

Sustainable High Performance

*Leading Without Burning Out
the People Who Power
Your Organization*

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Organizations cannot fuel strategy if talent is running on “E”

"When an architect designs a building, every choice matters; where people move, pause, gather. Leaders do the same thing. Every meeting, every policy, every incentive is an architectural choice. Most of us do not realize we are making them."

TODAY'S JOURNEY

01 The Burning Reality

02 The Architecture

03 The Succession Gap

04 Your Blueprint

05 Commitment + Q&A

Prudence Pitter

MBA, SPHR, GPHR

Founder & CEO, PEARRM Services



30 years global HR leadership



AWS — 24 countries



Harvard-Certified Executive Coach



Adjunct Professor, Fordham University



TEDx Speaker



2025 "50 Women to Watch for Boards"



The System Is Breaking

not because people are fragile

72%

**of U.S. employees face
moderate-to-high stress at
work**

Aflac WorkForces Report, 2025

**7-yr
HIGH**

**Workplace burnout at its
worst level in seven years**

Aflac WorkForces Report, 2025

82%

**of workers cite stress as
their top mental health
challenge**

HR.com, 2025

\$8.9T

**Lost globally each year to
employee disengagement**

Gallup, State of Global Workplace 2024

WHO (ICD-11): Burnout is an occupational phenomenon; "a syndrome resulting from chronic workplace stress that has NOT been successfully managed."

QUICK POLL

How would you rate your organization's current stress climate?

A — Critical: We are in triage mode

B — Holding: Functioning but fragile

C — Thriving: We have this designed well

What if this is not a people problem?

What if it's a DESIGN problem?

Harvard Business Review, 2025:

"Employee stress is not driven by fragile people. It is driven by broken systems, how meetings are structured, how recognition happens, how space is designed."

If the problem is a design problem, then HR leaders have both the responsibility AND the power to redesign it.



PAUSE & REFLECT

"Think of one meeting, one policy, one norm in your organization that was designed for efficiency – and created isolation instead."

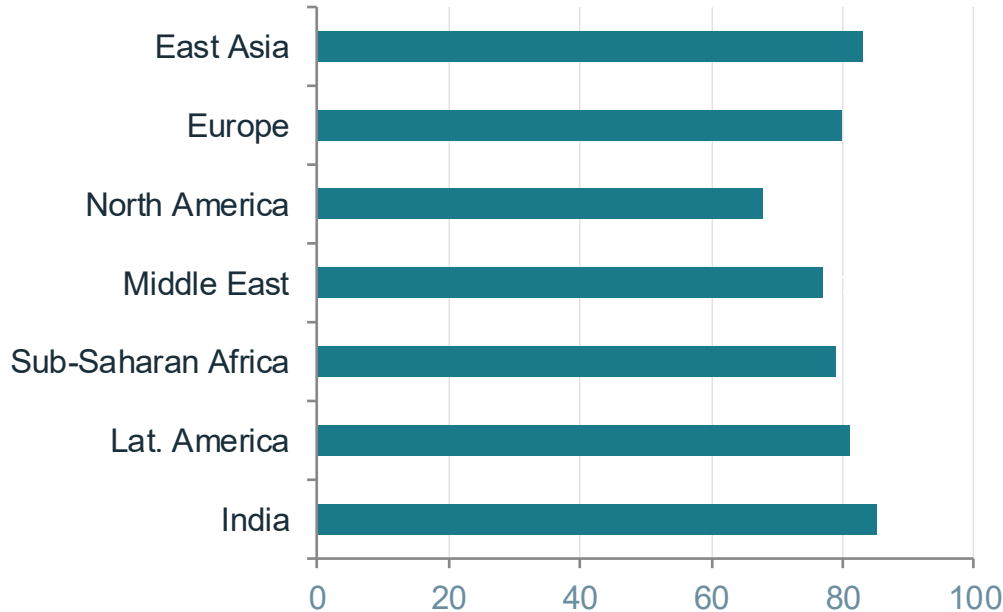
Which aspect of workplace design creates the most unnecessary stress or disconnection?
Which area would have the greatest positive impact if redesigned?



The Engagement Economy

What disengagement costs

% Workforce Disengaged by Region (Gallup 2024)



62%
Quiet quitting

Gallup, 2024

15%
Actively disengaged

Gallup, 2024

9%
Of global GDP lost every year

Gallup, 2024

70%
Of engagement variance driven by the manager

Gallup, 2026

The Wellbeing Architect™

Three non-negotiable practices. One coherent leadership philosophy.



Psychological Safety

Create conditions where every voice matters and every risk is safe to take

89%

of employees say psych safety is essential

McKinsey



Purposeful Legacy

Anchor your people to meaning that transcends the quarterly plan

4x

higher retention in purpose-driven organizations

HBR, 2023



Data-Driven Flexibility

Use intelligence (human and artificial) to design work for humans

30%

productivity gain with AI-human wellbeing models

McKinsey Health Institute

Psychological Safety at Work

More than being nice - being brave enough to create conditions where people can be.

"When employees feel safe to speak up and take risks, teams innovate faster, adapt better, and perform at their peak." — McKinsey & Company

89%

of employees say psych safety is essential

McKinsey

50%

more productive in high-safety teams

Gartner / HBR

27%

turnover reduction when voices count

Gallup

26%

of leaders actively build psych safety

McKinsey survey

Wellbeing Architects: Ask first, speak second · Model vulnerability · Respond, versus react · Separate idea from person



TURN & TALK

"What is ONE barrier to psychological safety on your team right now?"

Purposeful Legacy

Burnout is rarely caused by effort alone.

It emerges when effort, recognition, autonomy, and purpose fall out of alignment.

Legacy Beyond LinkedIn

- ▶ The story employees share about working for their manager
- ▶ Did your team grow stronger because of you?
- ▶ The culture you protected when no one was watching
- ▶ Visible in your succession pipeline (or its absence)

Move from "Am I important?" to "Are my people ready to lead without me?"

80%
of CEOs say empathy drives organizational success

Harvard Business Review

4×
higher retention in purpose-driven organizations

HBR, 2023

87%
less likely to leave when connected to purpose

Callup



PAUSE & REFLECT

"Can you name your top 3 successors? And are you actively developing them?"

The Pipeline Is Quietly Failing

86% of leaders call succession "critical." Yet 14% execute it well.

14%

**of organizations have a
robust succession plan**

SHRM, 2025

80%

**lack confidence in their
leadership pipeline**

DDI Research, 2025

50%

**of external executive hires
fail within 18 months**

DDI /Talent Strategy Group, 2025

\$1.5B

**Succession gaps cost
Fortune 500 firms annually**

Industry Overview, 2025

THE CONNECTION MOST ORGANIZATIONS ARE MISSING

Your most burned-out leaders



Are your most likely succession candidates, and the most likely to exit

73% of CHROs hired externally



Is a systemic sign that HR is not building its own bench

Pipeline gaps you ignore today



Become board-level crises tomorrow

The Wellbeing × Succession Matrix

Where does your organization live right now?

HIGH WELLBEING
LOW READINESS

INVEST & DEVELOP

- People are healthy, now build the bench
- Succession planning is your next priority

HIGH WELLBEING
HIGH READINESS

★ YOUR TARGET ★

- Pipeline is deep, leaders are resilient
- Compete with full confidence

LOW WELLBEING
LOW READINESS

SYSTEMIC REDESIGN

- Urgent: both pillars compromised
- Audit workload, leadership quality, and role fit
- Intervene now, or lose them to a competitor in 90 days

LOW WELLBEING
HIGH READINESS

URGENT RETENTION RISK

- Strong candidates burning out silently
- Capable leaders burning out silently
- Interview now or lose them to a competitor

Don't Let AI Erode What Humans Need Most

AI can protect human connection, if you design it that way.

75%

**Of work done by humans
with AI by 2030**

Gartner, 2025

92%

**Of organizations report AI is
moving faster than human
capacity can absorb it**

Aflac, 2025

27%

**Of executives have a
comprehensive AI strategy**

Gartner, Dec 2025

73%

**Of productive AI users are
managers, not front-line
workers**

Gartner Q1, 2026

⚠ THE RISK

- ▶ AI efficiency gains go to managers, not frontline workers
- ▶ Surveillance disguised as "engagement analytics" erodes trust
- ▶ Over-automation strips the meaning that retains talent

✓ THE OPPORTUNITY

- ▶ Pulse surveys that detect burnout signals before they cascade
- ▶ AI-assisted succession modeling to surface future leaders earlier
- ▶ Redirect AI time savings into human-connection activities

The PEARRM Leadership Well-Being Maturity Curve™

Where does your organization sit today? Where do you need to be by this time next year?

REACTIVE

Score: 12–24

Wellbeing treated as individual responsibility. Crisis-driven. Heroic leadership culture dominant.

Risk / Opportunity:

High burnout, talent exit, leadership failure

INTENTIONAL

Score: 25–45

Wellbeing recognized as organizational pillar, but frameworks are inconsistent and not yet scalable.

Risk / Opportunity:

Uneven culture, mid-tier retention leakage

ARCHITECTING

Score: 46–60

Wellbeing as competitive advantage. Embedded in enterprise value, succession, and AI strategy.

Risk / Opportunity:

Opportunity: mentor others, insulate from disruption

MATURITY PROGRESSION → Full assessment at pearrm.com/leadership-assessment





Your Wellbeing Architecture Blueprint

Move from concept to calendar. From insight to action. Start this week.

🛡️ Psychological Safety

- ▶ Add psych safety as a standing agenda item — not optional, not occasional
- ▶ Conduct a 360 on how people experience speaking up on your team
- ▶ Establish a clear "no retaliation, no silence" norm — written and modeled by you
- ▶ Debrief one failure per quarter — visibly, without blame

Metric: % of team who agree they can speak up without penalty

♥ Purposeful Legacy

- ▶ Schedule legacy conversations with every direct report this quarter
- ▶ Identify your top 3 successors and begin deliberate development now
- ▶ Recognize wellbeing as a formal driver of performance — not a soft metric
- ▶ Tell one wellbeing ROI story in your next leadership communication

Metric: Internal mobility rate + succession readiness score

🇮🇹 Data-Driven Flexibility

- ▶ Add one wellbeing KPI to your leadership scorecard this quarter
- ▶ Conduct a workload audit — identify your top 3 unsustainable patterns
- ▶ Pilot one AI tool for wellbeing signals before year-end
- ▶ Benchmark against industry — SHRM, LinkedIn, or Gallup

Metric: Manager burnout rate + engagement trend by quarter

Before You Leave

"Within the next 30 days, I will take ONE action to move my organization closer to being a Wellbeing Architecture practice."

MY ACTION:

e.g., Add psychological safety as a standing item in my team's monthly agenda

MY METRIC:

e.g., 80% of my team agree they can speak up without fear of penalty

MY DEADLINE:

e.g., October 18, 2026 — 30 days from today

The true Wellbeing Architect builds lasting legacies, and keeps promises, starting with themselves.



SHARE OUT

Share your ONE commitment with a neighbor. Say it out loud. Make it real.

You already have the power!

The question is:

What will you build?

Prudence Pitter, MBA, SPHR, GPHR

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Q&A • Thank you, WHRMA!





How We Can Work Together

PEARRM Services — Leadership Consulting & Executive Coaching

Keynote Speaking



Sustainable High Performance, Wellbeing Architecture, Succession in the AI Era, tailored to your industry, your audience, your moment.

Workshop Facilitation



Half-day and full-day workshops, the PEARRM Wellbeing Architecture Framework™ applied directly to your leadership team.

Executive Coaching



Harvard-Certified 1:1 coaching for senior leaders ready to move from Reactive to Architecting, for themselves and their organizations.

Organizational Diagnostic



The full PEARRM Leadership Well-Being Maturity Curve™ assessment, a prioritized roadmap for your board, your CHRO, and your people.