

Beating the Burnout Epidemic

The Rise of Chronic Stress
and How to Fix It



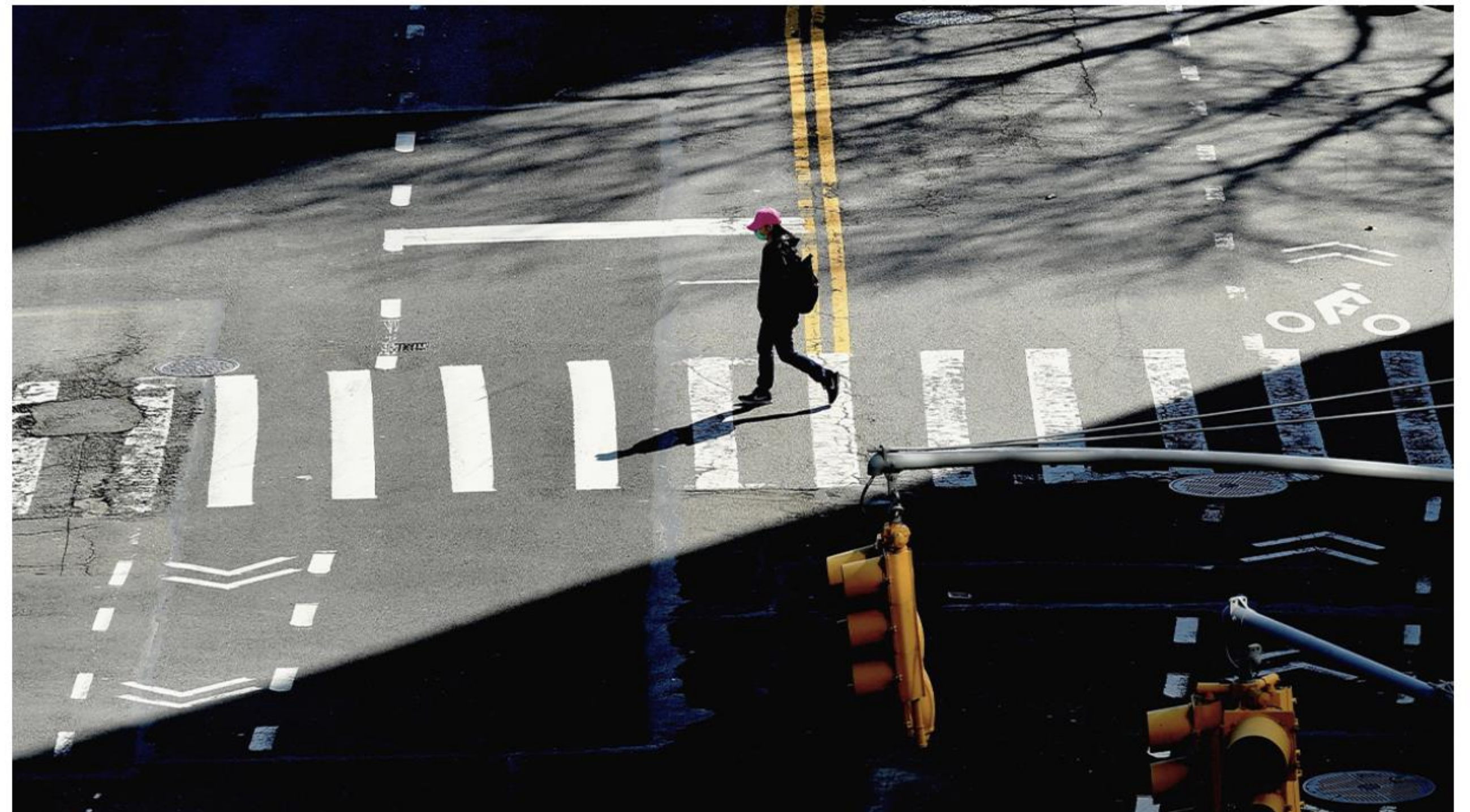
The Pandemic Changed Us. Now Companies Have to Change Too.

by Jennifer Moss

July 01, 2022

It's not
me.

It's you.





E-commerce

10 years in 8 weeks

Increase in e-commerce deliveries



Remote working

20x participants in 3 months

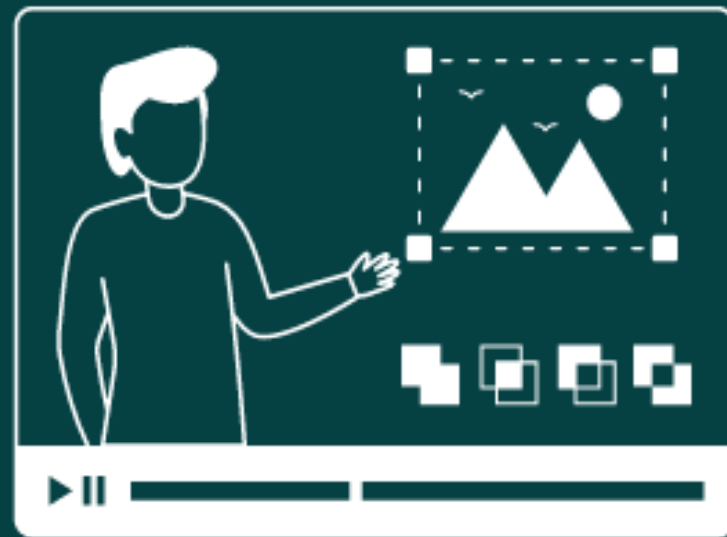
Increase in video conferencing



Telemedicine

10x in 15 days

Increase in virtual appointments



Remote learning

250 million in 2 weeks

Students who went to online learning



Online entertainment

7 years in 5 months

Disney+ achieved in five months what took Netflix 7 years

252%

Meetings

Weekly meeting time has more than doubled for Teams users and is still rising

40.6 B

Email

Increase in number of emails delivered in February 2021 vs. February 2020

45%

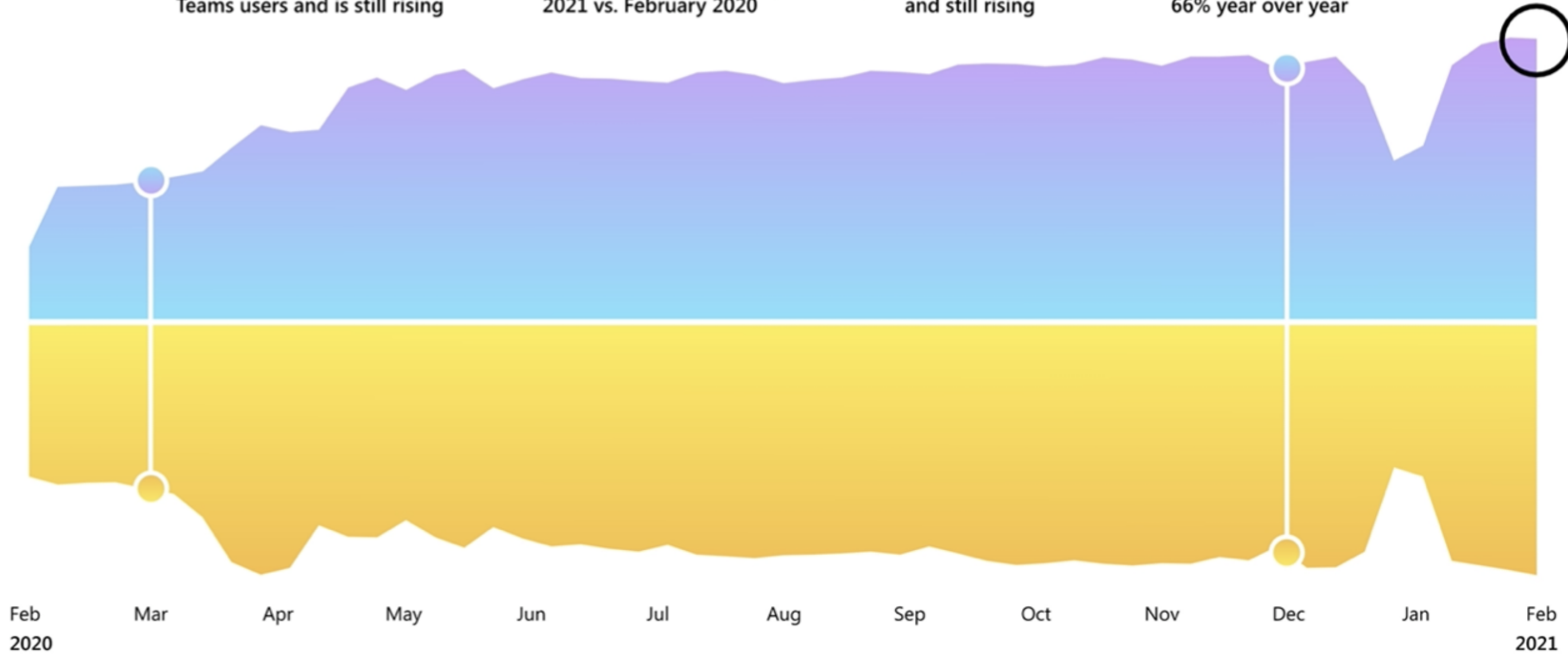
Chat

Weekly Teams chats per-person are up 45% and still rising

66%

Docs

Number of people working on Office documents is up 66% year over year



Unsustainable Workloads



2.5 hours added to the workday since 2020

Productivity has increased **430%** since 1950

Women added **15-20 hours** of unpaid labor since pandemic

55+ hours is considered overworking by the WHO

Overwork is the biggest risk factor for occupational disease

*“Burn-out is a syndrome conceptualized as resulting from **chronic workplace stress** that has not been successfully managed. It should not be applied to describe experiences in other areas of life.”*

Three major signs:

- Feelings of energy depletion or exhaustion;
- Disengagement and/or cynicism
- Lack of professional effectiveness



World Health Organization



Six Root Causes of Burnout



1. Unsustainable workloads
2. Lack of control
3. Lack of rewards and recognition
4. Lack of community
5. Lack of fairness
6. Mismatched values/skills



Brain Fog



Distractibility

Making more mistakes

Losing focus quickly

Small tasks feel enormous

Men working in construction have the second-highest rate of suicide across all workplace industries – a rate **5X** higher than the general population.

Center for Disease Control and Prevention



Low control

Poor relationships
with coworkers and
supervisors

Status

Job Security

The Underperformer Myth

Exhaustion

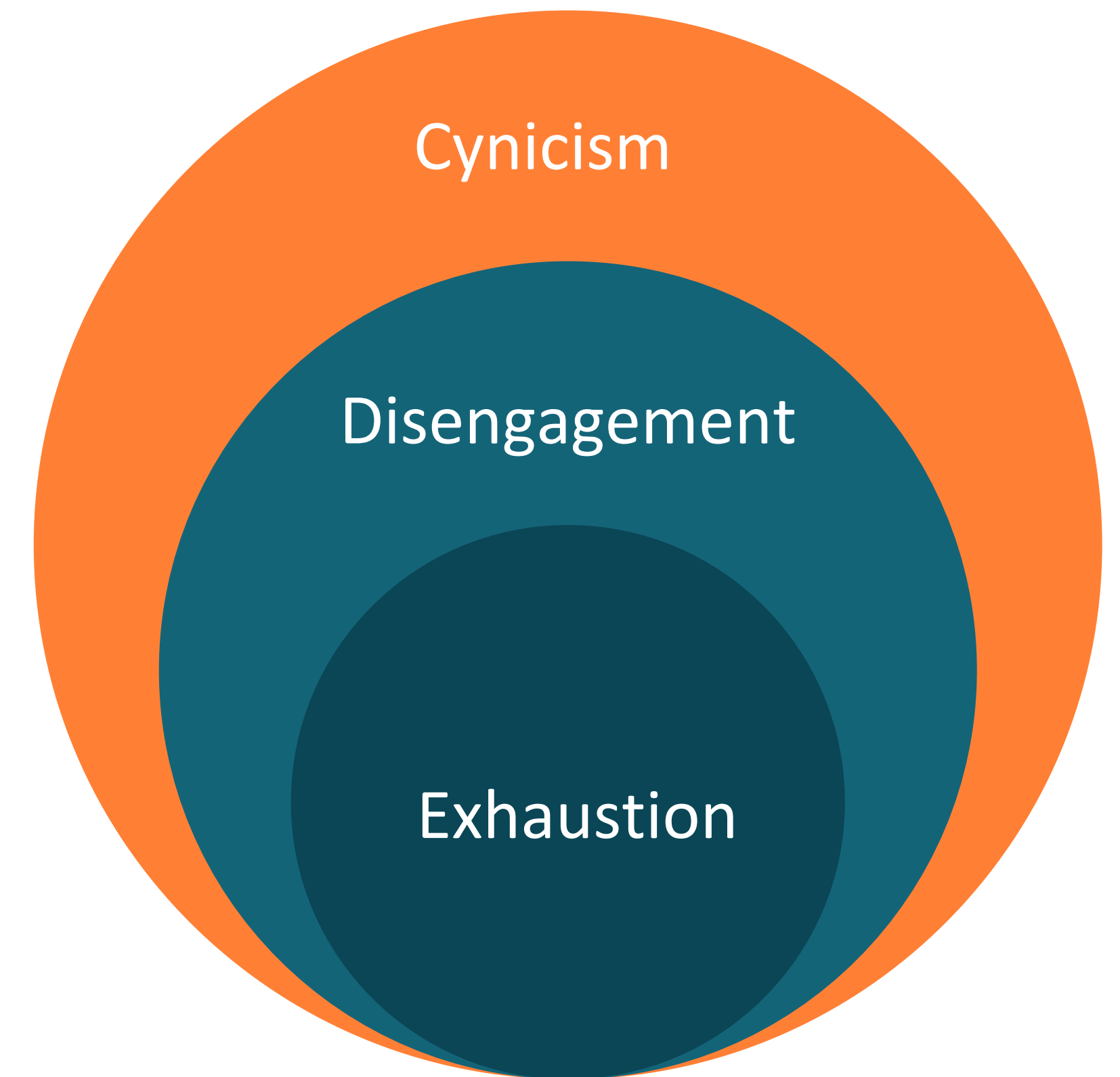
- Atypical errors
- Looking tired or distracted
- less emotional regulation

Disengagement

- Lacking passion
- Reduced motivation
- Frequently late
- More sick days
- Disconnected from the mission/values
- Conflict-based vs. compromising

Cynicism

- Feelings of hopelessness
- Feeling out of control
- Extreme depletion
- “Always/Never” language



THREE TYPES OF QUIET QUITTERS

THE SURVIVORS

May not even be aware

Completely exhausted

Maxed out and
disengaged

THE OPT-OUTS

Leaning in without
advancement

Going above and
beyond makes no
sense

THE BAD ACTORS

The **10%** that are taking
advantage

Likely disengaged
regardless

Framework for Mental Health & Well-Being in the Workplace



1. Protection from Harm
2. Connection and Community
3. Work-Life Harmony
4. Opportunities for Growth
5. Matterings at Work

Psychological Safety



- Practice Dissent
- Turn-taking in meetings
- Engage ideas upstream



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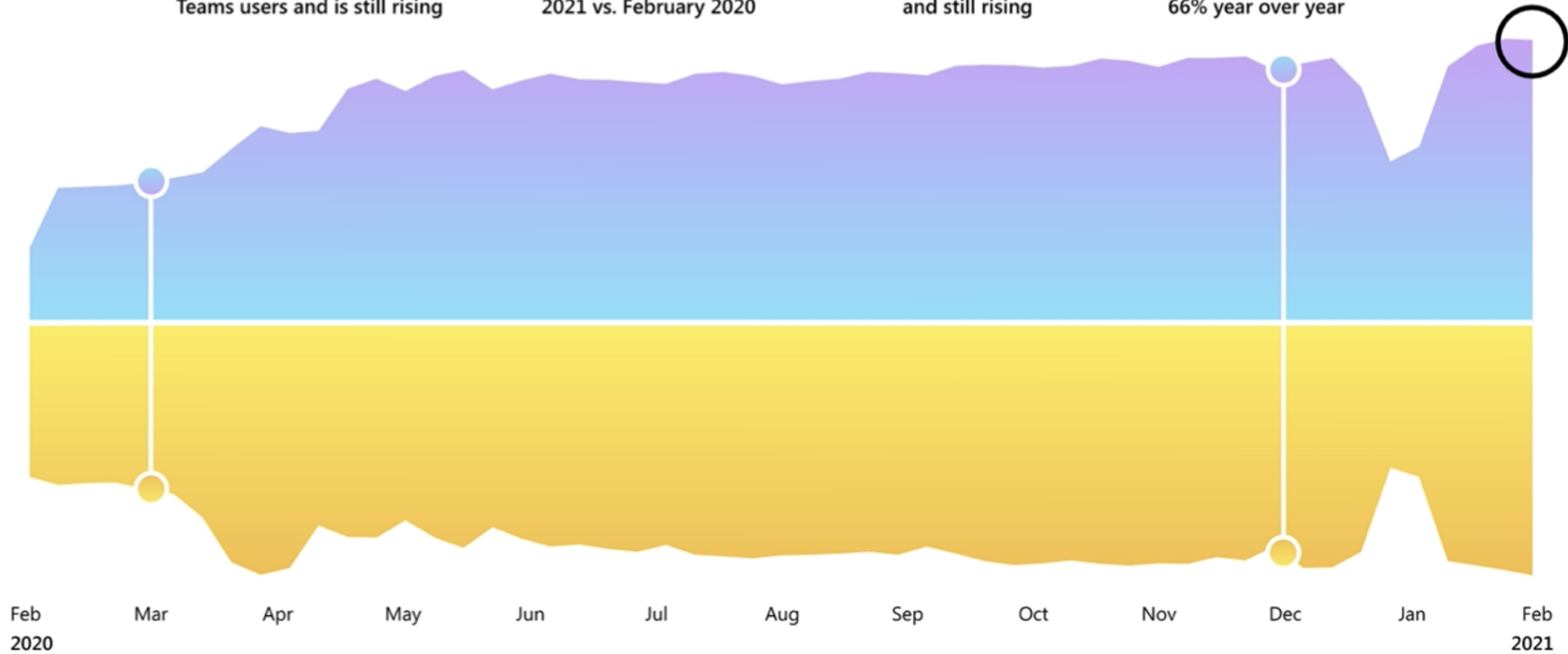
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Meeting Fatigue



- Zoom - 3.3 trillion meeting minutes yearly. That's equates to 745 million trips to the moon!
- Stanford study - 1 in 7 women report "very" to "extremely" fatigued after Zoom calls compared to 1 in 20 men
- 56% of employees claim that Zoom meetings run too long
- 48% - seeing a co-worker's dog during a virtual meeting lessens their work-related stress

Meeting Fatigue

how to make meetings shorter



Before meetings ask:

1. Is this necessary?
2. Who needs to attend?
3. What is my agenda?
4. How long should it take?
5. What's the mode?



Case Study

2023: Shopify conducts a “calendar purge”



- » Designed bot to purge all recurring meetings with three or more people
- » Meetings on Wednesdays are out
- » Meeting of over 50 people can only be held on Thursdays between 11 and 5pm ET

Results:

- » Saved 322,000 hour + 474,000 discrete calendar entries
- » Equivalent of adding 150 new employees



Healthy Relationships

Better wellbeing than those with poor relationships (76% versus 57%)



76%
57%

They also report higher productivity (50% versus 36%)



50%
36%

Are less likely to change employers in the year ahead (61% versus 39%)



61%
39%

Just One Best Friend



43% more likely to receive praise



Only 3 in 10 have a best friend at work



27% more psychological safety



20% have no one to turn to



41% - burnout reduction



Men's loneliness doubled in the pandemic

Flexibility is freedom

*“We’re having an overly narrow conversation about flexibility -it’s all about **where** we work. Instead - make a list of things workers want to be free of and things they want to have the freedom to do.*

*It’s about **where** and **when** and **how** and with **whom**.*

Hybrid? Remote? In-Person?

In person: Staggered start times, shift sharing, access to learning, upskilling – ways to increase productivity and improved worker well-being – (ILO)

Remote: 28,000 full-time employees found that **82%** said that the ability to work from anywhere has made them happier. (Cisco survey)

Hybrid: Gallup data found that, “the optimal engagement boost occurs when employees spend **60% to 80%** of their time working off-site.” This group is the most likely of all employees to strongly agree that their engagement needs related to development and relationships are being met.

The Non-Work Meeting

|



1. How are we?
2. Name one high, one low
3. What can we do for each other to make this next week easier?

Meeting Fatigue



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Productive Rest



1. Physical Rest
2. Mental Rest
3. Sensory Rest
4. Creative Rest
5. Emotional Rest
6. Social Rest
7. Spiritual Rest



The “Above and Beyond” Problem



- Clear goals
- What is “enough”?
- Signs of high performer
- perfectionist burnout



Perceptual Vs. Epistemic Curiosity



DEVELOPING STORY

**CORO
PAN**

GL

TOTAL CAS
29,136,55

IN THE U

TOTAL CAS
6,545,94

SOURCE: JOHN

TRACKING H



DRUM TEAM REPORTS BY APPROX. CLIMATE SCIENCE DENIED



Authentic Empathy



The average adult will say "I'm fine" 14 times a week but mean it 19% of the time.

EY global employee study found:

- 50% quit because of lack of empathy
- 90% empathetic leaders increase loyalty
- 85% - increases productivity

Use the Golden Rule 2.0



Inclusive Well-Being Benefits

Four in ten Black employees have resigned from their job citing a lack of workplace diversity and inclusion



Language matters

Carer/family leave instead of maternity or paternity leave

Consider all types

e.g. introversion/extroversion, perfectionism, neurodiversity

Inclusive programming

e.g. mobility exclusion

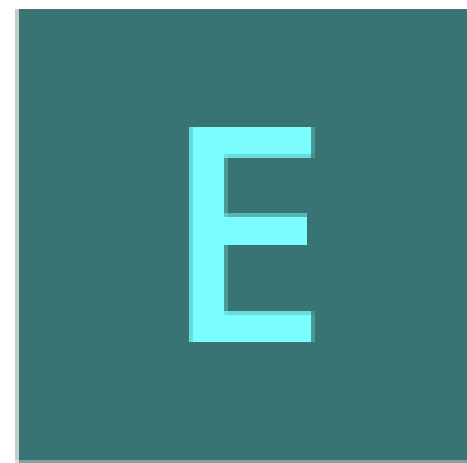


Psychological Fitness





HOPE



EFFICACY



RESILIENCE



OPTIMISM



GRATITUDE

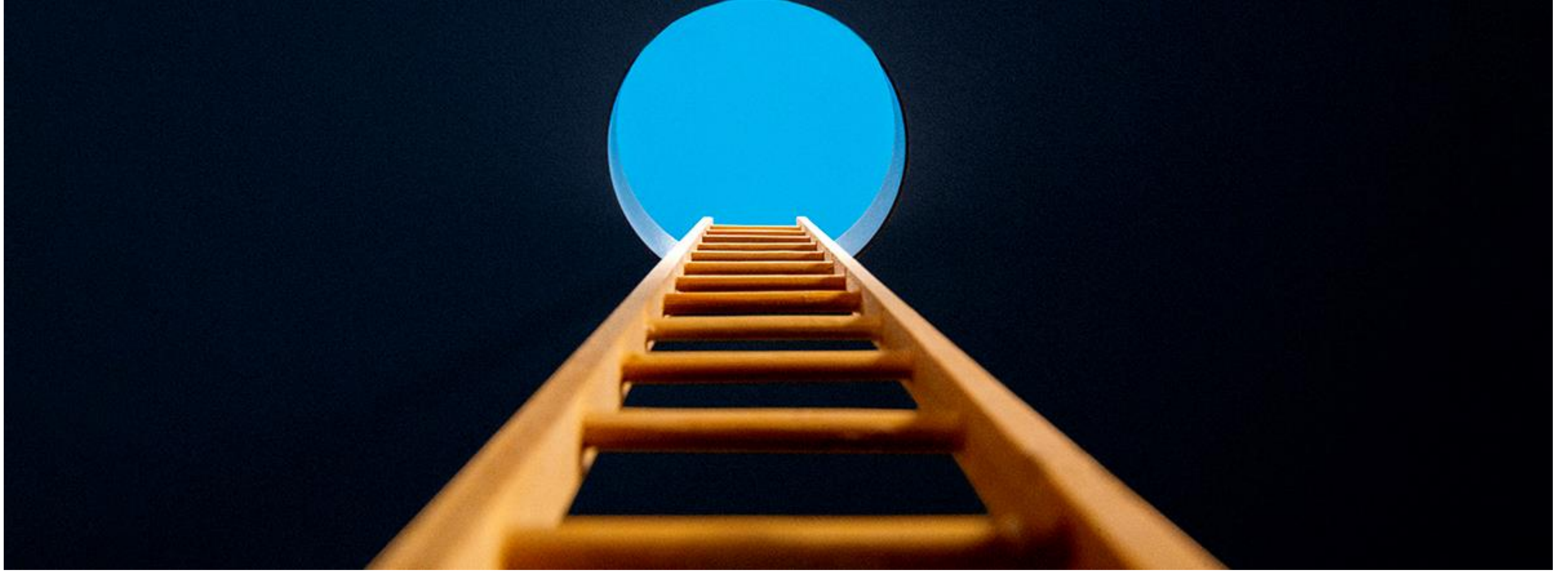


EMPATHY



MINDFULNESS

Model of Happy, Healthy, High-performing People



A consistent belief that everything will turn out ok even if it wasn't how we'd planned.



Cognitive
Optimism



The ability to flexibility regulate emotions and to recover from the primary emotional response when required. Essentially - creating a best possible match with the ever changing environment. (Aldao et al)



**Emotional
Flexibility**



“The science of focusing on what we have versus what we don’t have.” (Evans)



Gratitude



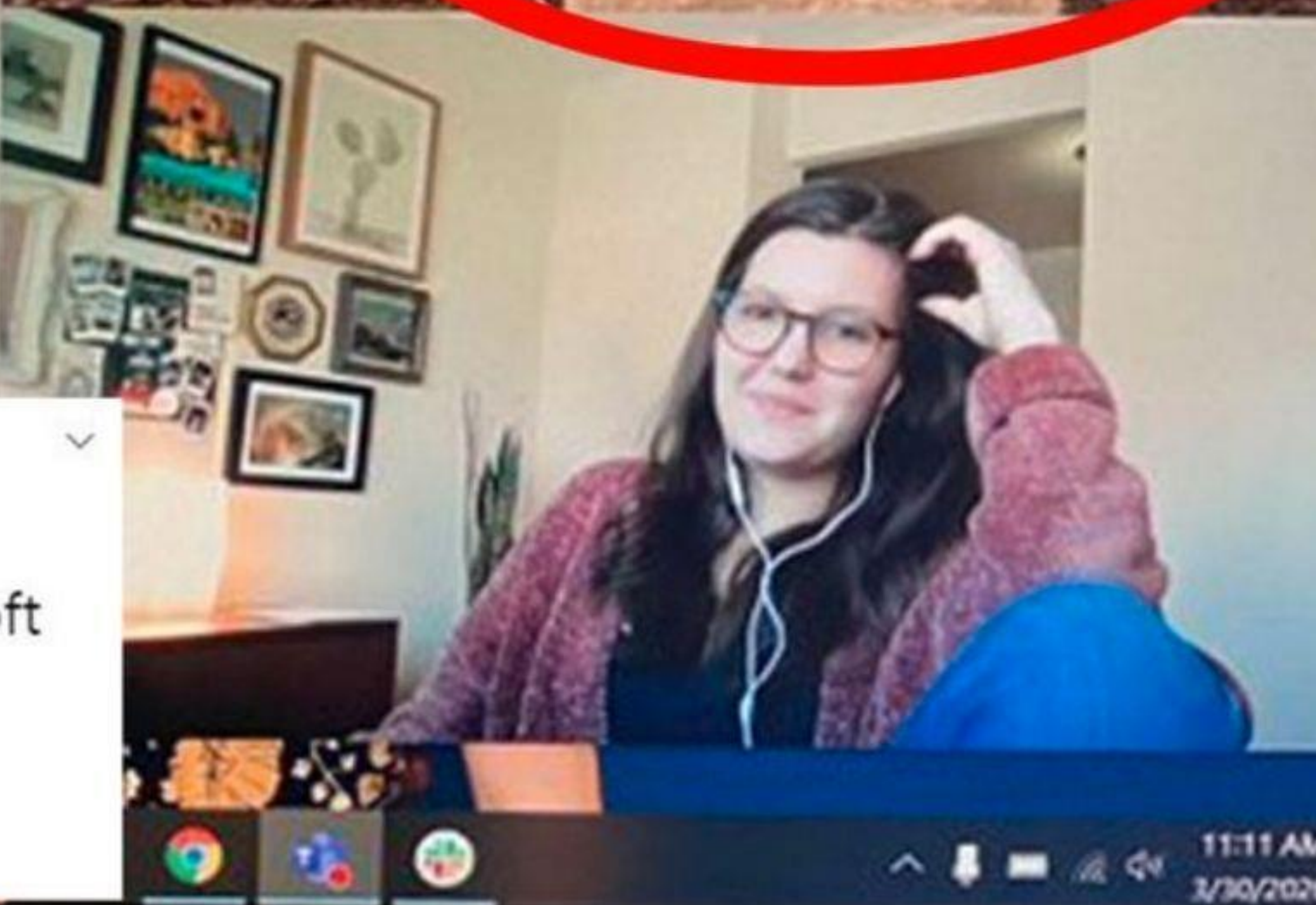
The ability to rebound from
painful or traumatic experiences
(Garmezy)

— Resilience



Rach
@PettyClegg

my boss turned herself into a potato on our Microsoft teams meeting and can't figure out how to turn the setting off, so she was just stuck like this the entire meeting





COME ON INNER PEACE

**I DON'T HAVE
ALL DAY**





Stay in touch



Jennifer-moss.com



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