TODAY’S AGENDA

• Welcome & introductions
• Presentation
  • What is well-being?
  • The connection to employee engagement
  • How to prevent burnout
• Reactor Panel
• Q&A
ABOUT OUR EXPERT

Laura has 25 years of experience implementing research, assessment and culture strategies in organizations. She earned her Ph.D. in industrial organizational psychology from Old Dominion University and her B.S. in psychology from the University of North Carolina.

Laura Hamill, Ph. D.
Chief People Officer
Chief Science Officer
REACTOR PANEL

Randa Deaton, M.A.
Corporate Director, UAW/Ford Community Healthcare Initiative
Executive Co-Director, Kentuckiana Health Collaborative

Janet Hamous
Executive Director, Wichita Business Coalition on Health Care
WHAT IS WELL-BEING?

WELL-BEING

FEELING GOOD + LIVING WITH PURPOSE
WELL-BEING & ENGAGEMENT ARE CONNECTED

Employees with higher well-being have higher employee engagement

(Quantum Workplace & Limeade, 2016)
WELL-BEING DRIVES ENGAGEMENT (and vice versa)

- 83% of employees who feel well-being enjoy work.
- 91% of employees who feel well-being intend to stay.
- 84% of employees who feel well-being have team loyalty.
- 84% of employees who feel well-being recommend the company as a great place to work.

LOWER WELL-BEING

HIGHER WELL-BEING
WHAT IS ENGAGEMENT?

- A deep connection and sense of purpose at work that creates extra energy and commitment

- Engagement benefits the employee and the employer
IT’S ABOUT ENERGY...

People often confuse job satisfaction with employee engagement.

But that burst of energy you feel actually comes from being engaged in your work — not just with how happy you are while you’re there.
CONDITIONS FOR ENGAGEMENT

- I like the work that I do and it is **energizing** to me
- I’m challenged and **learning**
- I’m making a difference and have **purpose**
- I’m **valued, included** and treated fairly
- I’m using my **strengths**

- I can focus and work with **reasonable levels of stress**
- I can have a **life outside of work**
- The people around me (team and manager) respect and **support** me
- The organization supports me and **cares** about me as a person

Limeade Institute, 2017

R² = .78
When employees have well-being in their lives, they’re more engaged

More engaged employees mean better business results
ENGAGED EMPLOYEES = REAL BUSINESS RESULTS

**STOCK PRICE GROWTH**

2.5x that of peers

(Hay Group, 2010)

**78% MORE PROFITABLE**

And 40% more productive

(Aon Hewitt, 2009)

**5x LESS LIKELY TO HAVE SAFETY INCIDENT**

(SHRM, 2006)
ORGANIZATIONAL SUPPORT
ORG SUPPORT IS KEY

99% of those with high well-being and organizational support recommend their company as a great place to work

91% of employees with high well-being and organizational support say they are going to stay
ROLE OF THE MANAGER

Managers play a critical role in enabling employee engagement:

Employees who rate their managers as excellent are

\[5 \times \text{MORE ENGAGED}\]

than those who rate their managers as poor

Managers account for up to

\[70\% \text{ OF THE VARIANCE}\]

in employee engagement

Gallup, 2015 & 2017
WHAT IS BURNOUT?

A prolonged response to chronic emotional and interpersonal stressors and overload and is defined by:

**EXHAUSTION**

I’m so tired
I feel depleted

**CYNICISM**

I’m so fed up,
I just don’t care
anymore

**INEFFICACY**

I’m not making
a difference

Maslach, Schaufeli, & Leiter, 2001
FROM ON FIRE... TO BURNED OUT

• You have to be on fire in order to burn out
  – You have to care, be “all in”, and be engaged in order to burnout

• Burnout happens when you have high engagement but low well-being
WHAT’S THE DIFFERENCE?

**BURNOUT**
I’ve cared so deeply, for so long, without a break from the stress that I’ve become depleted and cynical

I’ve given everything to this job

**DISENGAGEMENT**
I’m past the point of caring or I’ve never cared at all

This is just a job

**ENGAGEMENT**
I’m energized by and connected to this job, so much so that I get purpose from it

This is way more than just a job
BURNOUT LEADS TO...

• Lower productivity
• Stress-related health issues
• Increased substance abuse
• Can result in anxiety, depression and decreases in self-esteem
• Reduced organizational commitment
• Absenteeism
• Intention to leave
• Actual turnover

AND IT CAN BE CONTAGIOUS...

• Greater personal conflict at work
• Increased work disruption
• “Spillover” into people’s life outside of work

Burke & Greenglass, 2001

Maslach, Schaufeli, & Leiter, 2001
Most companies think of burnout as a personal issue, when it’s really an organizational one...
BURNOUT AS AN ORGANIZATIONAL ISSUE VS. A PERSONAL ONE

ORGANIZATIONS NEED TO UNDERSTAND THEIR ROLES IN CAUSING AND PREVENTING BURNOUT

PRIMARY CAUSES OF BURNOUT

• Overload—workload and time pressure
• Role conflict and ambiguity
• Lack of support from managers
• Lack of feedback
• Lack of participation in decision making
• Lack of fairness and equity
• Values disconnect
• “Broken” psychological contract

Maslach, Schaufeli, & Leiter, 2001
ENGAGEMENT & STRESS
Those with high engagement report the lowest levels of stress.
COULD THOSE WHO ARE ENGAGED BE:

REFRAMING STRESS

or

SUPPORTED BY THEIR ORGANIZATIONS in ways that reduce the perception of stress?
Those with high engagement and high stress may be displaying the early signs of burnout.
AIM FOR LOW STRESS AND HIGH ENGAGEMENT

STRESS/ENGAGEMENT COMBINATIONS

- Manageable Stress & Moderate Engagement
- Low Stress & Low Engagement
- High Stress & Low Engagement
- Low Stress & High Engagement
- High Stress & High Engagement

Organizational Commitment

- Low Stress = score of 1
- High Stress = score of 4 or 5

Well-Being

- Low Engagement = score of 1
- High Engagement = score of 4

Would Recommend as a Good Place to Work

(Limeade Institute, 2018)
BURNOUT PREVENTION – MANAGERS

1. Actively support the well-being of your employees:
   • Build in recovery time for employees
   • Have meaningful check-ins with your employees
   • Care about them as people

2. Think about your job as being the glue that connects each employee to the company (and vice versa)

3. Create the conditions for your employees to be engaged
BURNOUT PREVENTION - INDIVIDUALS

1. Find and schedule time for **recovery** and treating yourself right
   • But remember sometimes recovery time alone is not enough
2. Find projects and people that give you **energy**
3. Continue developing a **well-being mindset**: resilience, positivity, belief in yourself, reframing
4. Seek and re-connect to your **purpose**
5. Do not underestimate **social** connection
6. Look for **organizational support**
KEY TAKEAWAYS
KEY TAKEAWAY #1

Employee engagement is a deep connection and sense of purpose at work that creates extra energy and commitment
KEY TAKEAWAY #2

Burnout is when high, sustained engagement intersects with low well-being — without you or the organization intervening.
KEY TAKEAWAY #3

Most companies think of burnout as a personal issue, when it is really an **organizational** one.
KEY TAKEAWAY #4

Focus on supporting **well-being and employee engagement** to reduce burnout
TIPS FOR BattLING BURNOUT

1. **Provide recovery time**
   - Everyone needs a break to recover

2. **Foster a well-being mindset**
   - How people think about situations has an impact on their ability to handle and recover from them

3. **Build social connection**
   - People are wired to be social

4. **Focus on purpose**
   - Helping employees connect to their purpose is key for burnout prevention
REACTOR PANEL

Dr. Laura Hamill  Randa Deaton  Janet Hamous
Q&A

Dr. Laura Hamill
info@limeade.com