

Thank you for sharing your time with me in our session together! The sources I referenced are noted in the slides, and I'm happy to recommend other reading. I have included in the slides the results of the polling we did, as well as pictures of your "Continue-Start-Stop" reflections/commitments. I hope you find this useful and that you see that we are not alone in what we are feeling! This is such a collaborative community, with lots of supportive colleagues across GRC and across industries. Please don't hesitate to reach out if you have questions. Warm regards, Debbie



Understanding Burnout and Creating Your Strategy for Enhancing Your Resilience

Debra Sabatini Hennelly
Founder & President, Resiliti

NABCRMP Women Leaders in GRC Conference – March 8, 2023

SESSION OBJECTIVES

Gain perspectives on:

- Costs and causes of chronic stress and burnout
- The psychology, emotions, and neurophysiology of burnout and disengagement
- Creating your personal strategy for enhancing your resilience (and re-engaging, supporting, and uplifting your team, as a leader)

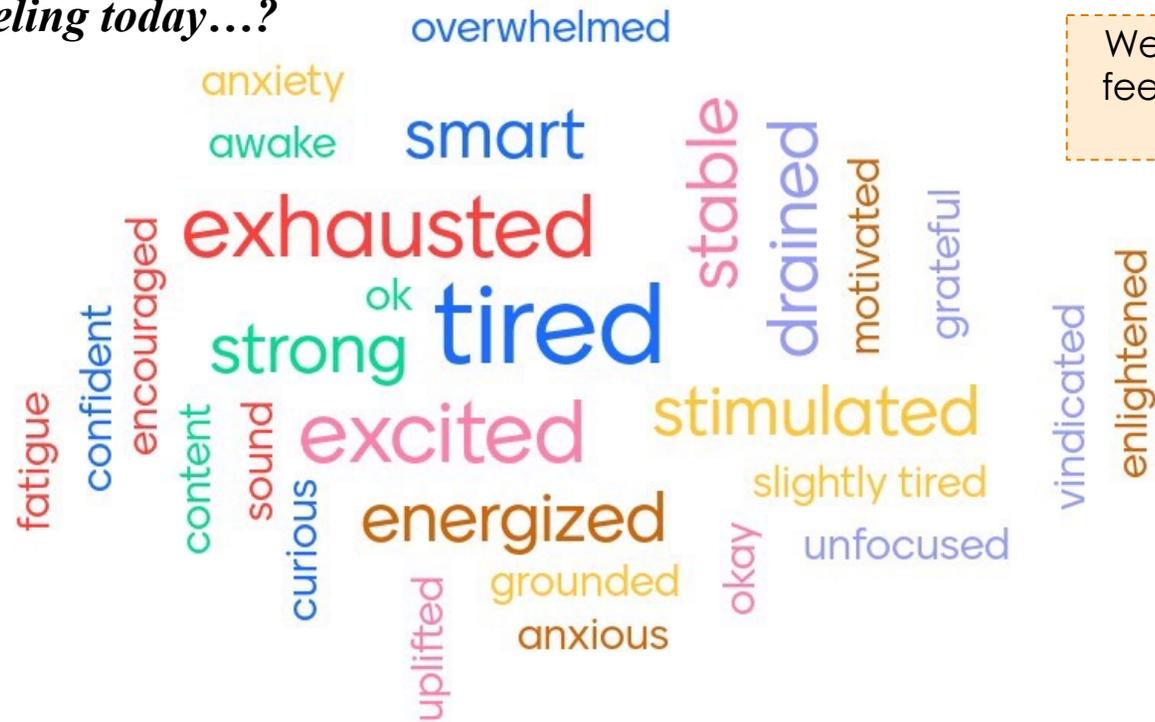
QUESTION #1: LET'S SHARE SOME "PIE"

How are you feeling today...? (Submit three separate words—one word for each)

- P - physically?
- I - intellectually?
- E - emotionally?

QUESTION #1: YOUR ANSWERS

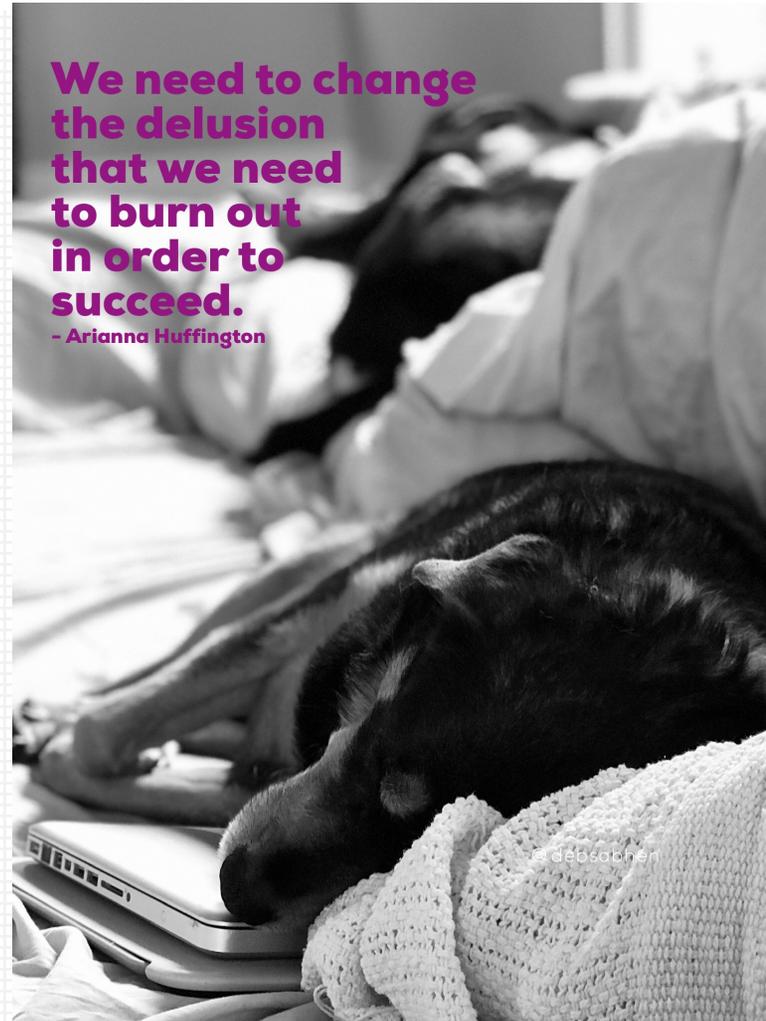
How are you feeling today...?



We aren't alone in feeling what we're feeling...

Finding our Equilibrium and Building Resilience...

It's time to shift the
paradigms that
support unhealthy work
environments



**We need to change
the delusion
that we need
to burn out
in order to
succeed.**

- Arianna Huffington

© debsabhen

AGENDA

- How's Your Stress Level?
- Some Context and Statistics
- The Psychology, Emotions, and Neurophysiology of Burnout and Disengagement
- Strategies for Resilience: “Detect – Correct – Prevent” Burnout (Individual and Organizational)
- Your Strategy – What's Next?

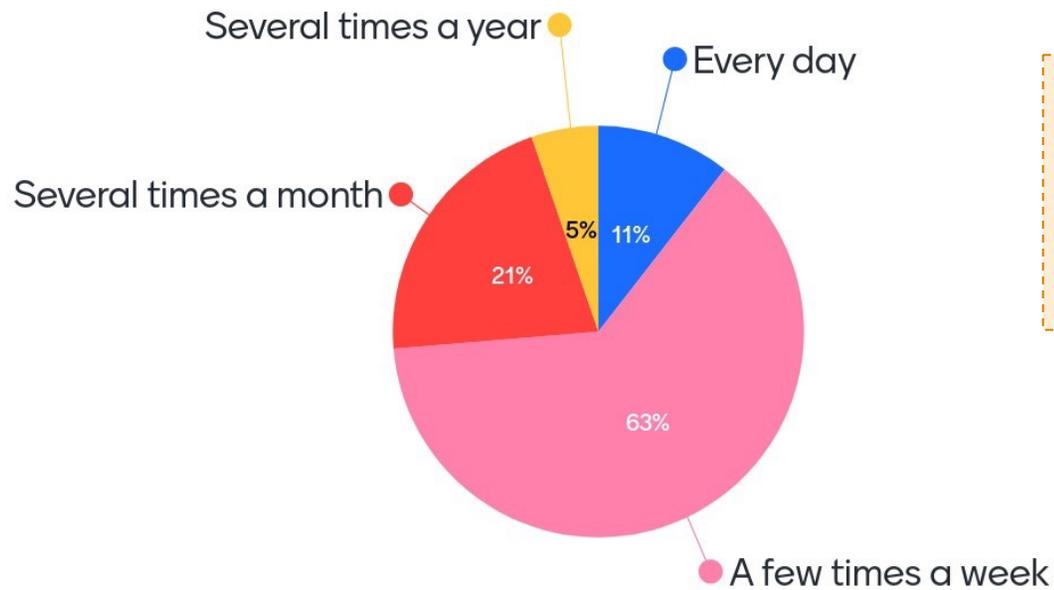
QUESTION #2: HOW STRESSED ARE YOU?

How often do you feel significantly stressed by your work?

1. Every day
2. A few times a week
3. Several times a month
4. Several times a year
5. Never

QUESTION #2: YOUR ANSWERS

How often do you feel significantly stressed by your work?



Occasional stress can motivate us; but when it becomes a regular occurrence, excessive, or chronic, that pushes us toward burnout...

SOME CONTEXT AND STATISTICS

WORKPLACE BURNOUT (INDEED 2021)

67% of all workers believe burnout **worsened during the pandemic**

53% of remote/work-from-home employees were **working longer hours**, making unplugging that much harder

27% of all respondents were **unable to unplug from work**, whether due to an inability to take time off or a lack of clear boundaries between the workplace and home

61% percent of remote workers and **53%** of on-site workers now find it **more difficult to “unplug” from work during off-hours**

COSTS (TO BUSINESS AND SOCIETY) OF BURNOUT



190 billion

USA



64 billion

UK

BURNOUT AS AN OCCUPATIONAL PHENOMENON

World Health Organization (2019):

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

- feelings of energy depletion or exhaustion;*
- increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and*
- reduced professional efficacy.”*

<https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>

Burnout is an occupational hazard, not a failure of character...

**US Surgeon General
issued a Framework
For Workplace
Mental Health &
Wellbeing
(November 2022)**

**Five Essentials
for Workplace
Mental Health
& Well-Being**

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility

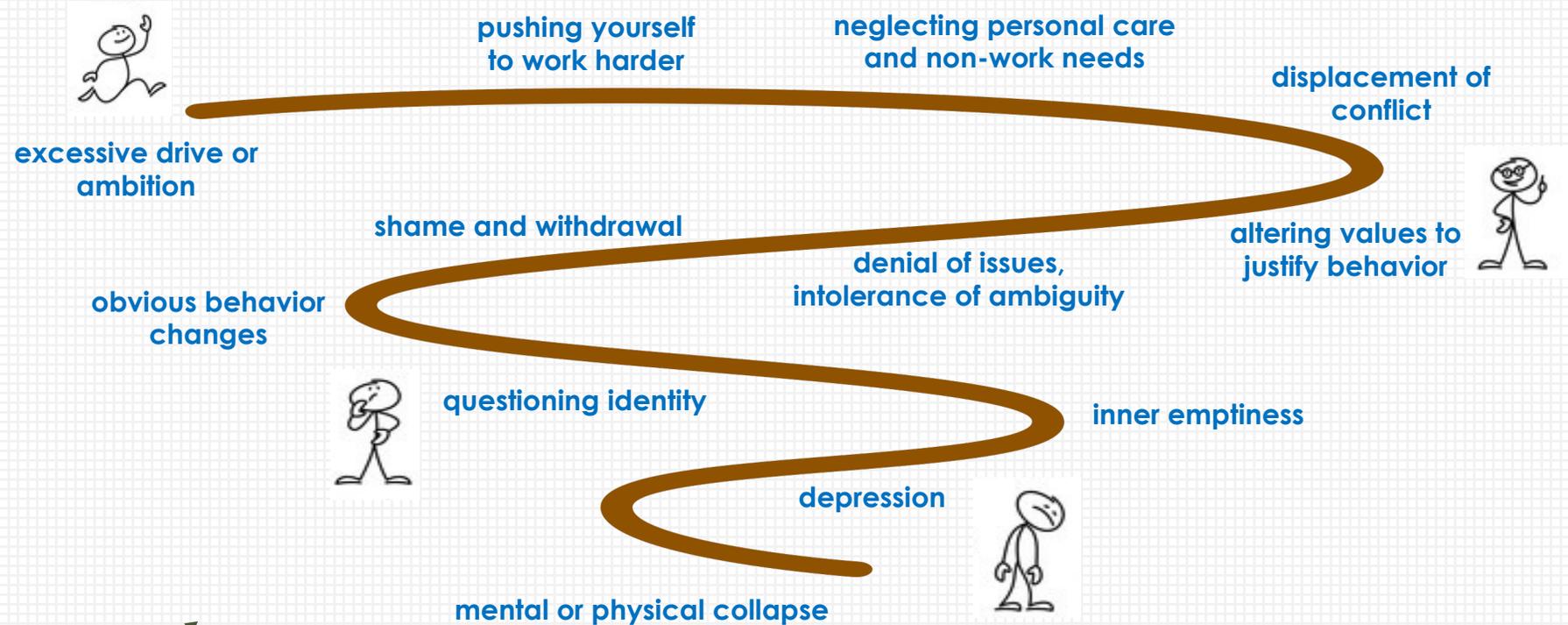


The U. S. Surgeon General's Framework for Workplace Mental Health & Well-Being

See: <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>

THE PSYCHOLOGY, EMOTIONS, NEUROPHYSIOLOGY OF BURNOUT AND DISENGAGEMENT

12 STAGES OF BURNOUT

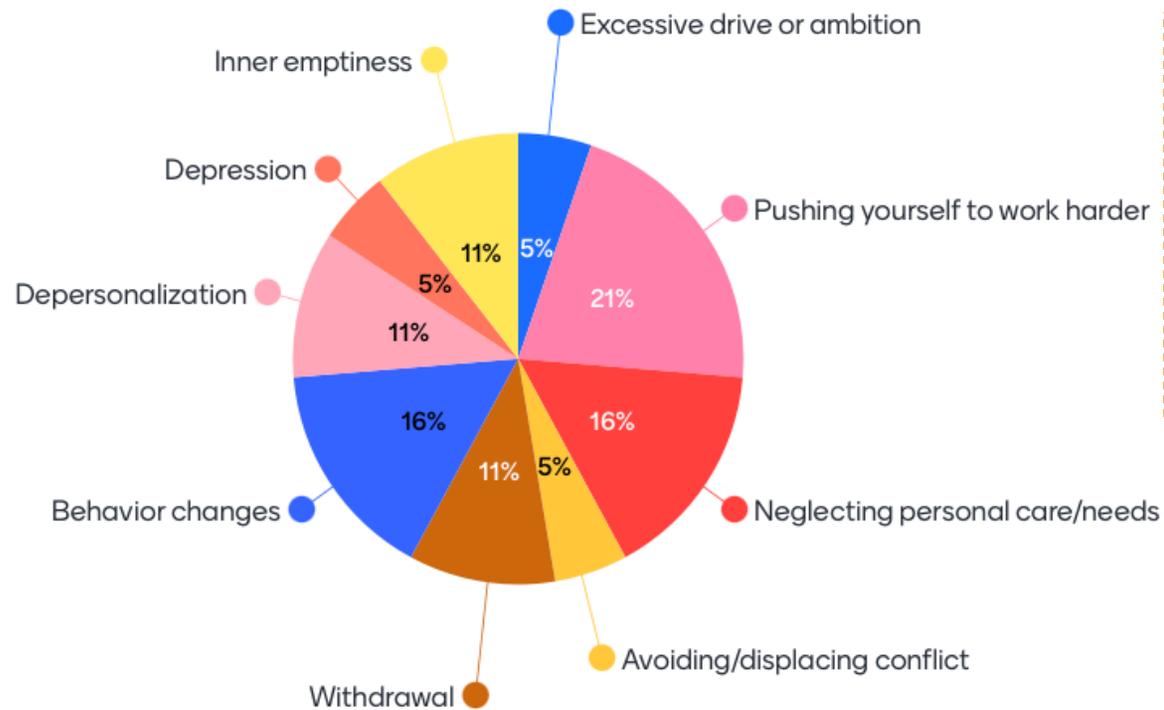


QUESTION #3: ARE YOU ON THE ROAD TO BURNOUT?

If so, which one of these stages most resonates for you?

1. Excessive drive or ambition
2. Pushing yourself to work harder
3. Neglecting personal care and non-work needs
4. Displacement of conflict
5. Altering values to justify behavior
6. Denial of issues, intolerance of ambiguity
7. Shame and withdrawal
8. Obvious behavior changes
9. Questioning identity
10. Inner emptiness
11. Depression
12. Mental or physical collapse

QUESTION #3: YOUR ANSWERS



We aren't alone on this road... but identifying what we are feeling is the first step in developing strategies for enhancing our resilience and our equilibrium...

BURNOUT IS COMPLEX

- Burnout is caused by multiple factors
 - Individual, organizational, societal, familial, environmental, etc.
- Building resilience
 - Work-life “balance” vs. finding “equilibrium”
 - Emotions play a central role
- Occupational causes
 - Workload
 - Perceived lack of control
 - Lack of fairness
 - Lack of reward or recognition
 - Poor relationships
 - Values disconnect



CHANGING WORKFORCE ATTITUDES

- “Great Resignation”... “Quiet Quitting”...
 - Leaving for better opportunities to find equilibrium
 - Forced return to office -- 64% would turn down 30k to work from home
- MIT study: **toxic culture** was by far largest predictor of quitting
 - 2/3 of those who left **didn't feel included, valued, respected, trusted, or cared for**
 - *“Leaders cannot improve corporate culture unless they are willing to hold themselves and their colleagues accountable for toxic behavior...”*
 - Charles and Donald Sull, “How to Fix a Toxic Culture,” MIT Sloan Review,” 9/28/22

BELONGING MATTERS TO ORGANIZATIONAL RESILIENCE

“ Engaged employees are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.”

- From Gallup's “State of the American Workplace”

PSYCHOLOGICAL SAFETY

Dr. Amy Edmondson linked psychological safety to **team learning** (1999)

“If leaders want to unleash individual and collective talent, they must foster a psychologically safe climate where employees feel free to contribute ideas, share information, and report mistakes. Imagine what could be accomplished if the norm became one where employees felt their opinions counted in the workplace. I call that a fearless organization.”
(The Fearless Organization, 2018)

Dr. Timothy Clark called it an environment of **“rewarded” vulnerability**; It’s not “expensive” to be yourself (2000)

“When vulnerability is punished, identity, social interaction, and performance become expensive.”
(The 4 Stages of Psychological Safety, 2020)

INTERPERSONAL RISK ASSESSMENT



BREACHES IN PSYCHOLOGICAL SAFETY

A few examples...

- *Have you ever felt excluded in a social setting...?*
- *Have you ever been afraid to ask a question...?*
- *Have you ever had someone take credit for something you did...?*
- *Have you ever been punished for making an honest mistake...?*

“These events **activate** the pain centers of the brain, **trigger** the self-censoring instinct, and **shift** the individual to a defensive mode of performance.”

SOME OF THE COSTS OF BREACHES

- 80% Lost work time worrying about an incident
- 78% Said that their commitment to the organization declined
- 63% Lost time avoiding the offender
- 48% Intentionally decreased their work effort
- 25% Admitted to taking their frustration out on customers
- 12% Said that they left their job because of the uncivil treatment

Source: Dr. Timothy Clark, *The 4 Stages of Psychological Safety*, Leader Factor™ 2020

HOW DOES THE BODY REACT TO STRESS?

- “Fight/flight/freeze” reaction is activated by our anxious thoughts
 - Normal physiological response from our “primitive” brain
- Physical sensations
 - increased shallow breathing
 - heart racing
 - muscle tension
 - restlessness
 - butterflies in stomach
- Hormones
 - increased adrenalin and cortisol



- Feeling anxious or stressed?
→ **MOVE!**
- Complete the “**Stress Cycle**”
- Nagoski, Amelia & Emily, *Burnout: The Secret to Unlocking the Stress Cycle*, 2020

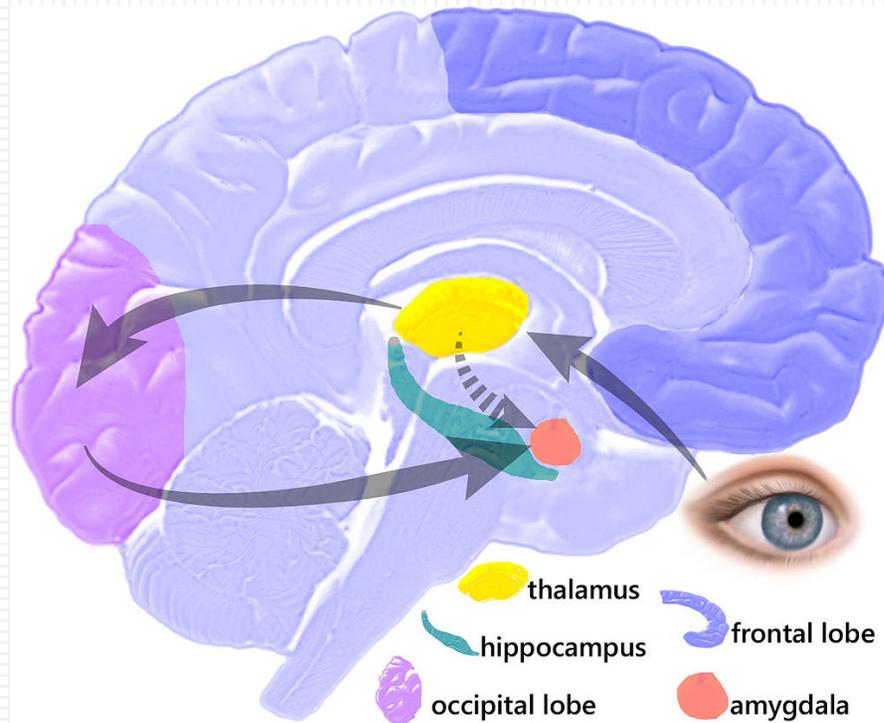
EMOTIONS AND CULTURE

“Emotions have a significant impact on how people perform tasks, how engaged and creative they are, how committed they are to their organizations, and how they make decisions.”

- Dr. Sigal Barsade

1. Employee Satisfaction
2. Motivation
3. Connection/Belonging
4. Teamwork
5. Financial Performance
6. Absenteeism
7. Burnout

“AMYGDALA HIJACK” – “NAME IT TO TAME IT”



“Thrive”

“Survive”

CONTRALATERAL ACTIVITY



4 KEYS TO EMOTIONAL AGILITY AND “LITERACY”

“All healthy human beings have an inner stream of thoughts and feelings that include criticism, doubt, and fear.

That’s just our minds doing the job they were designed to do: trying to anticipate and solve problems and avoid potential pitfalls.”

- Dr. Susan David

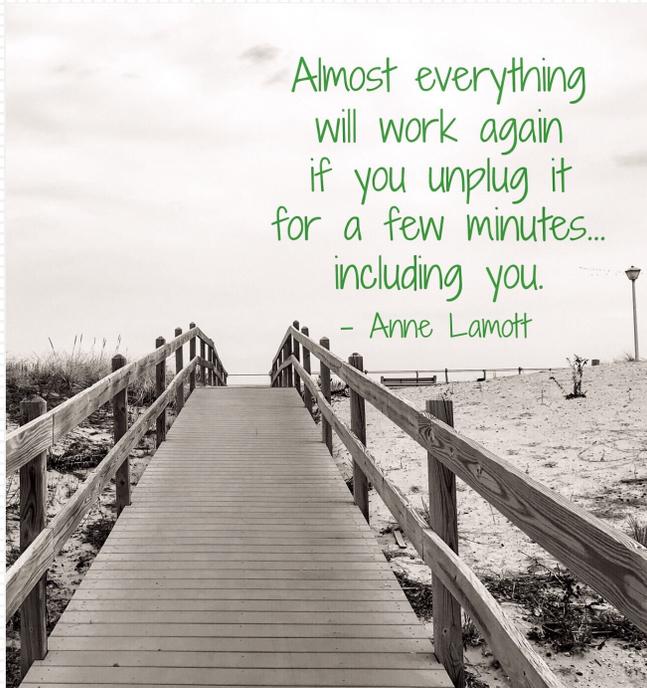
See also
Brené Brown’s book,
Atlas of the Heart

- 1. Name it**
- 2. Acknowledge it**
- 3. Step out of it**
- 4. Act according to your values**

= Responding vs. Reacting

STRATEGIES FOR RESILIENCE:
DETECT – CORRECT – PREVENT BURNOUT

ADDRESSING AND PREVENTING STRESS AND BURNOUT



Almost everything
will work again
if you unplug it
for a few minutes...
including you.
- Anne Lamott

- Strategies for individual action
 - First aid (immediate)
 - Short term (corrective action)
 - Long term (values-based recovery, prevention)
- Some organizational solutions
 - Manager training
 - Wellbeing initiatives
 - Hybrid/flexible/4-day workweek

“FIRST AID” – THE BASICS

- “Put on your own oxygen mask first”
- “Can’t drive a car with an empty gas tank”
 - Nutrition
 - Hydration
- “Complete the stress cycle”
 - Breathing
 - Movement
- Rest is **ideally** 42% of our day...

- Nagoski, Amelia & Emily, *Burnout: The Secret to Unlocking the Stress Cycle*, 2020



How much rest do you get?

How do you spend your DAY? Your WEEK?

- Do a “blocking exercise”
- Disengagement is rest
- Interrupting stressful activity is too
- Get up from your desk every hour
- Learn to nap!

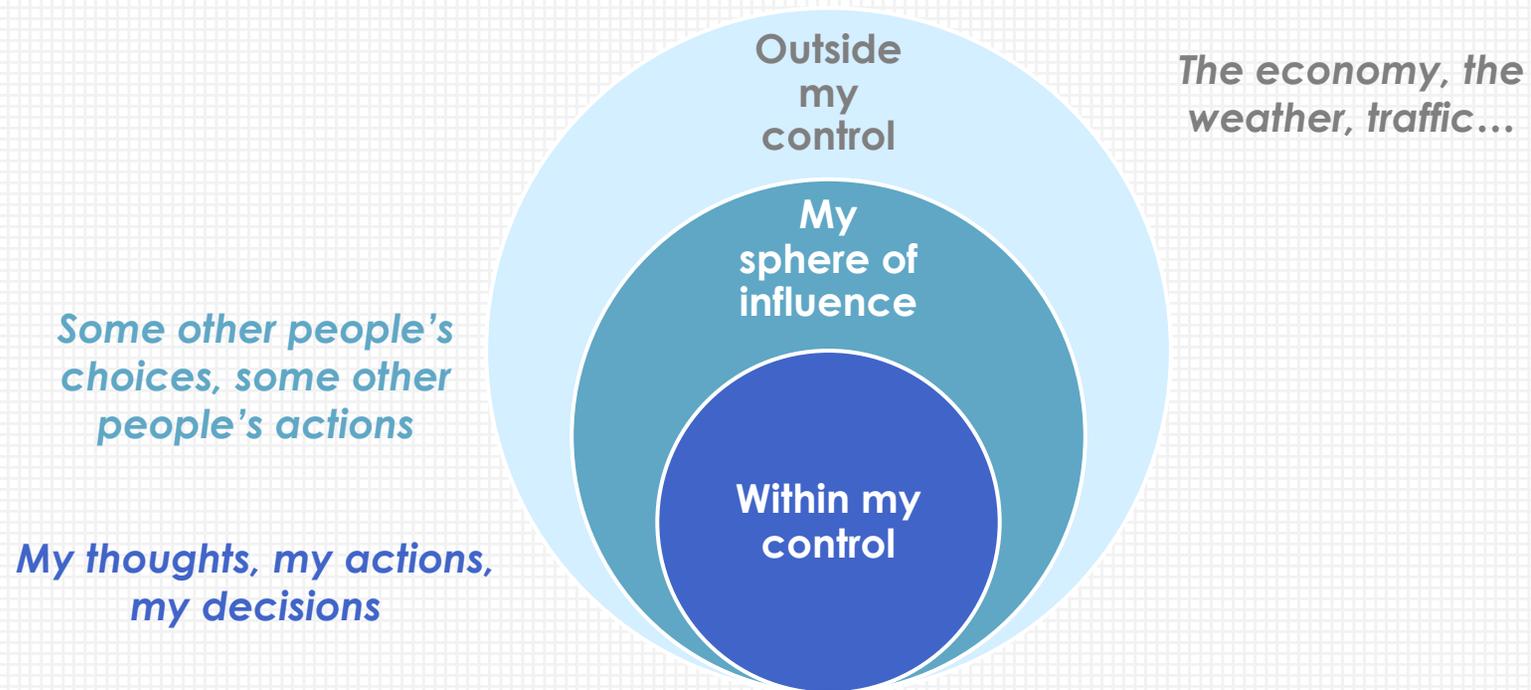
CORRECTIVE ACTION: DISTINGUISH “STRESS” FROM “STRESSORS”

- **Stressors** activate the stress response in your brain and body
 - External threats (through our senses)
 - Internal messages (self-criticism, imposter syndrome, body image...)
- **Stress** is the neurological/physical response to stressors

Some strategies:

- Breathing 4x4
 - Inhale, Hold, Exhale, Hold...
- Engage your senses
- Be gentle with yourself
- Learn to respond, not react (“create space”)
- Cultivate patience, grace

TAKING BACK CONTROL



SOCIAL CONNECTION MAKES US THRIVE

The Good Life: Lessons From the World's Longest Scientific Study of Happiness (2023 book)

- By Dr. Bob Waldinger, Harvard Med School psychiatry professor (the study's 4th director) and Marc Schulz, Bryn Mawr psychology professor
- One very clear finding over 83 years of data: **Strong relationships are what make for a happy life**--more than wealth, I.Q. or social class

Other research also shows that people who are **more socially connected live longer** and are more protected against stress, depression and declines in memory and language

• **NY Times (1/1/23) “7-Day Happiness Challenge” with Dr. Bob Waldinger**

- There's no “right” number of friends
 - Don't need to be an extrovert
 - Never too late to build relationships
1. Take the quiz
 2. The 8-minute phone call
 3. Friendly moments of uplift
 4. Thank someone special (Living eulogy)
 5. The importance of work friends
 6. Schedule a social plan
 7. Set relationship goals for the year

<https://www.nytimes.com/explain/2023/01/01/well/happiness-challenge>

PREVENTIVE ACTION: YOUR RESILIENCE BEGINS WITH SELF-AWARENESS

- **Self-awareness**

- “Your mind is your best friend. But it can also be your worst enemy.” - Shirzad Chamine’s **Positive Intelligence**
 - Take his quiz ([PositiveIntelligence.com](https://www.positiveintelligence.com))
 - Understand your “**saboteurs**” to build new neural pathways
- Rediscover your essence and the favorite activities of your younger self... what made you thrive?

- **Connection** is a superpower

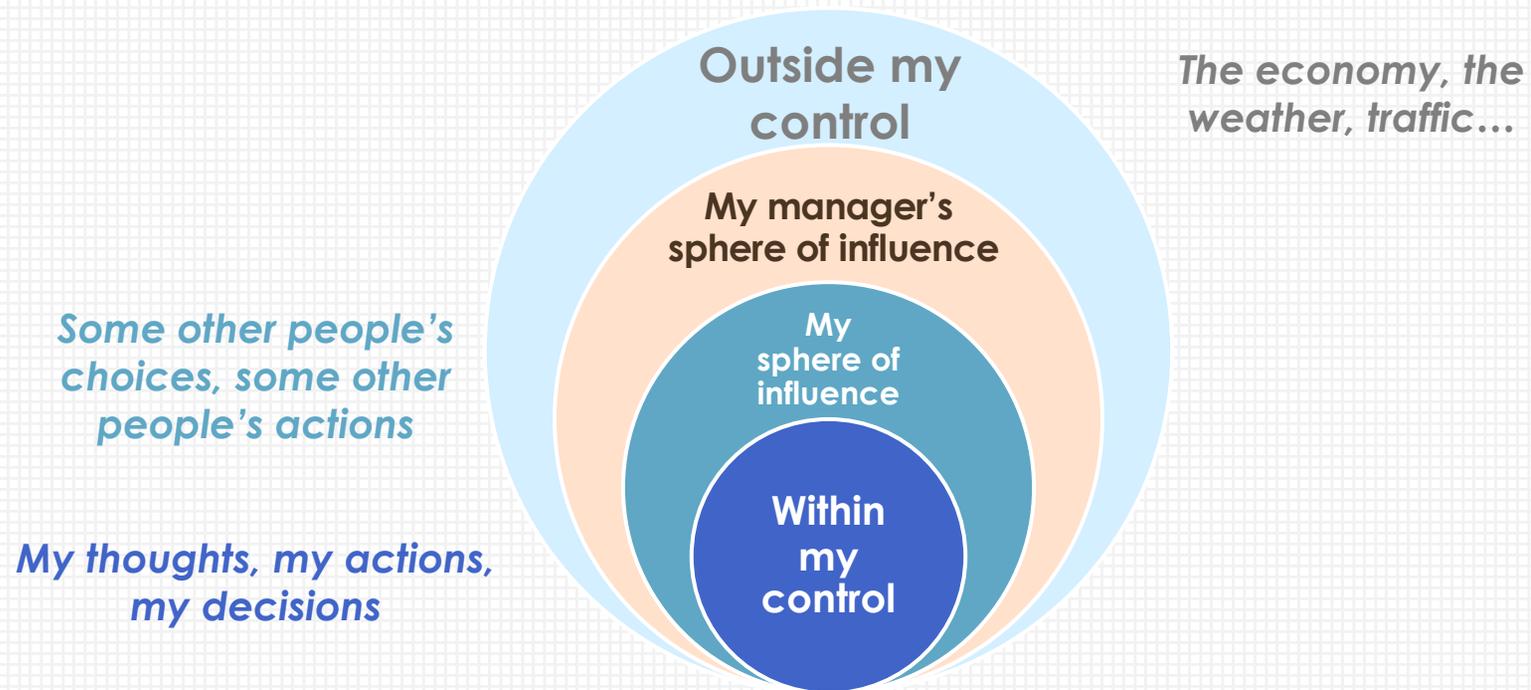
- Invest in your relationships regularly
- Who nurtures YOU? Lifts you up? Makes you laugh?
- Build your networks, engage allies



PREVENTIVE ACTION: WHAT IS YOUR LONG-TERM STRATEGY?

- **Build a routine** for the basics – nutrition, hydration, movement, rest
- **Self-awareness** is a constantly evolving journey (assessments, reading, counseling, coaching...)
- Develop a **Mindfulness** practice to create the space, tune into what your body is telling you – breathing, meditation (try “10% Happier” app)
- Reset your focus – sky, water, **sunshine, fresh air**, “touch grass”
- Rediscover the **favorite activities** of your younger self...
- Invest in your relationships – **connection** is a superpower
- **Engage your manager** in creating YOUR equilibrium
- And what about the team that YOU support? **What are you modeling?**

BROADENING THE SPHERE – ENGAGED MANAGERS



ORGANIZATIONAL STRATEGIES (COLLABORATE WITH HR...)



- Assess the health/toxicity of your organizational culture
- Create psychologically safe teams
 - Raising concerns and asking for help
 - "Speaking up" culture...
- Provide manager training
 - Develop emotional literacy and agility
 - Identify/address chronic stress, burnout
- Implement wellbeing initiatives
 - 4-day workweek
 - Hybrid work flexibility

ORGANIZATIONAL RESILIENCE

Harvard
Business
Review

Organizational Culture

Resilient Organizations Make Psychological Safety a Strategic Priority

by Maren Gube and Debra Sabatini Hennelly

August 25, 2022



Danil Nevsky/Stocksy



EXTENDING EMPATHY

“Empathy has no script. There is no right way or wrong way to do it. It's simply listening, holding space, withholding judgment, emotionally connecting, and communicating that incredibly healing message of ‘you're not alone.’”

- Brené Brown

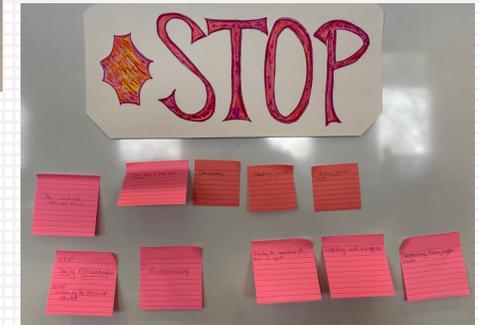
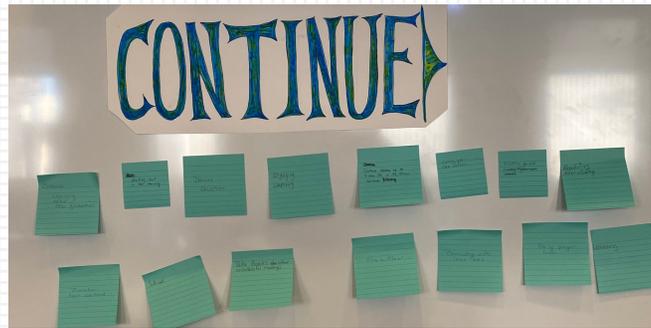
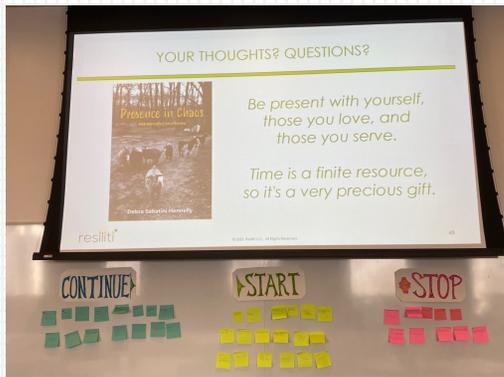
WHAT'S NEXT?

QUESTION #4: SELF-REFLECTION AND COMMITMENTS

How will you use today's discussion toward your own burnout recovery or prevention?

- Something you will **continue** to do...? ("Continue: xxyyzz")
- Something you will **start** doing...? ("Start: xxyyzz")
- Something you will **stop** doing...? ("Stop: xxyyzz")

YOUR SELF-REFLECTIONS



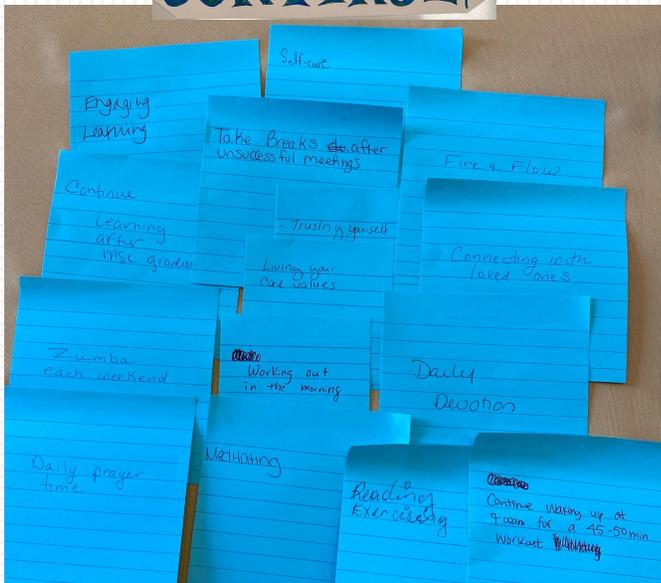
How will you use today's discussion toward your own burnout recovery or prevention? *Please use the format:*
Continue: xxx... Start: xxx... Stop: xxx...

Continue: to block out self care time Start: to put myself first more Stop: feeling guilty	I will continue to take time to read for pleasure, I will start engaging in mindful self care, and I will stop ignoring my trauma	reading
start baking again	Continue: Meditating and Remembering my achievements Start: Building Networking Relationships with the career of interest Stop: Self-Destructive	

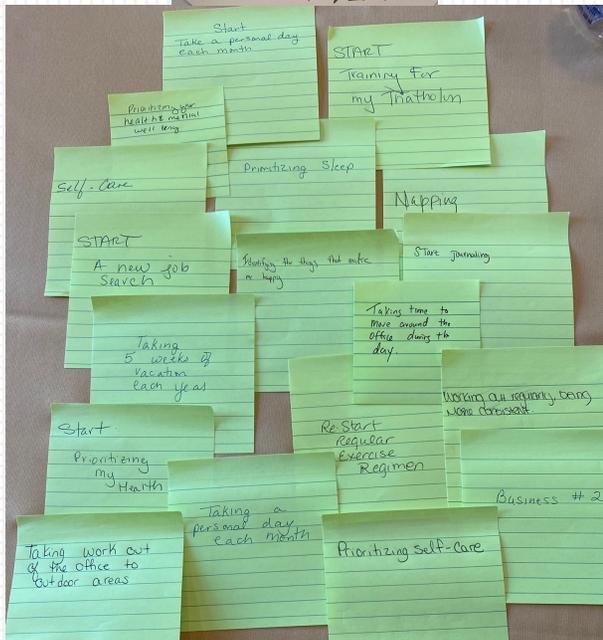


YOUR "CONTINUE-START-STOP" COMMITMENTS

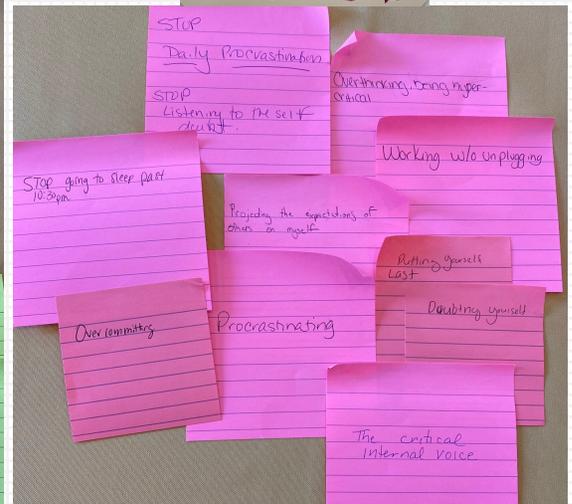
CONTINUE



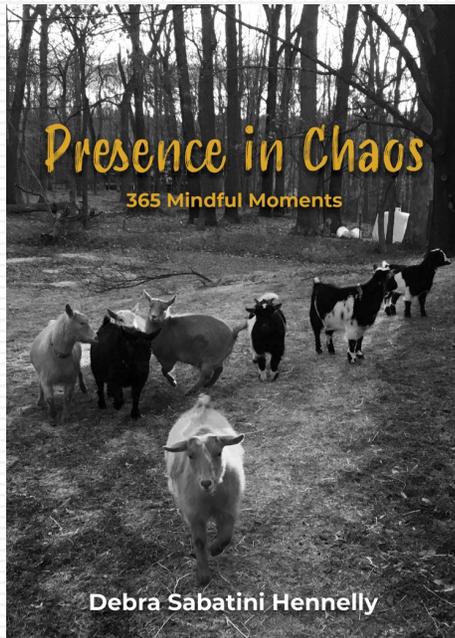
START



STOP



YOUR THOUGHTS? QUESTIONS?



www.PresenceInChaos.com

*Be present with yourself,
those you love, and
those you serve.*

*Time is a finite resource,
so it's a very precious gift.*



THANK YOU!

Connect with me:

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Schedule time to chat:

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