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FROM SURVIVE TO THRIVE AT WORK:

AN EVIDENCE-BASED APPROACH TO
HEALTHCARE BURNOUT

CREATED AND PRESENTED BY: ERIKA DEL POZO, MOT, OTR/L

6



- Introduction & Review of Learner Outcomes
- Definition of Burnout, Relevant Statistics in Healthcare, & Models
- Intrinsic Person Factors and Interventions
Mindfulness Interventions
- Performance Patterns: Optimizing Individual Routines
Extrinsic Work Factors and Interventions
- Leadership
- Q and A, Summary

OUTLINE

7



INTRO

- Erika del Pozo, MOT, OTR/L
- Occupational therapist
- Former adjunct professor
- Created dance curriculum for clients diagnosed with Parkinson's Disease
- Founder/CEO of Joy Energy Time LLC
- Co-host of the Burnt Out to Lit Up Podcast
- Experienced significant burnout during first few years as a clinician



8

- 1) List components of burnout, causes of burnout, and personal and professional outcomes of burnout for healthcare professionals.
- 2) Summarize the intrinsic cognitive and psychological resources, along with identified strategies to enhance well-being and work performance.
- 3) Recognize the extrinsic work factors contributing to burnout and the identified interventions aimed at promoting effective leadership and occupational justice in the healthcare work environment.

Learning Outcomes

9

continued

*BURNOUT BEGINS WITH
SOMEONE THAT IS EAGER
THAT ENTERS THE
WORKFORCE WITH
POSITIVE EXPECTATIONS
AND GOALS TO BE
SUCCESSFUL.*

5

continued

BURNOUT

EMOTIONAL EXHAUSTION

Exhaustion level depletes emotional resources of the person and they're unable to give anything more at a psychological level

CYNICISM

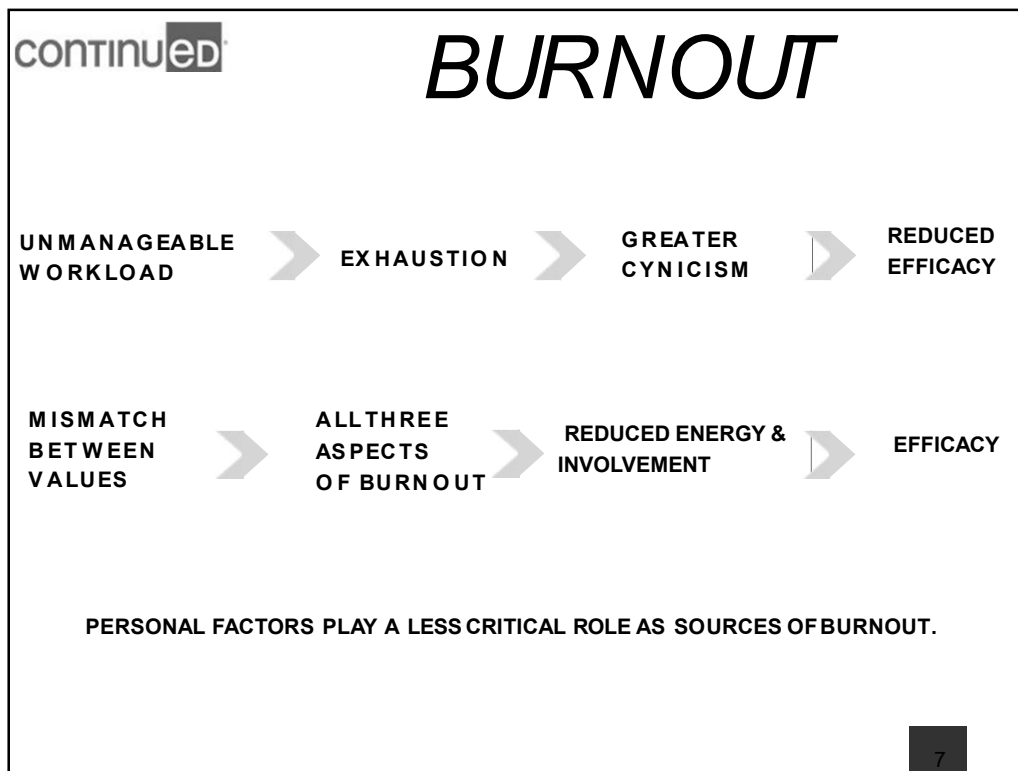
Cynicism means a worker has a negative or depersonalized view towards those recipients of care

LOW EFFICACY

Low personal accomplishment reduces a worker to feel incompetent

6

continued



HIGH WORK ENGAGEMENT CAN QUICKLY BECOME WORK STRAIN SECONDARY TO WORK-LIFE CONFLICTS AND HEALTH CONFLICTS.

14

CAUSES

- High workload
- Low levels of psychological detachment from work during non-work hours
- Low frequency of belly-laugh
- Difficulties setting boundaries
- Low income satisfaction
- <10 years of experience
- Mismatch in values with the organization
- Influence of environment and context
- Funding
- Culture and broken community
- Lack of support
- Documentation demands
- Role discrepancy
- Glass ceilings
- Time demands
- Lowered morale over bureaucratic delays
- Lack of autonomy
- Unable to customize practice
- Policies and procedures of the workplace
- Juggling clinical and nonclinical duties
- Coordinating care
- Lack of respect and unfairness




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10

continued

OUTCOMES

PERSONAL OUTCOMES	PROFESSIONAL OUTCOMES
<ul style="list-style-type: none"> ▪ Headache ▪ Chronic fatigue ▪ Gastrointestinal disorders ▪ Muscle tension ▪ Hypertension ▪ Cold and flu episodes ▪ Sleep disturbances ▪ Depression ▪ Anxiety ▪ Irritability 	<ul style="list-style-type: none"> ▪ Job dissatisfaction ▪ Low organizational commitment ▪ Absenteeism ▪ Poor job performance ▪ Intention to leave job ▪ Higher rates of turnover ▪ Decreased patient satisfaction



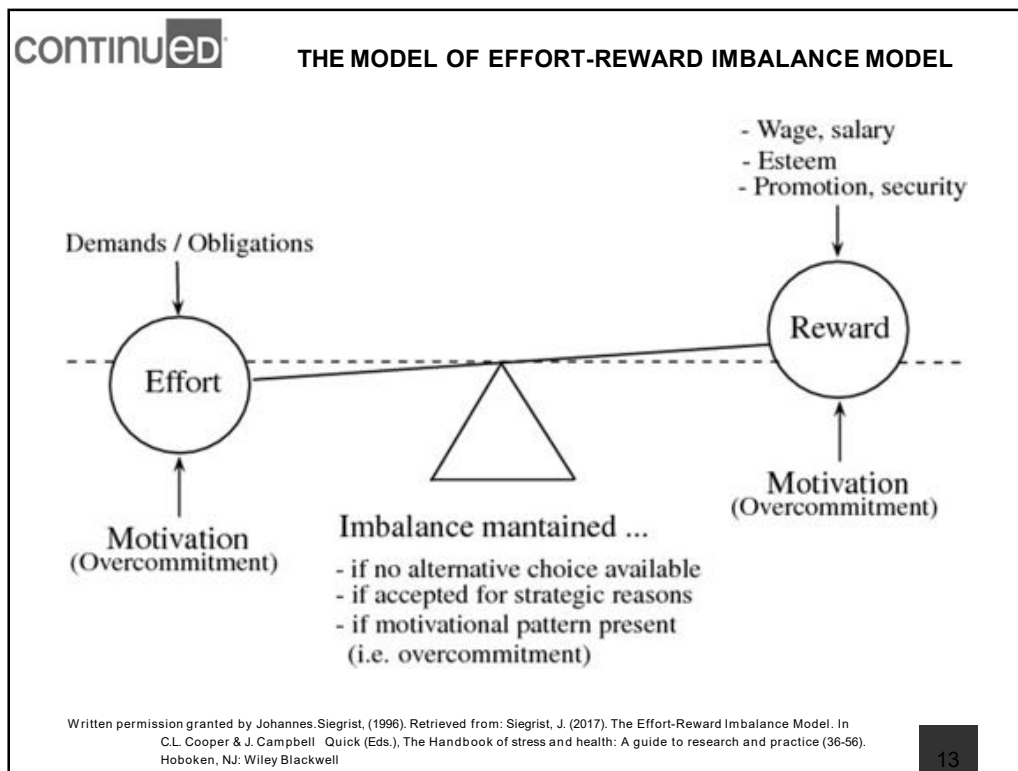
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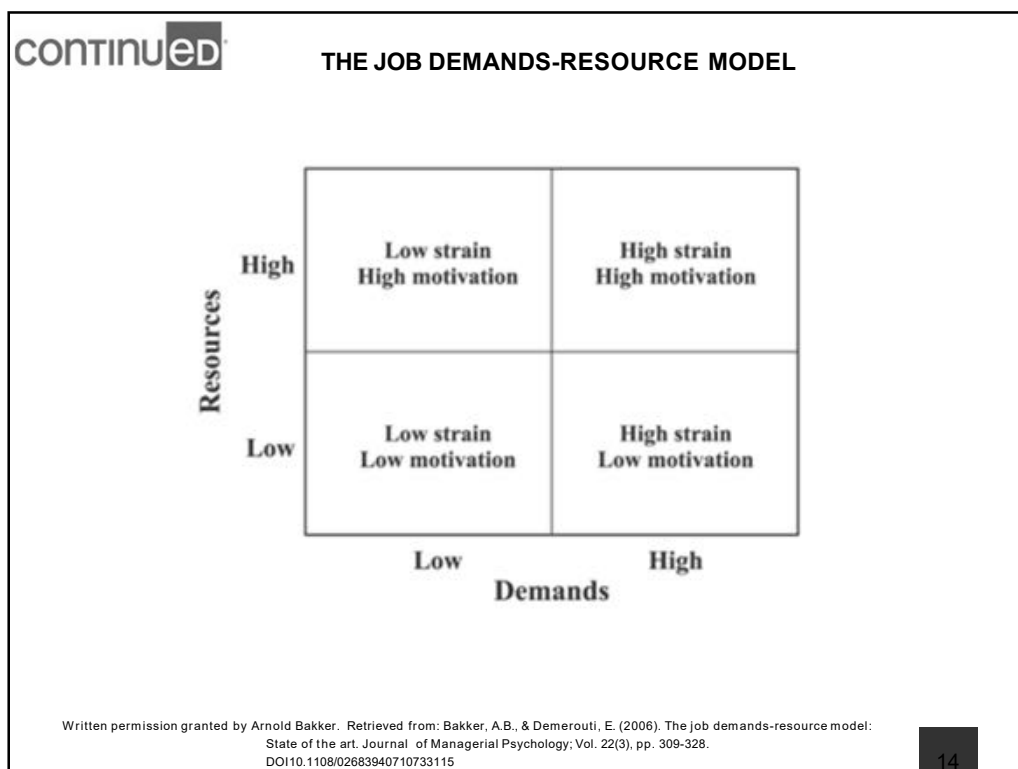
Nurses experiencing higher levels of Burnout were judged by their patients to be providing a lower level of care. The risk of patient mortality was higher when nurses had a higher patient workload and were experiencing greater burnout.

PATIENT SATISFACTION

17



13



14

continued

INTRINSIC PERSON FACTORS AND INTERVENTIONS

20

continued

IN THE PAST MONTH, HAVE YOU...

0 NEVER 1 OCCASIONALLY 2 SOMETIMES 3 FAIRLY OFTEN 4 VERY OFTEN

Been upset because of an unexpected event or
frustration

Believe that you couldn't control important life outcomes Felt on
edge/stressed out

Believed things weren't going your way Believed that
you had more to handle than you could

deal with

Felt irritable and impatient about small things Felt your
heart racing or butterflies in your stomach

Unable to sleep due to worrying Felt
anxious when you woke up

Difficulties concentrating because of your problems

Adapted from the Greenberg, M. (2016). The Stress-Proof Brain: Master your Emotional Response to Stress Using Mindfulness & Neuroplasticity

21

continued



Several potential moderators of the stress-burnout relationship include:

- Successful coping strategies
- Personality variables
- Personal resources
- Job resources
- Post-work recovery from stress

STRESS-BURNOUT RELATIONSHIP

22



MODERN STRESS

Prolonged activation of the stress response may lead to ill-health

- Getting caught up in being reactive all day
- Tension, pressure, and time constraints
- Unrealistic expectations on time and energy
- Putting up with daily hassles Having too much to do in too little time
- Running out of time, feeling rushed



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18



continued

RECOVER

INTERNAL RECOVERY

Being able to take breaks at work and adjusting work strategies accordingly with the current need for recovery are sub-dimensions of job control

Stepping out to lunch, having lunch outside whenever possible, and having a light tone and belly laughs at work when appropriate

EXTERNAL RECOVERY

Outsourcing tasks- can you hire a babysitter, cleaning service, food delivery service? In what area of your home life could you benefit from reducing your involvement so that you may have more time for recovery?

Short and longer respites (i.e. Long weekends, longer vacations) are essential components for recovery

19

continued

SELF-MANAGEMENT

Busy versus productive


Rabbit holes - social media

Clarity, commitment, analysis, planning, follow-up, and re-analysis

The art of saying NO

Understand the power of the compound effect

There's an app for that (Focus Booster, RescueTime, Toggl, Focus@Will)



Unsplash 25

continued

TO WHAT EXTENT DO YOU BELIEVE THINGS ARE OUT OF YOUR CONTROL?

21

continued

LOCUS OF CONTROL

EXTERNAL LOCUS OF CONTROL

Believe that luck, fate, or powerful others are more frequently the source of control in their life

Those that implement an external locus of control are less likely to take actions to cope with job stressors or mitigate adverse effects of the stressors which then makes them more vulnerable to health problems

INTERNAL LOCUS OF CONTROL

Believe they have considerable personal control over the events in their life, and tend to perceive outcomes as the result of their own characteristics

Those that implement an internal locus of control over events such as job stressors are more likely to take actions and put effort into coping with this stressors and reduce adverse effects of job stressors

22

continued

continued

1. Does this belief serve me?
2. What have I gained from believing this?
3. Am I allowing my true self to flourish with these beliefs?
4. What experiment might I create to research this for myself?
5. How can I integrate a consistent, long-term practice into my daily routine?

LOCUS OF CONTROL

23

continued

- Presence: Developing the capacity to direct and focus attention
- Purpose: Maintaining a clear and unwavering focus on who and what the work serves
- Perspective: Choosing, from a range of possible perspectives, the ones that are maximally freeing
- Partnerships: Creating alliances with those who share values, goals and purpose, and can advance the work
- Pro-activity: Focusing on what can be done, rather than on obstacles, and staying in action
- Practice: Engaging in consistent and supportive physical, fun, and body-mind practices that are restorative

RESILIENCE

24

continued

continued


OPTIMISM

Tend to be confident in the face of diverse life challenges even when progress is difficult or slow

Optimists differ from pessimists in stable coping tendencies

Has been linked to improved emotional well-being, more effective coping, and better health outcomes

Study of optimistic vs. pessimist patients receiving surgery



Unsplash 30

continued

OPTIMISM

OPTIMISTS	PESSIMISTS
<ul style="list-style-type: none"> • Confident and persistent in the face of diverse life changes • Engage in problem-solving coping for controllable stressors & more emotion-focused coping for uncontrollable stressors • Expect good outcomes even when things are hard, which yields a relatively positive mix of feelings 	<ul style="list-style-type: none"> • Tend to be more doubtful and hesitant in certain situations • Engage more in denial and refuse to accept the reality of the situation • Expect bad outcomes and have more negative feelings like anxiety and even despair

26

continued

COPING

Engagement coping: dealing with stressors or emotions stemming from it directly

Disengagement coping: escaping the stressors or emotions stemming from it

Occupational therapists with a high degree of emotional exhaustion reported significantly lower use of the coping strategies:

- “maintain self-awareness, monitoring”
- “maintain sense of control over work responsibilities”
- “maintain sense of humor” than those with low and average exhaustion



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27

continued

COPING AT WORK


- Setting boundaries & balancing needs of home and work
- Utilizing time management strategies to maximize productivity
- Seeking support from formal and informal social networks
- Setting goals and priorities
- Physical self-care out of work
- Turning down tasks
- Focusing on satisfying aspects of work, including see clients improve, contributing to program development, mentoring others, and professional development activities



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33

continued



COPING

ADAPTIVE COPING


- Exercise or physical activity Yoga
- Massages
- Deep breathing
- Guided imagery
- Progressive muscle relaxation Meditation
- Participating in spiritual/religious activities
- Communicating with a friend or family member
- Communicating with a counselor, psychologist or health professional

MALADAPTIVE COPING

- Ate more than usual
- Drank alcohol
- Smoked cigarettes
- Using illegal drugs
- Gambling

The use of maladaptive coping strategies decreased likelihood of self-reporting effective stress management.

29



WRITING DOWN THREE GOOD (OR FUNNY, ENGAGING, MEANINGFUL) THINGS EACH NIGHT YIELDS BOTH IMMEDIATE EFFECTS AND PROMOTES LONG-TERM CULTIVATION OF INNER RESOURCES.


30

continued

HAPPINESS

- Reflection/Purpose
- Growth
- Fitness
- Gratitude
- Connection
- Embrace uncertainty
- Rest or rejuvenate
- Service or altruism

..."Profession alone does not define our lives. Seek, find, and enhance the rest of it. We need to live it and enjoy it to the fullest. Choose to be happy now. No one is promised tomorrow. All we have is today."



Unsplash 36


continued

GRATITUDE

Individuals who did not receive gratitude from their superiors reported higher "Depersonalization" sub-dimension of burnout


Interventions:

- Three Good Things
- Make a daily or weekly list about at least five things you're grateful for
- Thinking about what you're grateful for
- Journaling



Unsplash

37



continued

COMPASSION

Builds resiliency against depression and anxiety, while increasing life satisfaction, optimism, social connectedness, and happiness

Self compassionate caregivers have been found to suffer less from burnout, to experience increased well-being, and to be more satisfied with their caregiving roles

Interventions:

- Compassion Mind Training (CMT)
- Therapeutic writing
- Compassion meditation
- Loving- kindness meditation
- Brief daily self-compassion exercises

Unsplash 38



continued

MINDFULNESS INTERVENTIONS



34



MINDFULNESS

Non-judgmental awareness and acceptance of present-moment experiences (thoughts, feelings, sensations etc.), and greater awareness of helpful behavioral choices available.

Mindfulness can lead to valued qualities in healthcare professionals, including attentiveness, interest in clinical problems, interest in the patient-as-person, clinical judgment, compassion, and presence.



Erika del Pozo

35



Mindfulness can lead to valued qualities in healthcare professionals, including attentiveness, interest in clinical problems, interest in the patient-as-person, clinical judgment, compassion, and presence

Mindfulness-based stress reduction (MBSR) has been demonstrated to help individuals more effectively manage stress, pain, and other health conditions

Can act as a buffer in tense work environments between the event and the response. 1-3 mini-mindfulness moments can serve to dissipate challenging energy and bring scattered energy into focus

Employers: Increased capacity to satisfy employee needs

MINDFULNESS

41



MINDFULNESS

- Increase focus
- Patient outcomes
- Reduce stress
- Personal benefit
- Increase calm*
- Team development
- Foundation for a good start
- Increased patience
- Healthy start
- Immediate benefit
- Energy shift**
- Connections to others**



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42

MEDITATION

A set of techniques and practices that are intended to encourage a heightened state of awareness, positive qualities in the mind, and focused attention

Practices that still the mind increase well-being

Changes in multiple brain regions, such as the cerebral cortex, subcortical grey and white matter, brainstem and cerebellum have been found, indicating that meditation involves complex interactive brain networks

Focused attention (FA), open-monitoring (OM), transcendental meditation (TM), and loving-kindness (LK)



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43

APPS

- Headspace
- The Mindfulness App Calm
- MINDBODY
- Buddhify Insight Timer Smiling Mind
- Meditation Timer Pro
- Sattva Meditations & Mantras Stop, Breathe & Think
- 10% Happier

MINDFULNESS MEDITATION

39

PERFORMANCE PATTERNS: OPTIMIZING INDIVIDUAL ROUTINES

40

WHAT IS YOUR CHRONOTYPE?

<https://thepowerofwhenquiz.com/>

41

Chronotype: Your biological clock- suprachiasmatic nucleus (SCN) in the hypothalamus

Chrono-misalignment: a variety of circumstances, such as inappropriately timed sleep and wake, misalignment of sleep/wake with feeding rhythms, or misaligned central and peripheral rhythms

Misalignment has profound effects on processes that affect risk for cardiovascular disease, diabetes, obesity and psychiatric conditions

CHRONOTYPES

47

continued

SLEEP

The effect of sleep loss OCCURS disproportionately for those who work the longest hours

Telepressure: feeling a sense pressure to respond to messages/emails on your phone even when you're away from work predicted poor sleep quality

Poor sleep quality causes employees to view their work environment as more negative

Full detachment: high work and life satisfaction, positive affect

Poor detachment: high levels of need for recovery, fatigue, sleep problems



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43

continued

CHRONOTYPES

DOLPHIN

- Account for 10% of the population
Personality traits include cautiousness, introversion, neuroticism, intelligence
- Tend to avoid risky situations, strive for perfection, obsessive-compulsive tendencies, fixated on details
- Usually wake up feeling unrefreshed and hit their stride later in the day; feel most alert late at night
- Described as generally anxious and have Type A personalities; nervous, irritable, worried, perfectionist, highly intelligent
- Typically, have fast metabolisms and an eat-to-live mentality
- Rate themselves low in the life satisfaction score

LION

- Account for 15-20% of the population
Personality traits include conscientiousness, stability, practicality, optimism
- Tend to be overachieving, prioritize health and fitness, seek positive interactions, and are strategizing
- Usually wake up ready to go at dawn, start to feel tired in mid to late afternoon, and fall asleep easily; are most alert around noon
- Go-getter types and they're about getting from point A to point B by following these calculated steps
- Generally don't take big risks; less likely to overindulge in unhealthy habits, like junk food and alcohol
- Rate their life satisfaction as high

44

continued

continued

CHRONOTYPES

BEAR

- Account for 50% of the population
- Personality traits include cautiousness, extroversion, friendly and easy to talk to, open-minded
- Tend to avoid conflict, aspire to be healthy, prioritize happiness, take comfort in the familiar
- Begin feeling tired by mid-late evening and fall into a deep sleep but not as long as they'd like; most alert mid-morning to early-afternoon and most productive late morning
- It takes a few hours for bears to fully wake and they appear to be hungry all the time
- Eating habits aren't necessarily good or bad and they may or may not be dedicated to fitness
- Tend to stay away from drama, like to be around other people, and are pretty even keel emotionally speaking
- Rate their life satisfaction as good

WOLF

- Account for 15-20% of the population. Personality traits consist of impulsivity, pessimism, creativity, moodiness
- Tend to take risks, prioritize pleasure, seek novelty, and react with emotional intensity
- Wolves have difficulty waking up before 9AM, are groggy until midday, and don't feel tired until midnight or later; most alert 7PM and most productive late morning and late evening
- The most impulsive out of the chronotypes and willing to take risks; insightful and intuitive
- Tend to eat high-fat, high-sugar foods at night
- Tend to have obesity-related diseases like diabetes due to their schedules and poor eating choices
- Rate their life satisfaction as low unless married to another wolf

45

continued

CHRONOTYPES

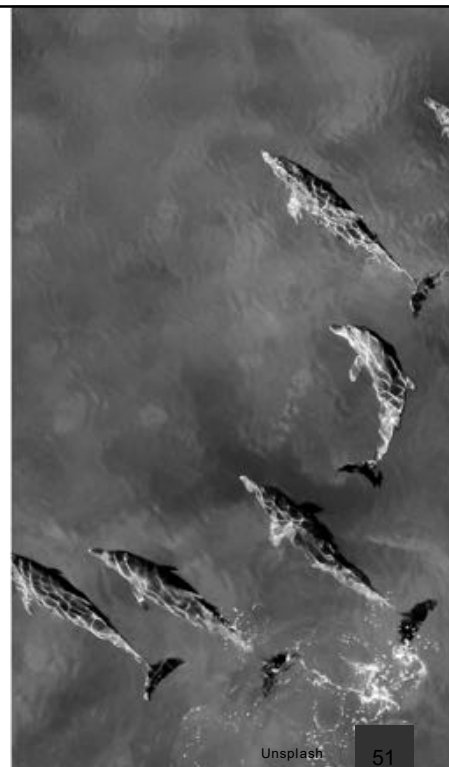
DOLPHIN

Goals: Increase energy in the morning; decrease anxiety in the evening

Avoid naps as much as possible

Sample schedule:

- Wake up and move
- Take a cool shower
- Eat a high protein breakfast
- Mid-morning caffeine/tea
- Mid-morning: creative work, brainstorm Lunch
- time: Eat 1/3 carb, protein, fat lunch Mid
- afternoon: time for most productive work Early
- evening: alone time
- Early evening: dinner with carbs
- 8:30-10:30 PM: Direct your attention to something purposeful or productive
- 10:30-11:30 PM: Avoid blue light; put phone on night mode
- 11:30 PM: Go to bed



Unsplash

51

continued

continued

CHRONOTYPES

LION

Goals: To stretch their exceptional energy positivity and alertness further into the day so they don't power down so early at night

Sample schedule:

- Wake up early; have a high protein/low carb breakfast, hydrate with two glasses of water
- Make to-do list and plan the week, months, years, etc. then shift focus on meditation practice
- Early morning: Connect with others or write emails
- Midmorning: Interact with colleagues and have a small snack and coffee. Great time for a meeting- it's your on-peak period
- Lunch; Avoid heavy carbs. 1/3 protein, 1/3 carbs, 1/3 fats
- Afternoon: Off-peak- come into your creativity powers; brainstorming for work, or journal
- Early evening: Exercise then cool shower to keep core body temperature up
- Have dinner (reduce carbs for more alertness)
- 7-10 PM: You've gained an extra hour or two of alertness for human interaction- connect and nurture your soul 10 PM: Down shift and prepare for 10:30 bedtime



Unsplash 52

continued

CHRONOTYPES

BEAR

Goals: Get adequate sleep and exercise during the week; shift eating rhythms to speed metabolism; increase energy in the afternoons/evenings with strategic napping and activity

Sample schedule:

- Wake up, walk around the block while you're still half asleep and/or exposure to sunlight
- Healthy protein heavy breakfast- eat a hearty one
- Mid-morning: Cognitive peak- tackle taxing work now; have coffee now
- Lunch time: Exercise then eat lunch
- Post lunch: Work and use your analytical powers
- Mid-afternoon: Power nap for restoration; set an alarm
- Interact and small snack; time to write emails, make phone calls
- Early evening: Another optimal time to exercise; play a team sport, take a class, play with your kids, or have a drink
- Dinner and conversation
- Brainstorming time; possibly during warm bath or shower; read, meditate, play games, etc.
- 10-11 PM: Power down- turn off all blue light screens 11 PM-12 AM Go to sleep



Unsplash 48

continued

continued

CHRONOTYPES

WOLF

Goals: Improving efficiency during work hours; shifting eating rhythms to speed up metabolism; increasing number of hours per sleep per night; stabilizing mood swings for overall life satisfaction

Sample schedule:

- Two morning alarms; the first wakes you up; second goes off 20 minutes later. Jot down any creative ideas
- Hydrate with a glass of water then eat protein filled breakfast Move; preferably outdoors to wake up
- Consolidate and plan for your on-peak time. gather thoughts Mid-morning: Coffee break
- 11:15-1 PM: Busy work tasks, hydrate, then light snack if needed 1 PM: Lunch; 1/3 protein, 1/3 carb, 1/3 healthy fat
- Early afternoon: crack out work
- Mid-afternoon: Snack; interact, present ideas to the boss, etc.
- Early evening: exercise; pre-dinner drink, social hour, play w/ kids 8-9 PM: Dinner- will prevent late-night snacking; practical conversations; household business
- 11-12 AM: Unplug and power down time; meditate, read, stretch, warm bath/shower
- 12 AM: Go to sleep



Unsplash

49

continued

EXTRINSIC WORK FACTORS AND INTERVENTIONS

55

continued



"Extent to which the leaders of an organization (or division or team) has mobilized its emotional, cognitive, and behavior potential to pursue its goals."

The presence of work resources fosters job engagement, while their absence results in burnout

Network ties can be considered "energizing" or "de-energizing"

Relational energy: how another individual can influence the transfer of psychological resources towards doing work

Social support: a sense of connection and belonging and is proposed to yield positive feelings about the self

ORGANIZATIONAL ENERGY

56



ORGANIZATIONAL ENERGY

THE 4 C'S:

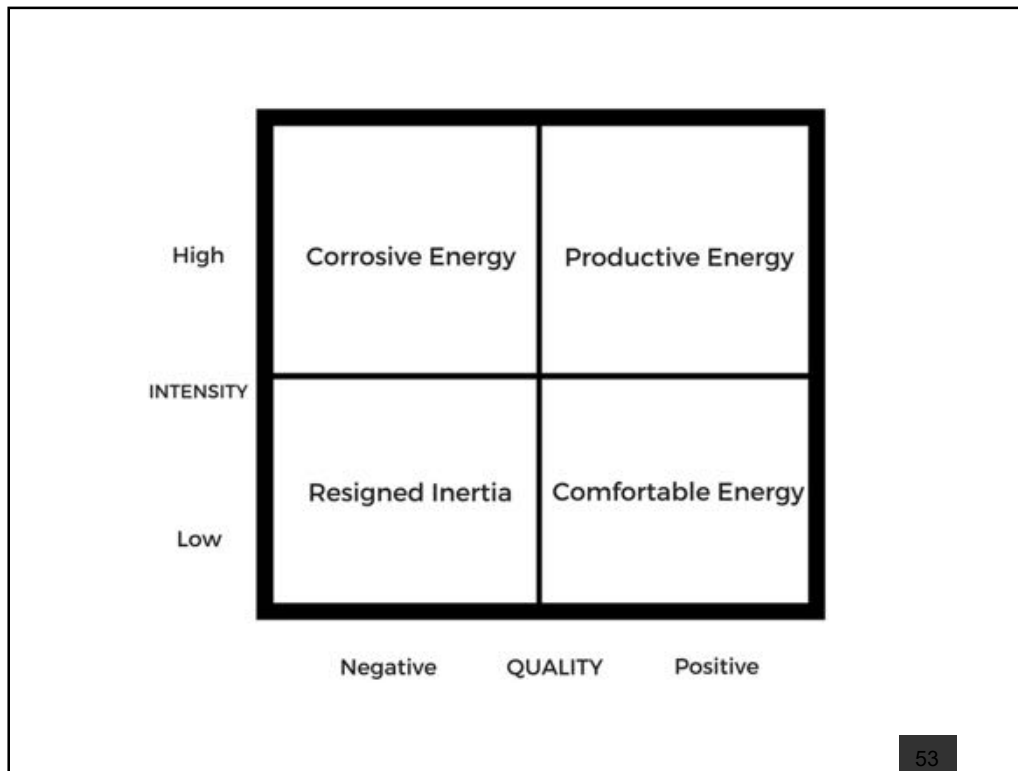
- Connection: how far people see and feel a link between what matters to them and what matters to the organization
- Content: how far the actual tasks people do are enjoyable in themselves and how it challenges them
- Context: how far the way the organization operates and the physical environment in which people work make them feel supported (or not)
- Climate: how far values/beliefs ('the way we do things round here') encourages people to give their best

	LOW	HIGH
Social:	isolation	solidarity
Spiritual:	low commitment	higher purpose
Psychological:	risky	safety
Physical:	fatigue	vitality
Intellectual:	illogical	reason



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57



ORGANIZATIONAL ENERGY

PRODUCTIVE

- High emotional engagement/involvement High activity, stamina, speed, productivity
- Regularly challenge status quo
- Healthy passion
- Pushes limits to drive to success
- Quick, efficient approach and accomplishments

COMFORTABLE

- Strong shared satisfaction and identification
- Inertia/low activity (low level of energy) Satisfaction with status quo
- Long and slow decision making processes
- Culture of slowing/stopping innovation

RESIGNED INERTIA

- Strong frustration, mental withdrawal, or cynicism
- Low collective engagement
- People appear not to care
- Expressed negativity about new initiatives
- Open signs of fatigue/burnout
- Communicate only when necessary

CORROSIVE

- Collective aggression and destructive behaviors (internal politics, resistance to change, resource competition, maximizing personal gains)
- Low collective engagement
- Prevalent silo thinking
- Questions about management integrity, not "walking the talk"

Page number: 54

continued

ORGANIZATIONAL ENERGY

COMPLACENCY


- Requires a level of intensity in both engagement and commitment that routine activities do not ignite
- "Slaying the Dragon" Major threat or challenge
- "Winning the Princess" A promising opportunity

CORROSION

- Make it possible to speak the unspeakable
- Expose the taboos, get skeletons out of the closet
- Make space for innovation or change

ACCELERATION

- Focus on taking a time-out and building feedback system
- Slow down to speedup
- Build feedback systems
- Implement continuous strategy and avoid quick-changing strategies
- Build a strong organizational identity and re-establish pride



Unsplash 55

continued


ORGANIZATIONAL ENERGY

TIPS FOR LEADERS

- Set milestones to sustain energy and commitment over extended periods of time
- Role model within your own team
- Show that you value the overall organizational purpose above your own agenda
- Implement high alertness for potential challenges so employees feel energized and involved
- Forcefully cut corrosion
- Decelerate energy when needed
- Build energized leaders

STRESS AUDIT

- Identify if stress is actually a problem within the organization
- If stress is a problem, what are the underlying causes? Which areas at work are more affected than others by stress?
- What are the results of the stress? How is it impacting employee performance and health?
- What is the extent or severity of the problem?



Unsplash 56

WORK FACTORS

Work overload --> SUSTAINABLE WORKLOAD

Lack of control --> FEELINGS OF CHOICE & CONTROL

Insufficient reward --> RECOGNITION AND REWARD

Breakdown of community --> SENSE OF COMMUNITY

Unfairness --> FAIRNESS, RESPECT, JUSTICE

Significant value conflicts --> MEANINGFUL, VALUED WORK

57

WORKLOAD

Frequent measurement of healthcare professional well-being and workplace factors and comparing to industry averages

Workload factors:

- Expectations on individual employees (caseload)
- Scheduling (workers control over their schedule)
- Productivity standards



Unsplash

58


continued

WORKLOAD

Doing more to improve internal recovery time during the day will foster a more realistic workload will all help decrease feelings of exhaustion:

- Set aside dedicated documentation time (even if unpaid)
- Break times; i.e. 10-15 minutes in-between patients
- More time with patients if needed
- Set out to lunch with co-workers instead of eating lunch at your desk

Improving external recovery requires a complete psychological detach from work and preventing work spillover to creep into the cracks of your home life



Unsplash

59

continued

CONTROL

Stress stems from high levels of responsibility and low levels of control

Low control at work predicts depression and psychiatric symptoms and neurotic disorders

51% of employees say they would change jobs for one that offers flexible work time

The benefits and perks that employees truly care about are those that offer them greater flexibility, autonomy and the ability to lead a better life

Schedules should attempt to reflect the employees "peak" hours if possible (aka chronotypes)



Unsplash

65

continued

*"SINGLE MOST IMPORTANT
FACTOR IN TEAM SUCCESS
OR FAILURE IS THE QUALITY
OF RELATIONSHIPS ON THE
TEAM."*

-Abby Curnow-Chavez

66

continued

COMMUNITY

Manifestation of the people within it,
guided by the company values

Constantly evolving as employees come
and go, influenced by individual
perspectives, insight and experience

Authentic, with consideration of what's
meaningful to the individuals and creates
a sense of purpose

All members of the organization have a
role to play in energizing the workplace
and in keeping the energy flowing

Loyalty -> shared values -> engagement ->
productivity -> culture -> leadership skills ->
learned around shared goals



Unsplash

67

continued

COMMUNITY

Let employees choose their "teams"

Social support has been found to foster greater engagement at work- survey to find out what is most desired

Sharing positive team experiences can have a contagious, energizing effects on workers

At work: light tone, jointly constructed humor, brainstorming sessions to promote each other's professional growth, article of the week club

Recommended reading: Captivate by Vanessa Van Edwards



63

(Basic Needs)

Q01: I know what is expected of me at work.

Q02: I have the materials and equipment I need to do my work right.

(Individual Needs)

Q03: At work, I have the opportunity to do what I do best every day.

Q04: In the last seven days, I have received recognition or praise for doing good work.

Q05: My supervisor, or someone at work, seems to care about me as a person.

Q06: There is someone at work who encourages my development.

(Teamwork Needs)

Q07: At work, my opinions seem to count.

Q08: The mission or purpose of my company makes me feel my job is important.

Q09: My associates or fellow employees are committed to doing quality work.

Q10: I have a best friend at work.

(Growth Needs)

Q11: In the last six months, someone at work has talked to me about my progress.

Q12: This last year, I have had opportunities at work to learn and grow.

64

FAIRNESS

Strong community does not work unless there fairness, respect, and a congruence of values between you and your organization

Employees value fairness in itself and consider it to be indicative of a genuine concern for the long term good of the organization

Avoid "us vs them" mentality with employees, management, and leadership

Be helpful instead of hazing "nurses eat their young"



65

Workplace bullying: form of interpersonal aggression, defined as repeated inappropriate and hostile behavior intended to harm, intimidate, degrade, or humiliate others at work

Creates unsafe working conditions, representing high job demands and low job resources

Work-directed burnout interventions tended to have longer term effects than person-oriented burnout interventions in long term care nursing settings

FAIRNESS

71

continued

FAIRNESS

- Culture of a positive work environment
- Respectful interpersonal relationships
- Clear policy prohibiting any manifestation of bullying
- Interventions aimed at reducing interpersonal misconduct
- Conflict mediation and coaching
- Interventions aimed at enhancing effective communication and interpersonal relationships
- Efforts to enhance job autonomy and occupational self-efficacy
- Training programs designed to improve employees' ability to cope with workplace bullying



67

continued

VALUES

4 out of 10 U.S. employees strongly agree that the mission or purpose of their company makes them feel their job is important

"Meaning" is the ultimate employee retention strategy

Incongruity between values viscous cycle

Role ambiguity = sense of wasted time

Define and discuss both the explicit and implicit expectations

Make regular adjustments to align work with team members' strengths



68

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continued[®]

REWARDS

41% of employees say a significant increase in income is “very important” to them when considering a new job

- Financial: monetary gains
- Status-related reward: career promotion or job security
- Socio-emotional reward: esteem and recognition; good job is done

Help workers take pride in what they do by seeing face to face who they help and hearing their story



69

continued[®]

LEADERSHIP

75

continued[®]

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LEADERSHIP


15% of employees strongly agree the leadership of their organization makes them enthusiastic about the future

Transformational leadership: associated with most positive connotations where behavioral facets such as motivation, emotional connect and sense of efficacy have significant impact on performance and other organizational outcomes

Transactional leadership: compliance from the follower is obtained through the use of reward and punishment

Based on mutual admiration with common vision, and creative exchange of ideas

<https://www.youtube.com/watch?v=60O2OH7mHys>




Unsplash 71

continued

LEADERSHIP

- Promote open, creative dialogue
- Ensure that people at all levels feel a true sense of accountability
- Use reason and careful observation to establish facts and reach correct conclusions
- Encourage new ideas that can positively influence business results
- Provide open and honest feedback on opinions and ideas advocating for progressive ones and addressing unfeasible ones
- Avoid the urge to micromanage
- Availability
- Empathy
- Create feedback loops so employees feel involved in decision-making processes



Unsplash 72

continued

Leadership quiz: risk tolerance, hiring, your X-factor, etc: <https://www.tonyrobbins.com/career-business/what-kind-of-leader-are-you/>

DISC model: rates you on multiple areas of personality including behaviors and values. Will help you “understand HOW you prefer to get things done, and WHY you’re motivated to do them:

<https://www.tonyrobbins.com/disc/>

LEADERSHIP

78

continued

LEADERSHIP

ANYONE CAN BE A LEADER: ADVOCATE FOR CHANGE

- Be realistic about the risks of speaking up and not speaking up
- Decide whether it's beneficial to wait before you take action. Does your team feel the same way about the issue?
- Identify a shared goal; what does this person care about?
- Ask for permission to disagree
- Stay calm- anxiety gives off a mixed signal
- Demonstrate assertiveness and confidence
- Validate the original point; state the other person's point of view clearly so they understand that you understand
- Stay humble and voice that this is your opinion
- Be open to hearing other's opinions and acknowledge the other person's authority

74

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*"NEVER BE AFRAID TO RAISE
YOUR VOICE FOR HONESTY AND
TRUTH AND COMPASSION
AGAINST INJUSTICE AND LYING
AND GREED. IF PEOPLE ALL OVER
THE WORLD...WOULD DO THIS, IT
WOULD CHANGE THE EARTH."*

- William Faulkner

75

continued

QUESTIONS?

THANK YOU!

Contact: erika@joyenergytime.com

76

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