



An Open Discussion on Coming Back from Burnout, Exhaustion, or Being Plain Tuckered Out

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OBJECTIVES

- Discuss common factors contributing to burnout and exhaustion in leadership positions
- Identify the impact of emotional labor on leaders and its relationship to burnout.
- Apply the stages of change model to burnout in leadership experiences and identify methods for addressing burnout at each stage of change





OUR MOTIVES FOR DOING THIS

We wrestle with this ourselves





FACTORS FUELING BURNOUT: A SYSTEMATIC REVIEW

Personality and Personal Belief Factors:

- neuroticism,
- rigid thinking styles,
- excessive conscientiousness,
- overinvolvement in client problems,
- perfectionism and high self-expectations,
- “disagreeable” traits,
- low extraversion,
- low work commitment

Coping Mechanisms and Social Support:

- emotional avoidance
- excessive dwelling on emotions,
- reduced interpersonal connection

Family, Gender, and Non-Work Demands:

- work-family conflict,
- family demands,
- stressful family relationships,
- managing demands of children

Simionato, G. K. & Simpson, S. (2018). Personal risk factors associated with burnout among psychotherapists: A systematic review of the literature. *Journal of Clinical Psychology*, 74, 1431-1456.



EMOTIONAL LABOR

- “Effort, planning, and control needed to express organizationally desired emotion during interpersonal transactions” (Morris & Feldman, 1996, p. 987)
- Health consequences and **burnout** are potential negative outcomes of emotional labor (Jeung, D. Kim, & Chang, 2018)



IMPACT OF EMOTIONAL LABOR

- Burden of emotional labor when you experience not just what is happening to you but what happens to others on the team
 - Feeling of powerlessness
- Disappointment in leadership and working to respond to flawed leaders and colleagues in the workplace
 - Forgiveness and grace
- Weight of identifying when and when not to speak and how to speak



STAGES OF CHANGE

Individual Change (Prochaska & DiClemente)

THE STAGES OF BEHAVIOR CHANGE



Momentary Quiet Reflection

For a moment, quietly reflect on where you currently are in your own feelings (if present) of burnout, exhaustion, or just plain being tuckered out.

How do you currently cope with impact of factors fueling burnout, including emotional labor?

Are there any opportunities for growth here to assist you right where you are at and in the stage in which you now reside?



YET....

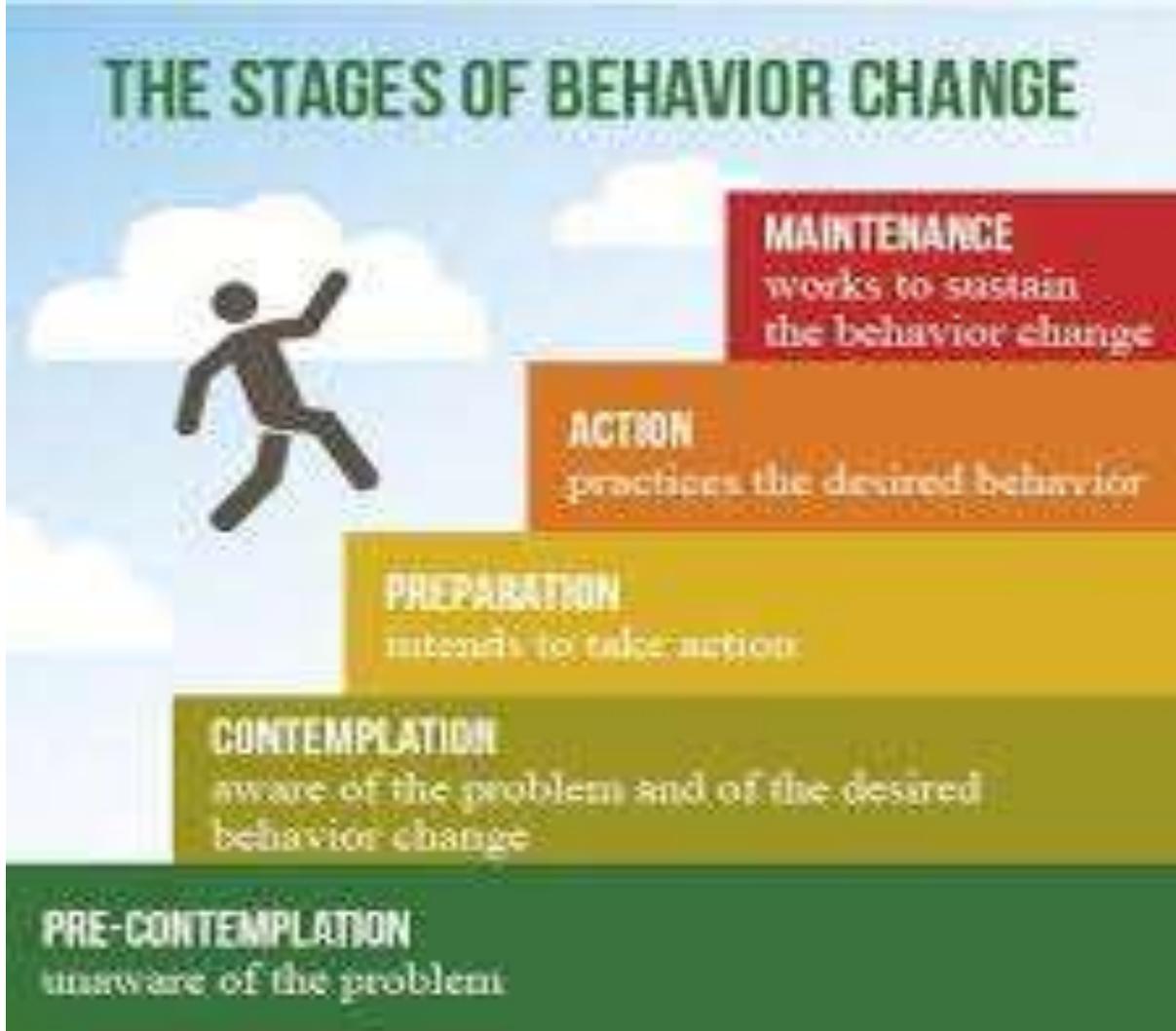
This issue is not for us to solve alone in isolation



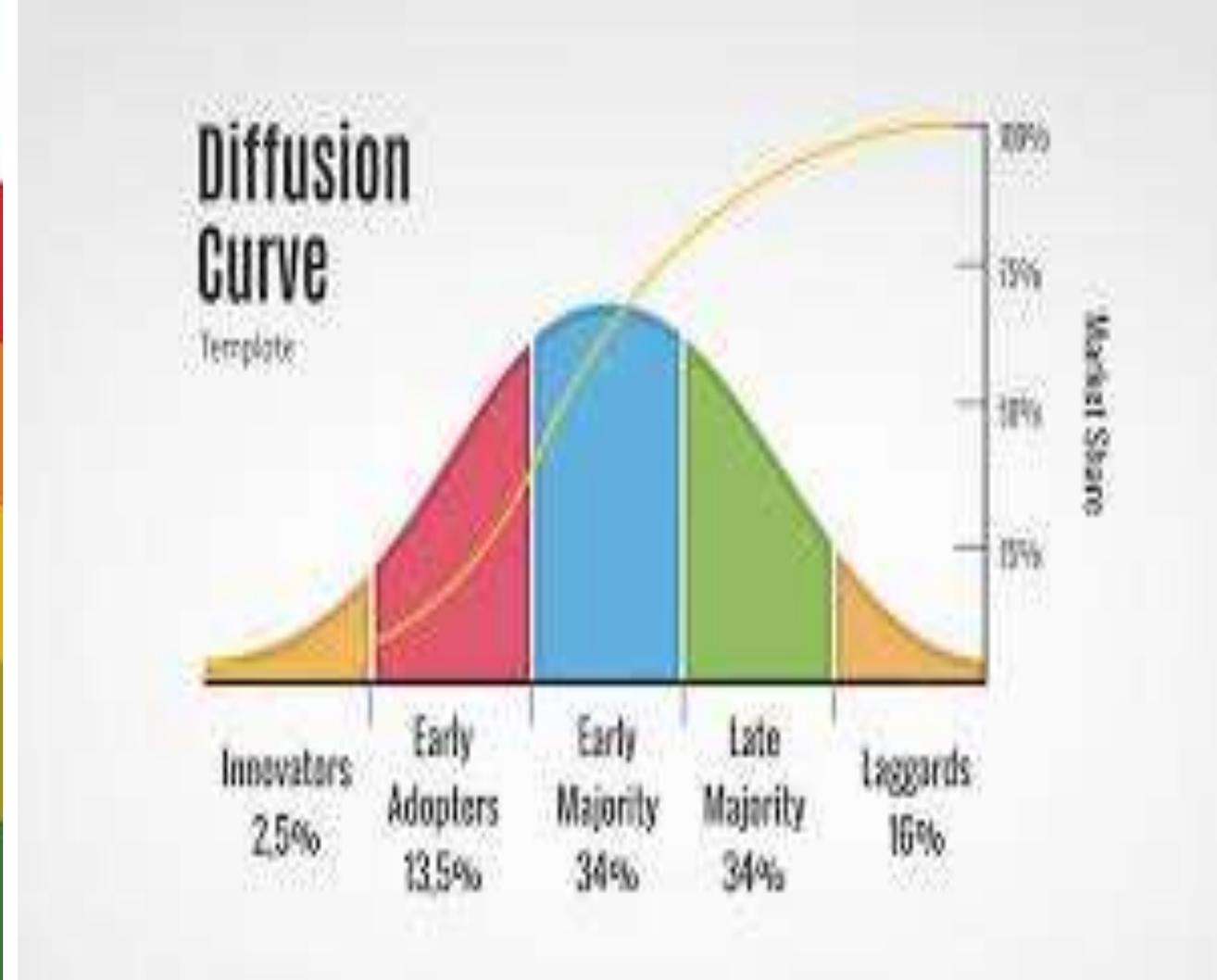


STAGES OF CHANGE VS DIFFUSION OF INNOVATION

Individual Change (Prochaska & DiClemente)



Community Change (Rogers)





CHANGING THE CULTURE

You don't change culture through emails and memos. You change it through relationships...one conversation at a time.

-Danny Steele





CHANGING THE CULTURE: A DISCUSSION

Rather than simply considering behaviors you might wish to change, consider how we must move as a community to change the entire culture and system to promote well-being.



What have others done for you in the past to address burnout and exhaustion you were experiencing as a leader? How do we as a community support each other in addressing burnout as leaders?

What would it look like if VA were a healing organization for patients and employees? How do we institutionalize in our system the value and application of leadership/teams that address emotional labor and ignite positive communities within the workspace?



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