

ADDRESSING AND PREVENTING BURNOUT



**Additional Resources to Help You Lead
Through the Process**

CONTENTS

- 03 Priority Department Criteria**
- 04 Steople Group Partners**
 - **Introduction to Your Steople Coaches**
- 05 Cook Children’s Organizational Development & Team Experience**
 - **Introduction to Your Cook Children’s Coaches**
 - **What We Do**
- 07 Understanding the Survey**
- 09 Receiving Feedback**
 - **Tips for the Feedback Experience**
 - **Tips for Psychological Safety**
- 11 Creating an Action Plan**
 - **Essential Elements of an Effective Action Plan**
 - **Action Plan Checklist**
- 13 Make a Personal Commitment**
- 15 Following-up on Progress**
- 17 Other Great Readings**

PRIORITY DEPARTMENT CRITERIA



Definition

Departments that, according to the pre-defined selection criteria, qualify for focus groups aimed to address burnout-related issues identified as critical.

1st Selection Criteria for “Priority Departments”:

a) Departments that scored in the bottom percentile 15 (or most negative 15% of scores) on more than 5 of 13 measures:

MBI – Exhaustion, Depersonalization, and Accomplishment.

AWS – Workload, Control, Reward, Community, Fairness, Values, Civility, Incivility, EMR, Recovery Away from Work

OR

b) Departments that scored in the bottom percentile 15 (or most negative 15% of scores) on Overextended and/or Burnout Profiles.

2nd Selection Criteria for “High Priority Departments”:

Departments that scored in the bottom percentile 15 (or most negative 15% of scores) on more than 5 of 13 measures and on Overextended and/or Burnout profiles.

STEOPLE GROUP PARTNERS

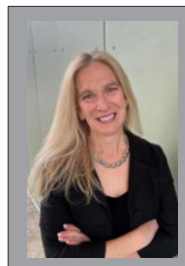
Introduction To Your Steople Coaches

Cristina Filippo, Ph.D.



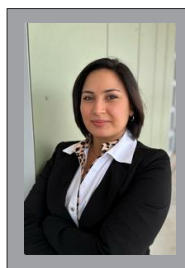
- Organizational Psychologist specializing in Leadership Development
- Business owner, board member, writer, speaker, consultant, and coach
- Worked in more than 75 companies including finance, legal, tribal, manufacturing, healthcare, academia, retail, oil and gas, construction, entertainment, and hospitality industries
- Clients in Fortune 500 companies include Dell, Zappos, Global Payment Systems, Ernst and Young, Sports Illustrated, and Kaiser-Permanente
- Superpower is Seeing the Good in People
- Foodie, travel buff, coffee snob, kayaker, and college football fanatic

Pari Smart, MBA



- Applied Positive Psychology Practitioner & Organizational Development Certified Professional specializing in Leadership Development with an emphasis on Employee Well-being
- Worked with over 13,000 individuals, in over 75 different companies, and a variety of industries including healthcare, pharma, medical manufacturing, insurance, banking, and non-profit
- Clients in Fortune 500 companies include Merck, Avantor, Citigroup, Halliburton, Kiewit Construction, and Amazon
- Superpower is being able to build rapport quickly with clients
- Her first job was as a magician for parties, she has ridden a motorcycle across the US- twice, and when it comes to food- the spicier the better!

Layla Bokhari, Ph.D.



- Industrial Organizational Consultant specializing in Leadership Development with an emphasis on Diversity, Equity, and Inclusiveness
- Speaker, board member, consultant, and coach who has worked globally
- ICF-PCC certified and an adjunct professor at Mid-America Christian University who mentors' students to seek their true passion in life
- Speaks three languages and is a gymnastics coach, world traveler, community activist, and loves her fur babies

COOK CHILDREN'S ORGANIZATIONAL DEVELOPMENT & TEAM EXPERIENCE

Introduction to Your Cook Children's Coaches

Cami Dragomirescu

AVP, Organizational development & Team Experience



- Organizational Development and Team Experience expert focusing on well-being and work-life integration.
- Master of Science in Workplace Health and Well-being, University of Nottingham, UK.
- Superpower is converting visions into adaptable, practical solutions.
- Loves mornings, passionate about theatre, painting, dancing, and traveling.

Jeremy Jameson

Leadership Coach



- Retired U.S. Navy Flight Officer with multiple leadership positions.
- Master of Science in Human Resource Development, Villanova University.
- ICF-ACC certified and EQi-2.0, EQi 360 Facilitator.
- Superpower is helping leaders become more self-aware & building resilient teams.
- Has flown over the historic ziggurats of Mesopotamia, the biblical town of Nineveh, and the Hindu Kush mountain range.

Kim Hampton

Leadership Coach



- Strategic Coach who equips leaders in pediatric and non-profit healthcare systems to integrate engagement, inclusion, and change practices into everyday leadership.
- Master of Science in Organizational Development, Pepperdine University, CA.
- Certified in Results Coaching by the NeuroLeadership Institute.
- Superpower is asking questions that help people think and lead in new ways.
- Enjoys travel, relaxing at the pool, and staying connected with loved ones.

Amy Walker

Manager, Organizational Development & Employee Engagement



- +10 years leading Cook Children's efforts to recognize, celebrate and elevate the team experience.
- Oversee the design, mapping, and administration of the employee engagement and burnout surveys so every employee feels seen, heard, and valued.
- Superpower is idea generation - brainstorming with leaders on new ways to recognize individuals.
- I enjoy new restaurants, traveling, coffee, art festivals, and photography.

What We Do

Enable and sustain a preeminent work experience where people are seen, heard, respected and valued.

- Guide and grow resilient leaders
- Address and prevent system burnout
- Create & sustain an engaging workplace
- Identify and elevate talented people
- Recognize & celebrate individual and team value

In this Burnout project, we will equip leaders to:

- Guide and grow their teams to address and prevent burnout
- Reinforce their connection with their teams
- Advocate for positive change
- Enhance well-being and performance
- Celebrate team success

UNDERSTANDING THE SURVEY



Maslach methodologies and concepts used at Cook Children's to assess burnout and identify possible organizational and team burnout triggers has become the primary measure globally of job burnout, and has shaped the World Health Organization's definition of burnout.

We assessed workplace burnout through a multi-angle perspective:

1. The **Maslach Burnout Inventory (MBI)** measures how individuals perceive their work experience, using three scales: exhaustion, depersonalization and personal accomplishment.
2. In order to identify what are the possible organizational triggers for burnout, we also used the **Areas for Worklife Scale** assesses perception of the work demands and resource in terms of:
 - Workload
 - Reward
 - Fairness
 - Control
 - Community
 - Values
3. The **Social Encounters Scale** assesses the quality of social interactions at work in terms of civility, incivility and intimidation received from others at work and expressed toward others at work. This scale gives a deeper dive into the community area of work life regarding feelings of belonging.
4. The **Electronic Medical Records (EMR) Scale** assesses the degree of satisfaction users of this tool experience. It also indicated the degree to which the system diverts attention away from recipients of the employees' work.
5. The **Recovery Away from Work Scale** assesses individual capacity to disconnect from work in their private time, rest and rejuvenate.

Burnout is often simply seen as a matter of work overload. However, this doesn't always provide the full picture. The full MBI model, using all these scales, offers an accurate cause-effect perspective, and creates the environment for targeted, effective interventions.

Inclusion of relevant teams, collaboration, idea exchange, agreed-upon interventions, customization to each work-setting and commitment to implementing something meaningful that can influence how people experience their worklife, are key components of sustainably addressing and preventing burnout.

RECEIVING FEEDBACK



Feedback is an important part of growing, developing, and getting better. When we approach feedback as a collaborative dialog, we create an environment of psychological safety for ourselves and others. This helps others to feel seen, heard and valued and openly express their feelings, thoughts and ideas.

Tips for the Feedback Experience

As you review your focus group feedback, we offer the following tips:

- Remain open-minded and curious. If you do read something that feels personal, ask yourself, "I wonder what happened to make someone on the team say this?"
- Focus on the needs you hear in the feedback and the positive outcome you want for the team. When you see themes in your comments, take a moment to consider them thoughtfully.
- We know that team dynamics change and comments that were top of mind 3 months ago may not be valid any longer. However, resist the urge to "explain away" a comment.

You will have the opportunity to provide feedback to your team, validate their concerns, refine the proposed actions and work with them to ensure alignment, accountability and participation.

Tips for Psychological Safety

As you focus on collaborative dialog and psychological safety, we offer the following tips:

- Be aware of your body language and be open and approachable to match your positive intent.

- Frame the discussion as an opportunity to improve relations within your team.
- Listen to understand and ask clarifying questions.
- Show empathy and acknowledge issues of concern.
- Take care not to be defensive or cast blame on others.
- Protect the anonymity of individuals who participated. If anyone feels called out for their remarks, it decreases the psychological safety of the group. Even if you are 100% sure you know who wrote a comment, we encourage you to refrain from directing your comments toward any one person. The promise of anonymity increases the candidness of the feedback now and in the future.

CREATING AN ACTION PLAN



Essential Elements of an Effective Action Plan

To be effective, an action plan must be simple, focused, empowering, accountable, relational, targeted, and measurable.

****Important Note:*** Your action plan should focus on what is important and impactful. A few actions done well are better than a lot of actions done poorly or not at all. The action plan should address directly the opportunity selected during the feedback sessions, and each action step should relate directly to improving that issue.

Simple An action plan must be simple. Complex plans are difficult to carry out, create frustration, and overwhelm employees. Simplicity means that everyone clearly understands the issue and the improvement goal. Simplicity also means that every action step toward improvement can be assigned to an individual or team, is doable in the timeframe specified, is within the authority and skill level of those assigned and can be assessed as complete or not complete.

Empowering Get your entire team involved in creating solutions. The best way to ensure that the plan will success is when the entire team participates in creating and implementing the plan.

Accountable A good action plan provides a means for accountability. Hold yourself and your team accountable for making positive changes that lead to better performance and the wellbeing of the team members. The plan should state clearly who is responsible for each action and when that action must be done. The plan should also include scheduled follow-up activities.

Relational A good action plan focuses on both the task and the employees who do the work. Your plan should include building relationships. Each step should integrate appropriate communication activities and encourage teamwork. The plan should be respectful of the organization, management, and employees.

Targeted Meaningful and lasting change comes from addressing the root cause of a problem, not just working on the symptoms. While the element of focus concentrates on narrowing the scope of an issue, targeting is about going below the surface. A quick fix addressing symptoms may make the situation worse. Use your feedback sessions to get to the heart of the issue and then focus your goal and your action steps around that root cause.

Measurable Your action plans should produce measurable results that matter to your team and your organization. When your action plan is completed successfully, you, your team and your organization should be able to see and measure improvement around the targeted issue.

Action Plan Checklist

Below is a checklist summarizing the elements of an effective action plan.

- Is the plan simple?
- Is each of the action steps clear and achievable?
- Is the plan focused?
- Does the action plan address our selected issue and each action step relates directly to improving the issue?
- Is our plan empowering?
- Is the full team involved in implementing this plan?
- Does our plan incorporate accountability?
- Does the plan state who is responsible for each action and when that action must be done?
- Does our plan target the root cause of the problem?
- Does our plan produce measurable results that matter?
- When our plan is completed successfully, will our team and our organization benefit measurably?
- What do we need to make it happen?

MAKE A PERSONAL COMMITMENT



Do not feel alone! Ask for support, as needed!

As we want to be proactive in supporting your leadership effectiveness, we are ready to assist you with finding solutions and implementing them, together with your team. Steady progress is essential to maintaining interest and momentum.

Together, we will follow up on action planning activities and review progress. As the leader, you will want to stay on top of:

- Report-outs on assigned action items
- Celebrating success with your team members
- Holding others accountable for assignments
- Tracking and communicating progress so we can adapt our next steps accordingly

FOLLOWING-UP ON PROGRESS



When checking in with your team, you can use several methods. Some suggestions are shown below:

- Conduct mini-polls for your team. After you have begun to implement your action plan and/or when the actions are completed, ask your team to evaluate the progress being made. Using the items you selected ask your team members to rate these items by giving either a “thumbs up” for improvement/progress being made or a “thumbs down” for no progress being made. You can do this anonymously by giving the members a list of the items you want to explore and asking them to show an up arrow or a down arrow beside each item shown. Collect the results and share them with the team.
- Take an informal pulse of your team. Make a point of asking the group members individually as you walk around, “How are we doing?” or, “What can we do better?” Take action as needed to get the action steps back on track and moving forward. Acknowledge to the group the positive comments you hear.
- Meet with each group member individually to get feedback on how the action plan is progressing. If you choose this method, be careful not to get defensive or argumentative if the person gives negative feedback. Remember, your purpose is to get information and model your willingness to accept constructive feedback.

Acknowledge and Celebrate

Talk about the “wins” during huddles, team meetings and other employee forums. Acknowledge publicly the work being done, progress made and results achieved. Celebrate success based on what is appropriate and appreciated by your team. Celebrating together reinforces the message of teamwork. If you are not sure where to start, write a personal thank you note to your team members who participated in the focus group.

Make Connections

When you acknowledge your team, be sure to explain the connection between the success of your team action plan and the organization’s success. Do not assume that all members can make those connections intuitively. Emphasizing the connection helps employees see the big picture and how your work unit’s goals support the overall plan.

OTHER GREAT READINGS



1. Michael Leiter's 2022 Burnout Book was named Top 10 Business Books by Forbes.
2. Leiter, M. P. (2012). *Analyzing and Theorizing the Dynamics of the Workplace Incivility Crisis*. Amsterdam: Springer.
3. Leiter, M. P., Day, A., Laschinger, H. K. S., & Gilin-Oore, D. (2012). Getting Better and Staying Better: Assessing Civility, Incivility, Distress, and Job Attitudes One Year After a Civility Intervention. *Journal of Occupational Health Psychology*, 17, 425-434.
4. Maslach, C. & Leiter, M. P. (2016). New Insights into Burnout and Health Care: Strategies for improving Civility and Alleviating Burnout. *Medical Teacher*, 49, 160-163. [Doi.org/10.1080/0142159X.2016.1248918](https://doi.org/10.1080/0142159X.2016.1248918)
5. Fida, R., Laschinger, H. K. L., & Leiter, M. P. (2016). The Protective Role of Self-Efficacy Against Workplace Incivility and Burnout in Nursing: A Time-Lagged Study. *Health Care Management Review*. doi: 10.1097/HMR.0000000000000126
6. The Impact of Civility Interventions on Employee Social Behaviour, Distress, and Attitudes *Journal of Applied Psychology* (2011) Leiter, Laschinger, Day and Oore: Workplace Civility