Improving Workplace Cultures to Alleviate Burnout and Build Engagement with Work

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Burnout and Neighboring Profiles

Exhaustion
- Unmanageable Demands
- Inadequate Recovery

Cynicism
- Value Conflicts
- Disrespect
- Emotional Distance

Inefficacy
- Lack of Recognition
- Impossible Standards
- Lack of Control

Over-Extended
Disengaged
Ineffective
Burnout
Distribution of Profiles: Hospital
E (Energy); I (Involvement); P (Professional Efficacy)

- Engaged: Largest Sector
- Ineffective: Second Largest
  - Not Distressed
  - Feel Unappreciated
- Overextended: Third Largest
  - Involved, Effective
  - Chronic Exhaustion
- Disengaged: Least Frequent
  - Energetic, Confident
  - Cynically Detached
- Burnout
  - Exhausted,
  - Cynical,
  - Discouraged

Canadian Hospital N=1750

Areas of Worklife Across Profiles

Engaged
Ineffective
Overextended
Disengaged
Burned Out

Manageable Workload
Resources
Profiles and Relationships at Work

![Graph showing differences in engagement levels among various profiles at work.](Image)
What to Do?

TAKING ACTION TO PREVENT BURNOUT
Energy: Recovery

- Balance Lifestyle
- Enjoyable Activities
- People, Community, Family
- Physical, Mental, Social, Spiritual Wellbeing
- At Work as Well as At Home
Employer Action

Improving Fit on Areas of Worklife
- Manageable Workload
- Control
- Reward
- Community
- Fairness
- Values

Fulfilling Worklife
SCORE:
Strengthening a Culture of Respect & Engagement

FOCUSED WORKGROUP ACTION
SCORE Outcomes

Participating in SCORE Sessions and Activities
- Psychological Safety
- Problem-Solving
- Insight
- Practice
- Metrics

Immediate Impact
- Giving More Civility
- Receiving More Civility
- Responding to Incivility Effectively

Downstream Impact
- Reduced Burnout
- Increased Engagement
- Fulfillment
SCORE Sessions

- 5 Sessions
- 90 Minutes
- 2-4 Weeks Apart

1. Acknowledging Respect
2. Promoting Respect
3. Responding to Disrespect
4. Working Regardless of Respect
5. Integrating Respect into Worklife

- Strengthening
- Culture
- Engagement
- Respect
SCORE Process

- Establishing Psychological Safety
  - Facilitator Involvement
  - Clear Ground Rules
- Recognising Existing Culture
- Taking a Problem-Solving Perspective
- Behaving Differently

Intuitively Inconsiderate  Rational Problem Solving  Intuitively Considerate

FAST  SLOW  FAST
Multi-Level Process

**Individual**
- Monitoring One’s Own Behavior
- Participating in the Process

**Workgroup**
- Culture Focus
- Fitting the Process into the Workday

**Organisation**
- Investment in Respectful Workplace Values
- Constructive Policy Support
SCORE Initiative: 2018

- Partnership
  - Western Health
  - Peoplescape
  - Deakin University
- Facilitator Training: 31 January 2018
- Baseline Survey: February 2018
- SCORE Sessions Wave 1: June-August 2018
- SCORE Session Wave 2: Sept – Nov 2018
Questions

- How Do These Issues Relate to your Work?
Strategy for Addressing Burnout

- Assessment: Burnout Has a Local Culture
- Multi-Level Action
  - Individual Resilience
  - Workgroup Dynamics
  - Design of Work and Professional Roles
- Change Something Important
- Flexibility
  - People Have Distinct Problems
  - Everyone Can Improve
- Assess, Enhance, & Persist
- Rigorously Evaluate
Conclusion

- **Engaged**: Overall Positive Connection with Work
- **Ineffective**: Lack of Agency and Recognition
- **Distressed But Distinct**
  - Overextended
  - Disengaged
  - Burned Out
- **Action**: Improve Areas of Worklife
- **SCORE**
  - Improving Respect
  - Focus on Day-to-Day Encounters

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