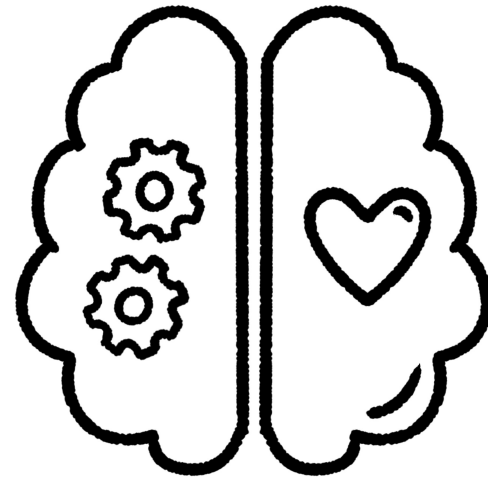


# Beating Burnout & Boosting Team Resilience as a People Leader



Jacinta M. Jiménez, PsyD, BBC

Hyperconnectivity

Globalization

(VUCA)

Information  
overload

Artificial  
intelligence

Increased  
remote work

# Uncertainty = Discomfort

Option #1



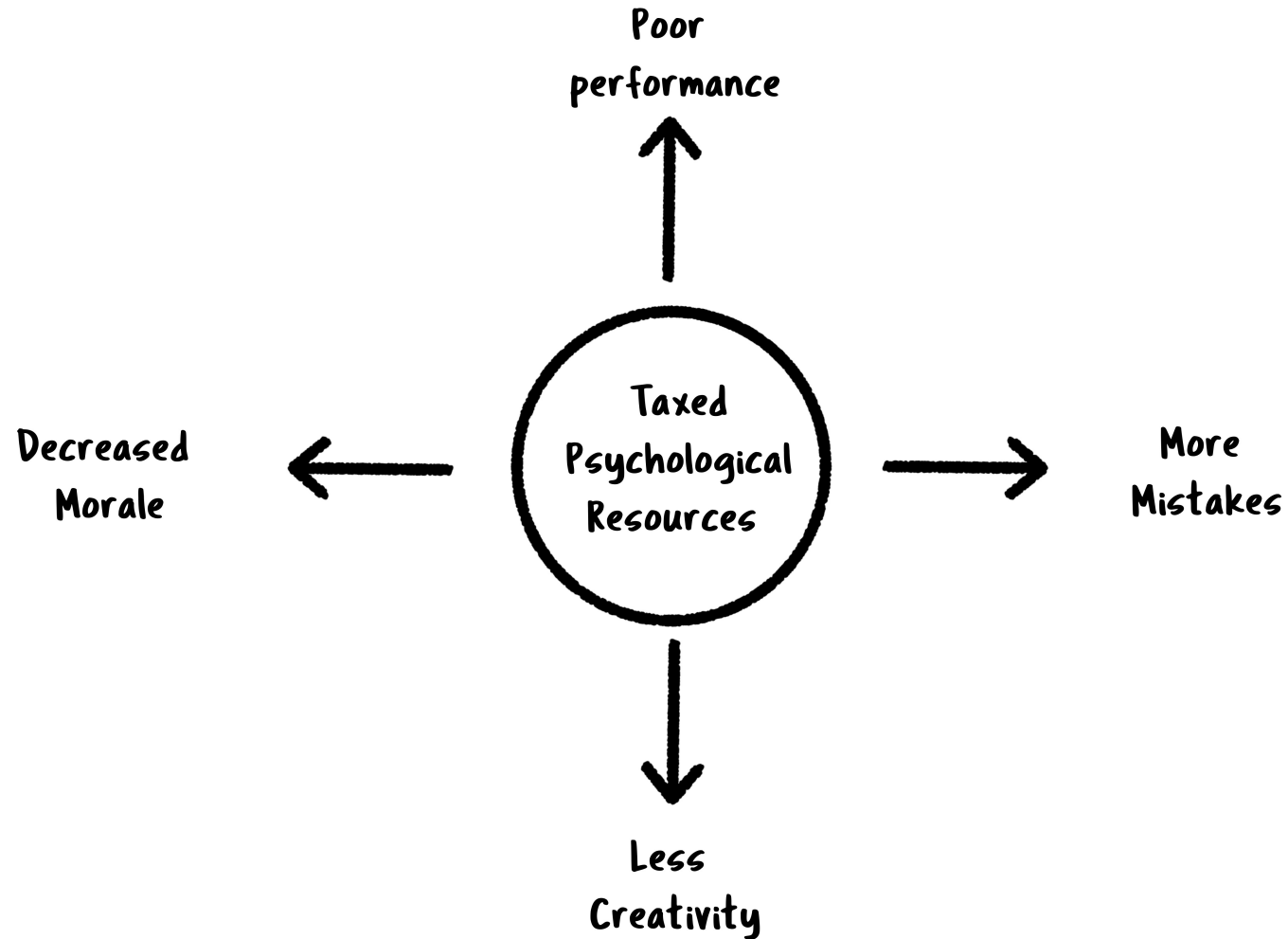
I am definitely going to give you an electrical shock right now.

Option #2



I might give you an electrical shock at some point today.

# Consequences of Prolonged Uncertainty



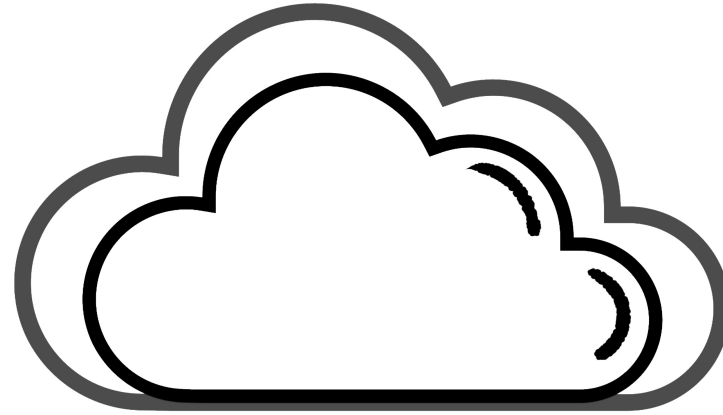
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*Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.*



World Health  
Organization

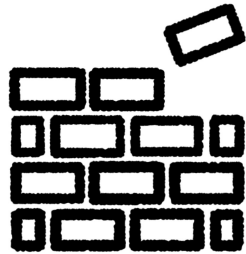
# The Silver Lining



One out of two employees want to see a greater focus on wellbeing at their company.

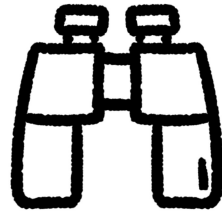
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DEVELOP



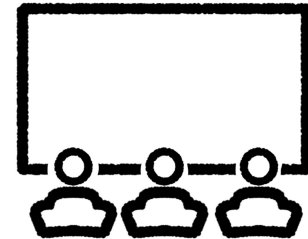
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DETECT



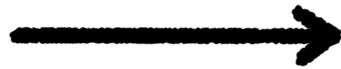
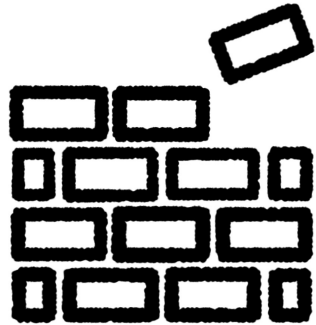
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DEMONSTRATE



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DEVELOP



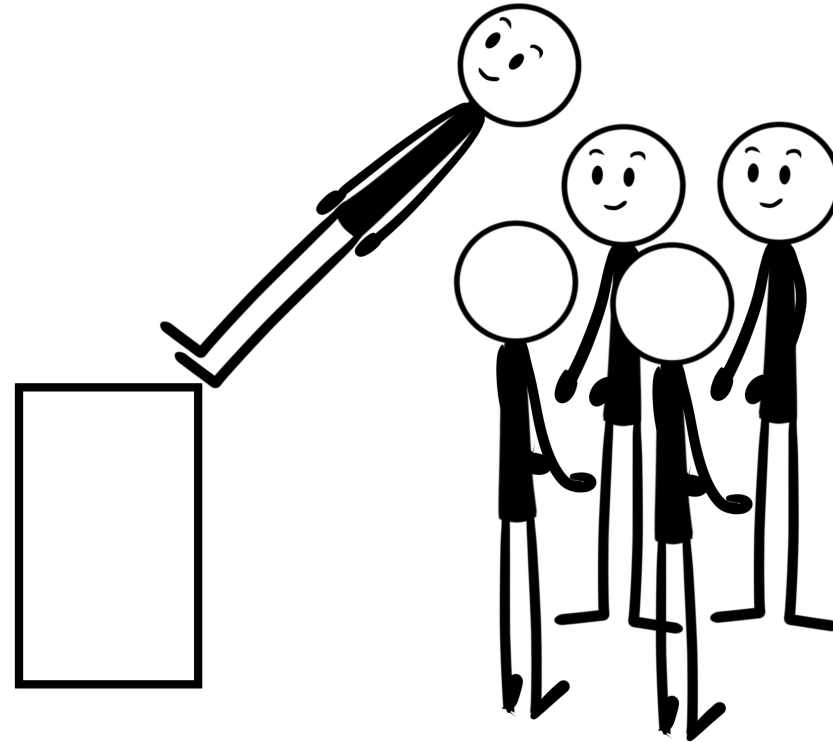
Establish team norms to promote psychological safety and open dialog about stress and pro-resilience practices.



# Psychological Safety

“A shared belief that the team is safe for interpersonal risk taking.”

-Amy Edmondson



Myth #1

It's about having everyone agree on everything all the time.

**TRUTH**

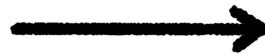


*It's about being candid.*

Myth #2

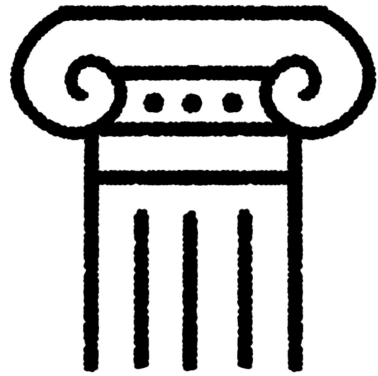
It leads to a  
de-emphasis on  
performance.

**TRUTH**



It's one of the strongest  
predictors  
of performance.

# Project Aristotle



- 2 Years
- 180 Teams
- 200 Interviews
- 250 Team Attributes

“The safer team members feel with one another, the more likely they are to admit mistakes, to partner, and to take on new roles.” -Julia Rozovsky



## LUNSAFE TEAMS

“Our team meetings don’t always feel like a safe zone for questions or thoughts. The tone in meeting can be condescending and impersonal at times.”



## SAFE TEAMS

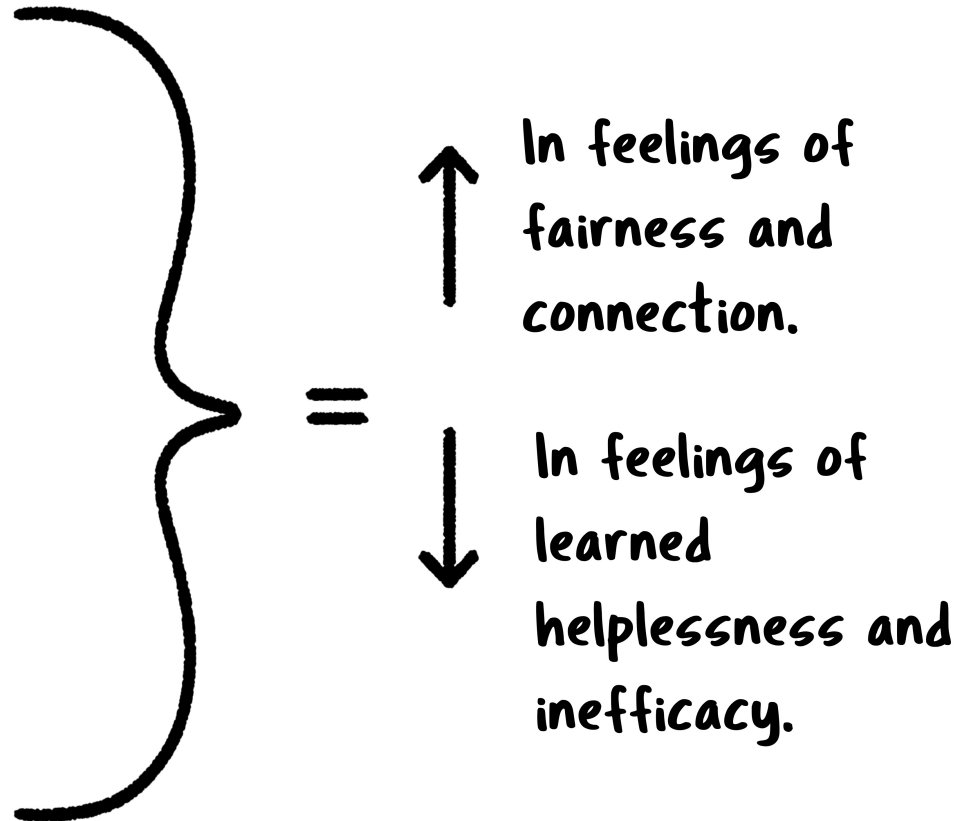
“The team is supportive if someone makes a mistake. We find a way to fix it or deal with the consequences, whatever they are, when they come up.”

“We frequently ask each other questions. Everyone is open to questions, and no question is considered a dumb question.”



# Building Psychological Safety

- ☑ Promotion of Mutual Respect.
- ☑ Foster a shared sense of purpose.
- ☑ Establish clear team norms around sharing information and ideas.

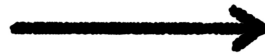
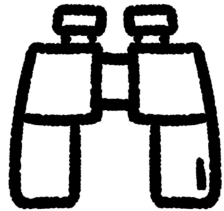


# Team Questions

- What is the best way to communicate as a team?
- How can we make sure people are able to talk about their efforts towards resilience and self-care?
- What is the best way for team members to safely discuss with me about sources of stress so that they can get resolved?
- What can be done as a team to make sure that everyone has the chance to provide their input when discussing new initiatives or workstreams?

2

DETECT

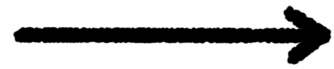


Recognize signs of  
burnout in your people  
and work with them to  
respond most  
efficaciously.

Myth

Burnout is easy to detect.

TRUTH



Burnout is not an on and off switch



Detect = Your gas tank indicator



**THREE  
COMPONENTS  
OF BURNOUT**



**EXHAUSTION**

Immense emotional,  
physical, and/or  
cognitive fatigue.

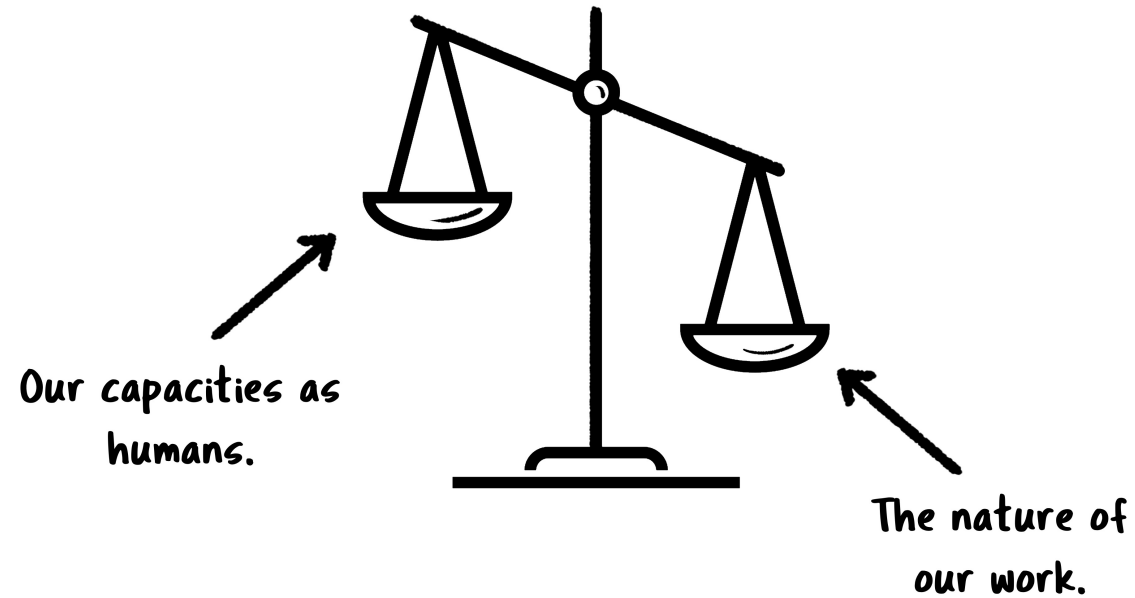
**CYNICISM**

Low levels of job  
engagement.

**INEFFICACY**

A lack of  
productivity and  
feelings of  
incompetence.

Burnout is a result of a mismatch between the nature of our work and our capacities as humans





# SIX PERSON - JOB MISMATCHES THAT LEAD TO BURNOUT

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## WORK OVERLOAD



Job demands exceed human limits.  
Too much in too little time with too few resources.

## CONTROL



Too little control over work due to rigid policies, micromangement, or chaotic job conditions.

## REWARD



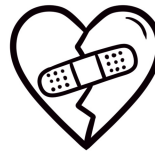
A lack of appropriate rewards for the work people do.

## BREAKDOWN IN COMMUNITY



A low sense of positive connection with others in the workplace.

## VALUES CONFLICT



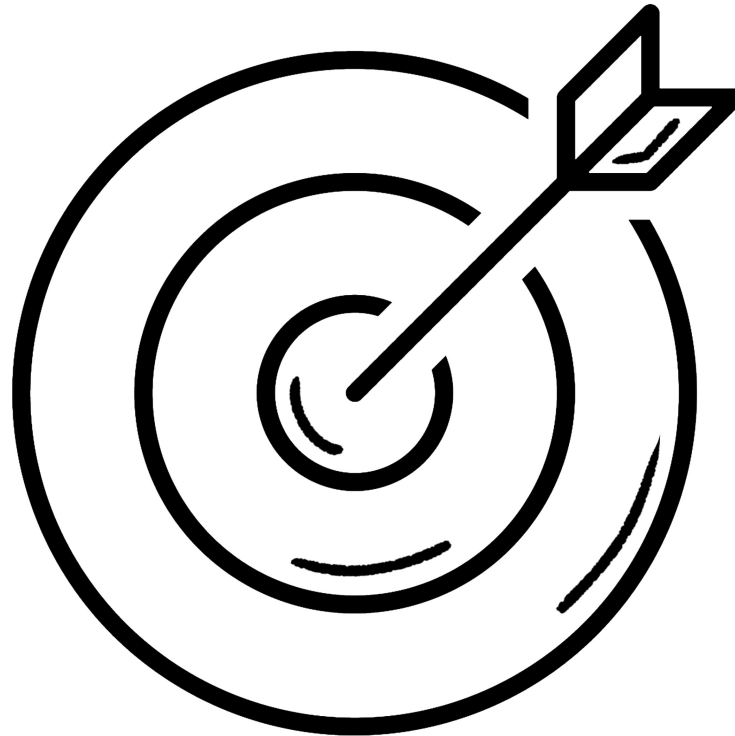
The requirements of the job conflict with one's personal principles and values.

## ABSENCE OF FAIRNESS



A lack of a system of justice and fair procedures.

The more granular your people can get with identifying the specific cause of the mismatch, the more precise your response can be.





Spend a moment in each 1:1 to check in with your direct reports.

“How have your stress levels been?”

“What do you think the cause is? Do you want to review the six mismatches together?”

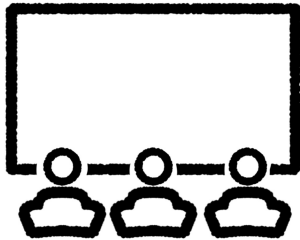
“What can we do to address this?”

“What do you think contributed to you being ‘in the green’?”

“Thank you for sharing this with me.”

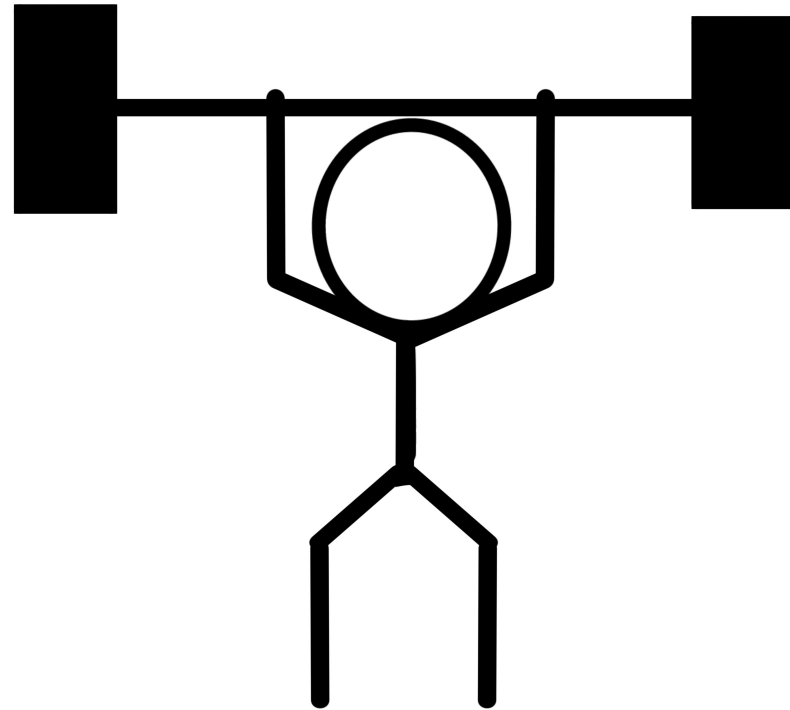
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DEMONSTRATE

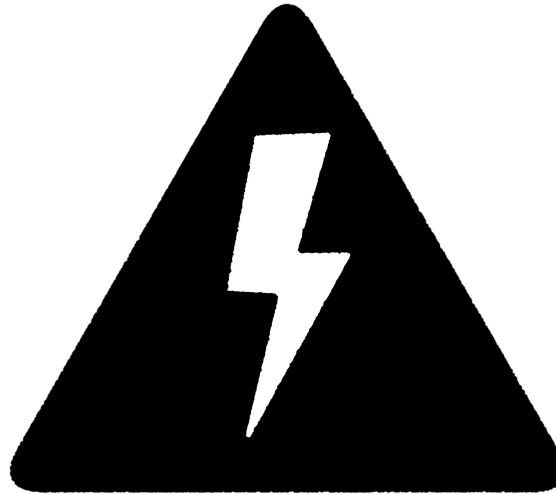


Model, promote, and reward  
pro-resilience behaviors  
in your people.

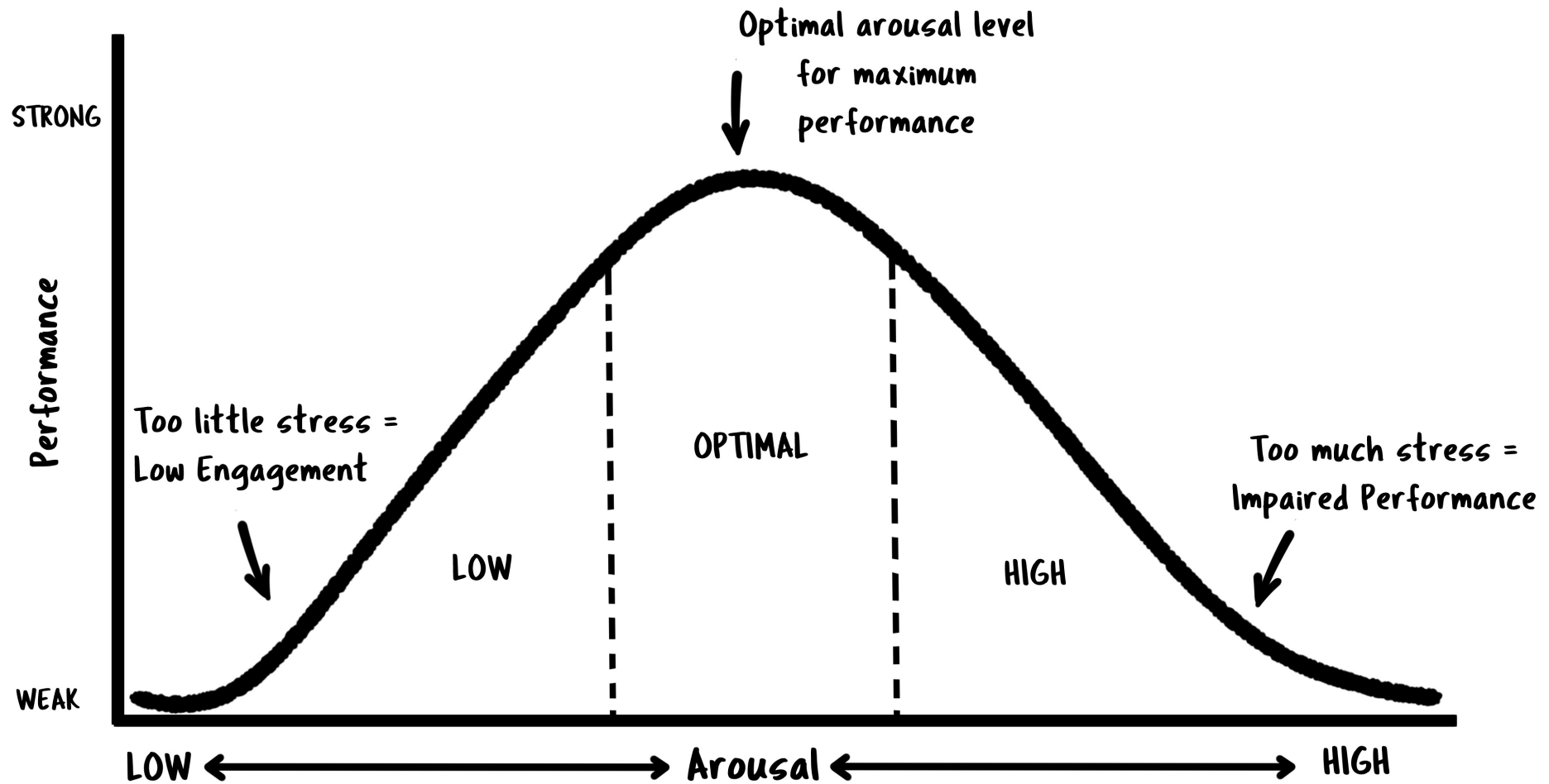
Stress in Small Doses = Growth + Enhanced Performance.



**Chronic Stress Without Recovery = Danger Zone**



# THE STRESS - PERFORMANCE CONNECTION



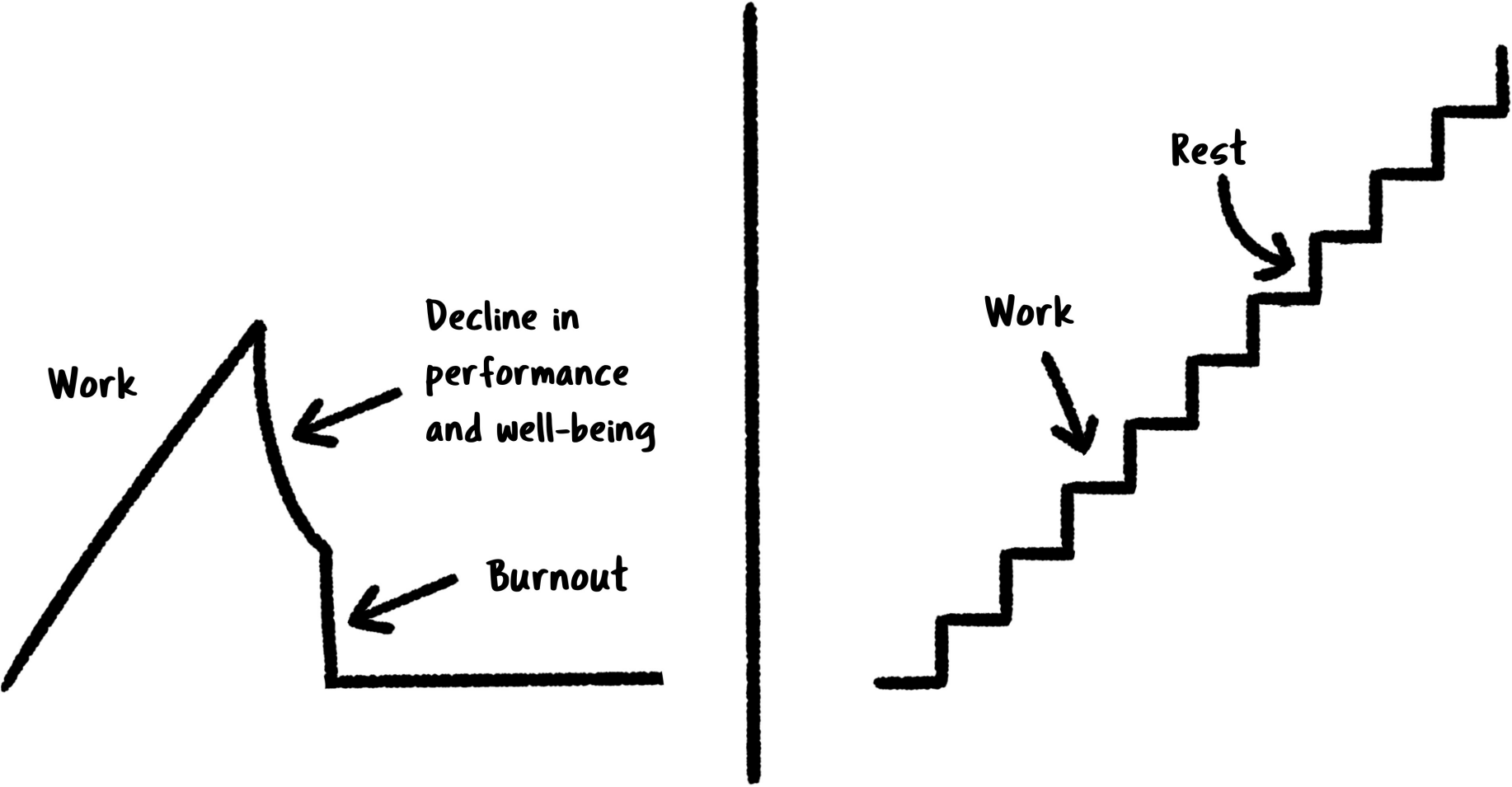
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WHEN YOU STRESS, YOU MUST REST

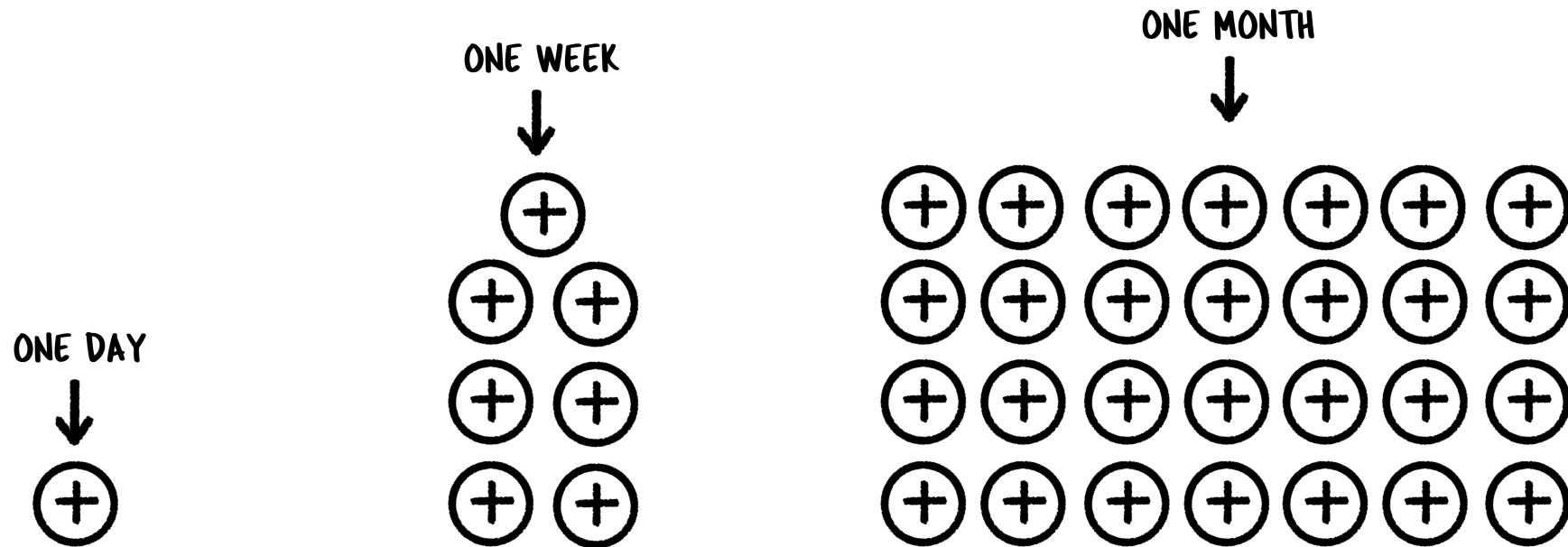
-Jacinta Jiménez



# PICK YOUR PATH

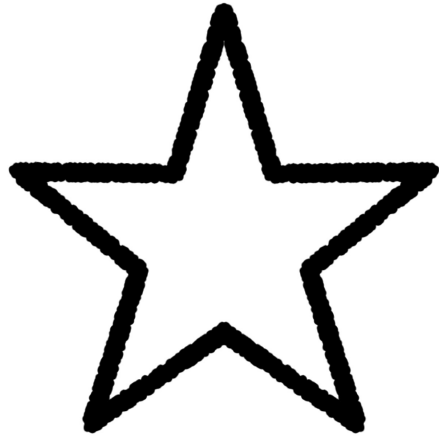


# “LITTLE BY LITTLE, A LITTLE BECOMES A LOT” -Tanzanian Proverb





**What do you do to psychologically  
detach or replenish?**



## REWARD



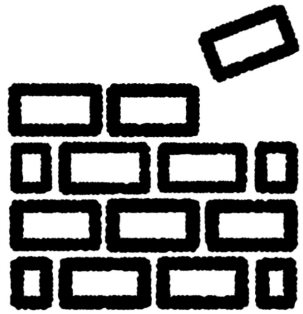
Actively monitor for opportunities to reinforce and acknowledge your director reports when they engage in pro-resilience skills, mindset, and behaviors.



At your weekly team meetings, spend a few minutes having employees talk about their efforts to engage in active replenishment and pro-resilience behaviors.

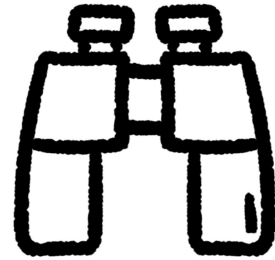
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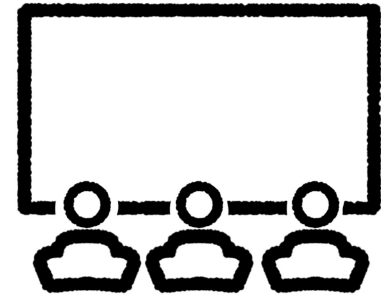
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DETECT

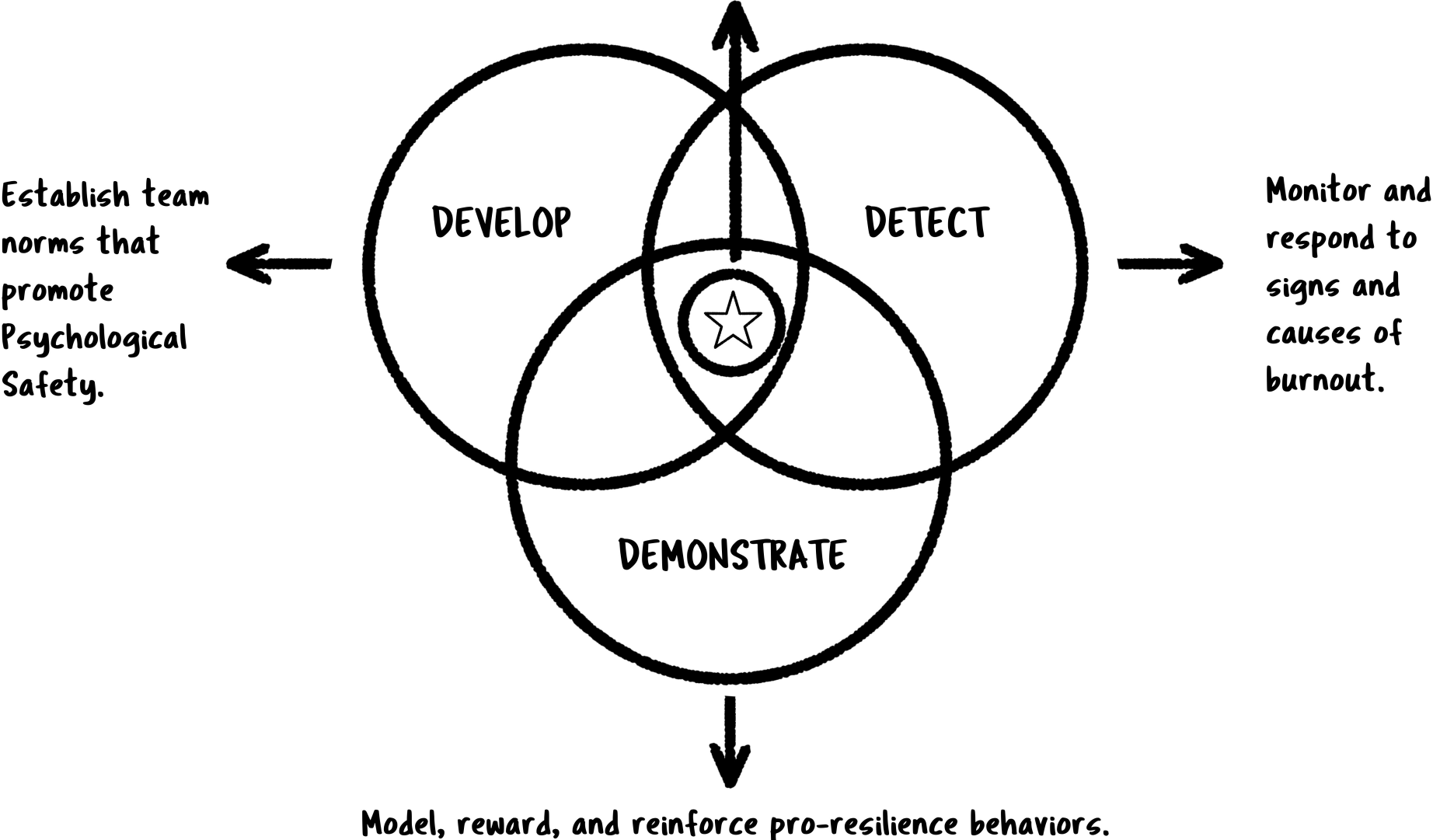


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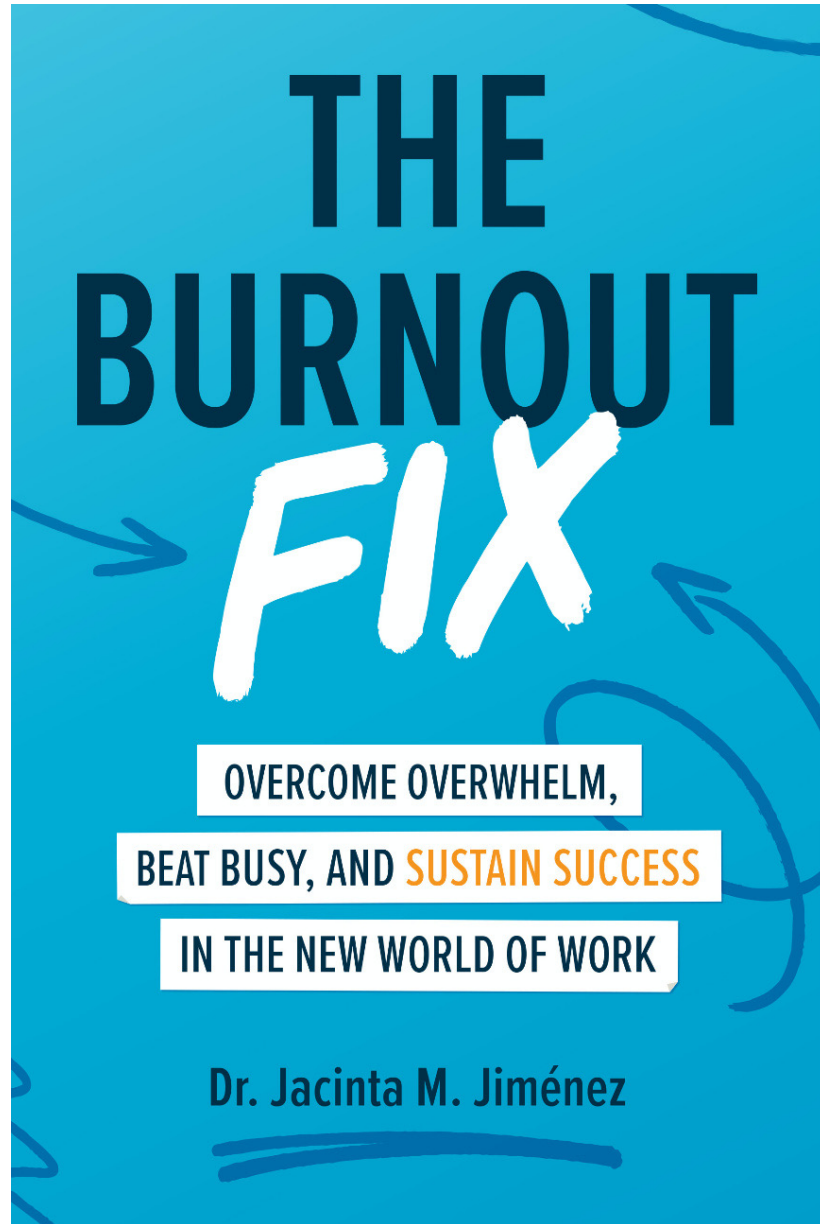
DEMONSTRATE



# Resilient Team Leadership







**Thank You!**