheck



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Thank you. Questions?

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WorkplaceWellbeingAdvisors.com *(Take the Workplace Wellbeing Snapshot Assessment)*

In order to receive your continuing education certificate(s) for this program, you must complete the online evaluation. The link can be found in the continuing education section of the program guide.