

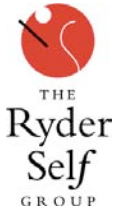
Ensuring sustainable engagement and avoiding employee burnout

Ivana Crestani, M.A (Hons) Communication, B.Ec
Managing Director
The Ryder Self Group
www.ryderselfgroup.com.au

Workshop outline

9.00-10.00	<i>Introductions</i> Employee engagement & burnout - Understanding the fundamentals
10.00-10.30	<i>Morning tea</i>
10.30-11.30	Measuring sustainable employee engagement - Australian research
11.30-12.30	Ensuring a sustainable, engaged and healthy workforce - Case studies

Who are we



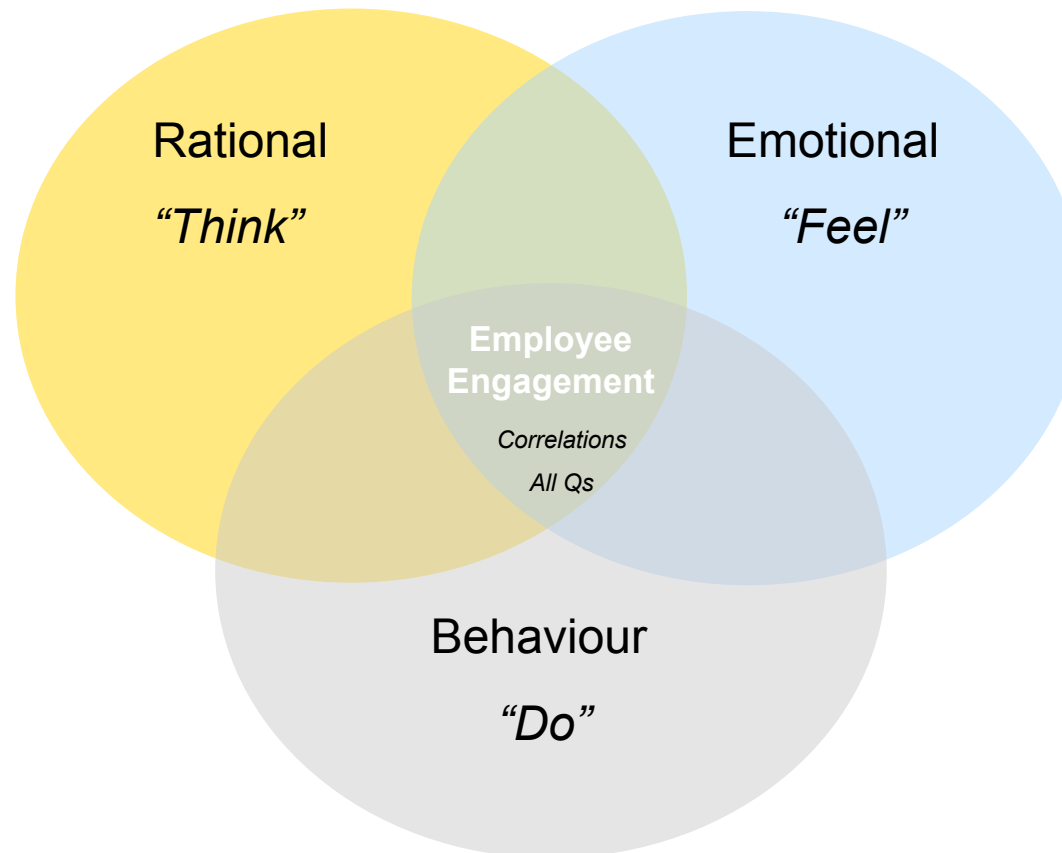
- The Ryder Self Group was established in 1989, as a strategy (business & marketing), internal communication and culture change consultancy with the vision of: *“ensuring the voice of employees, customers and stakeholders is heard and acted upon for improved performance.”*
- We assist organisations:
 - Understand their market, stakeholder needs and expectations
 - Position themselves to meet their customer and stakeholder needs
 - Enable sustainable employee engagement and retention
- Our specialisation:
 - Agriculture, agribusiness, natural resource management
 - Building, construction, engineering
 - Manufacturing
 - Transport
 - Government – Defence, Sport & Recreation
 - Emergency Services – Fire Brigades, Police
 - Shared Services
- Our main focus:
Working with people not at desks to empower them to have their voice heard

Employee Engagement & Burnout

Employee Engagement Model

Purposeful Engagement is the extent to which employees commit to something or someone in their organization, how hard employees work, and how long they stay as a result of that commitment.

(Source: Corporate Leadership Council 2004 Employee Engagement Framework and Survey, p.4)



Climate

How we think and feel about our job & workplace –

Satisfaction, morale, loyalty

Culture

How we do things around here – behaviours based on beliefs, assumptions, values



Retention

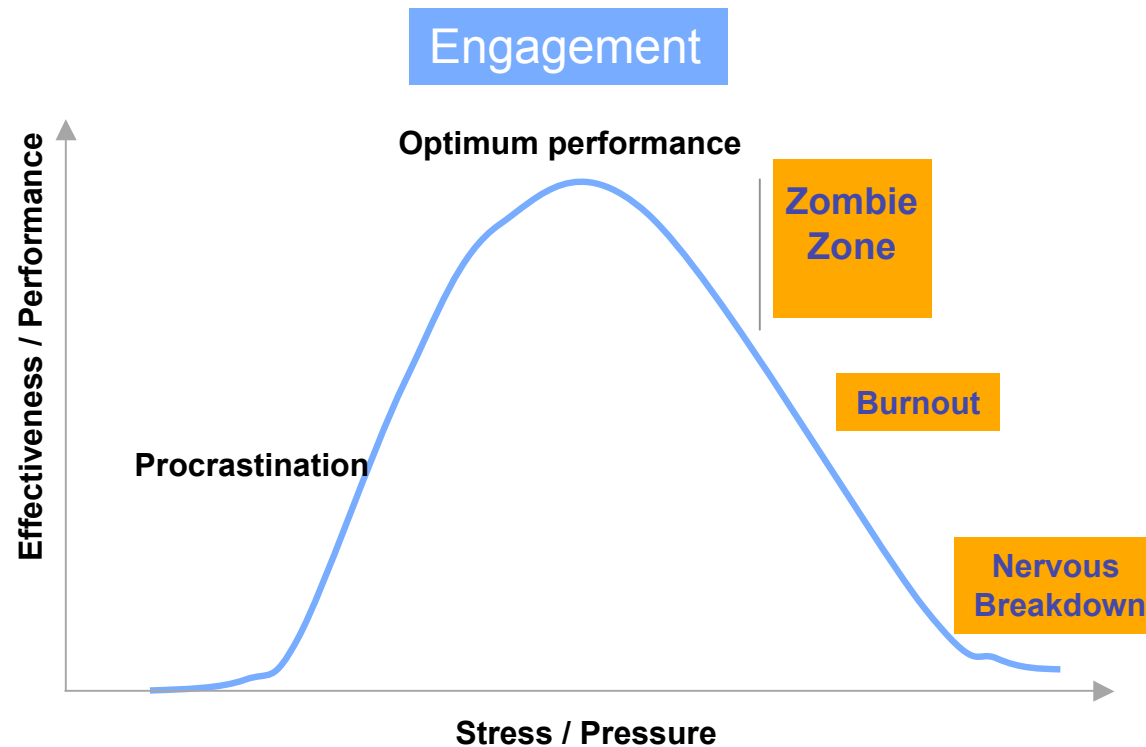
Going the extra mile

7 Indicators of Engagement

Several indicators of employee engagement. Based on Australian, UK, USA & our own research, 7 engagement indicators are:

Retention	Intent to stay with the organisation
Loyalty	Recommend organisation as a great place to work
Satisfaction	Positive job satisfaction
Morale	Positive morale
Discretionary effort	Put in extra effort for co-workers, customers and to achieve organisation's goals and objectives
Pride	Pride in working for the organisation
Trusted & valued	Feel trusted and valued as a person

Engagement & Burnout – engagement is not far from burnout especially with work intensification



Burnout occurs from increasing amount of negative stress

Burnout – a workplace issue

“... three things happen: you become chronically exhausted; you become cynical and detached from your work; and you feel increasingly ineffective on the job.” Maslach & Leiter (1997)

“My candle burns at both ends

It will not last the night ...”

Edna St. Vincent Millay (American poet)

Burnout signs

Change in attitude

- Feeling irritable, anger, sarcasm, argumentative
- Loss of sense of humour
- Loss of interest in activities outside of work
- Lack of concern

Change in work performance

- Trouble concentrating
- Work becomes an effort
- Lower productivity
- Poor time management
- Disorganised, forgetful

Change in work attendance

- Increased absences
- Taking ‘wellness’ days
- Arriving late or leaving early
- Working during breaks and lunch

Change in health

- Sick more often
- Tired, exhausted
- Sleeplessness

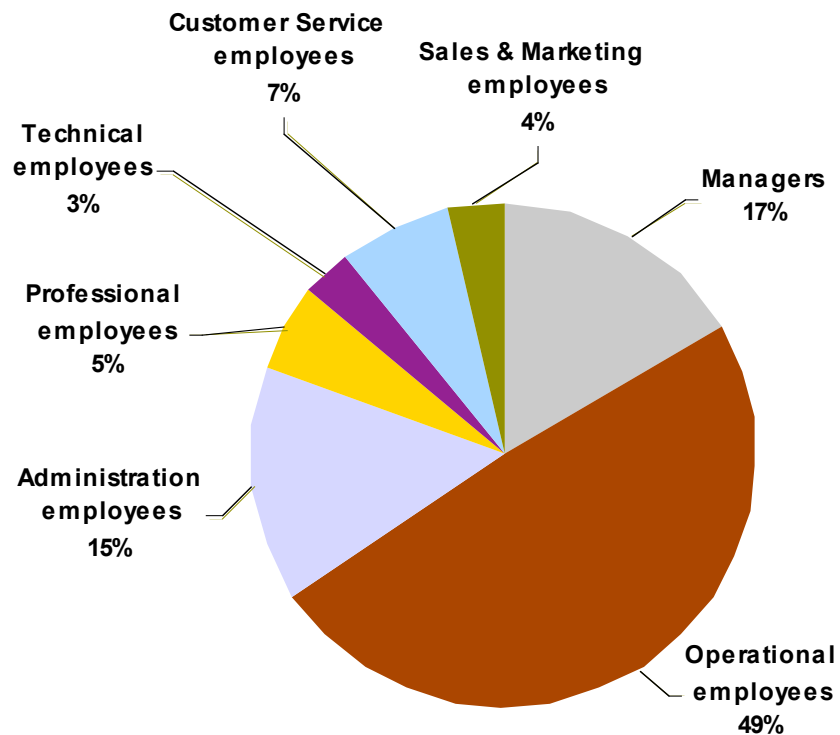
Causes of burnout

- Mismatch between the person and the job
 - Overload
 - Lack of control
 - Breakdown of community
 - Unfair treatment
 - Conflict of values
- The greater the mismatch, the greater the potential for burnout
Maslach & Leiter (1997)
- Certain jobs are more prone to burnout particularly shift workers and high stress jobs eg emergency services, air traffic controllers, IT

Measuring sustainable engagement

The Ryder Self Group 2007 Study

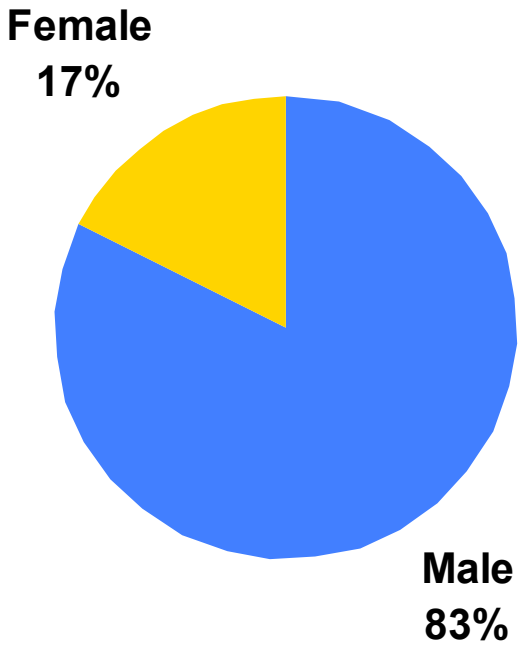
Sample profile – full-time employees with strong representation from Operational employees



- Survey of nearly 4,000 employees in Australia during 2007
- Industries represented:
 - Agriculture
 - Building
 - Construction, engineering
 - Manufacturing
 - Information Technology
 - Shared Services
 - Tourism

Sample profile – Gender & Age

Mostly male dominated industries with 54% who are 40 years or more



Less than 20 years	1%	Gen Y 18% (n=672)
20-24	7%	
25-29	10%	

30-34	13%	Gen X 27% (n=993)
35-39	14%	
40-44	14%	

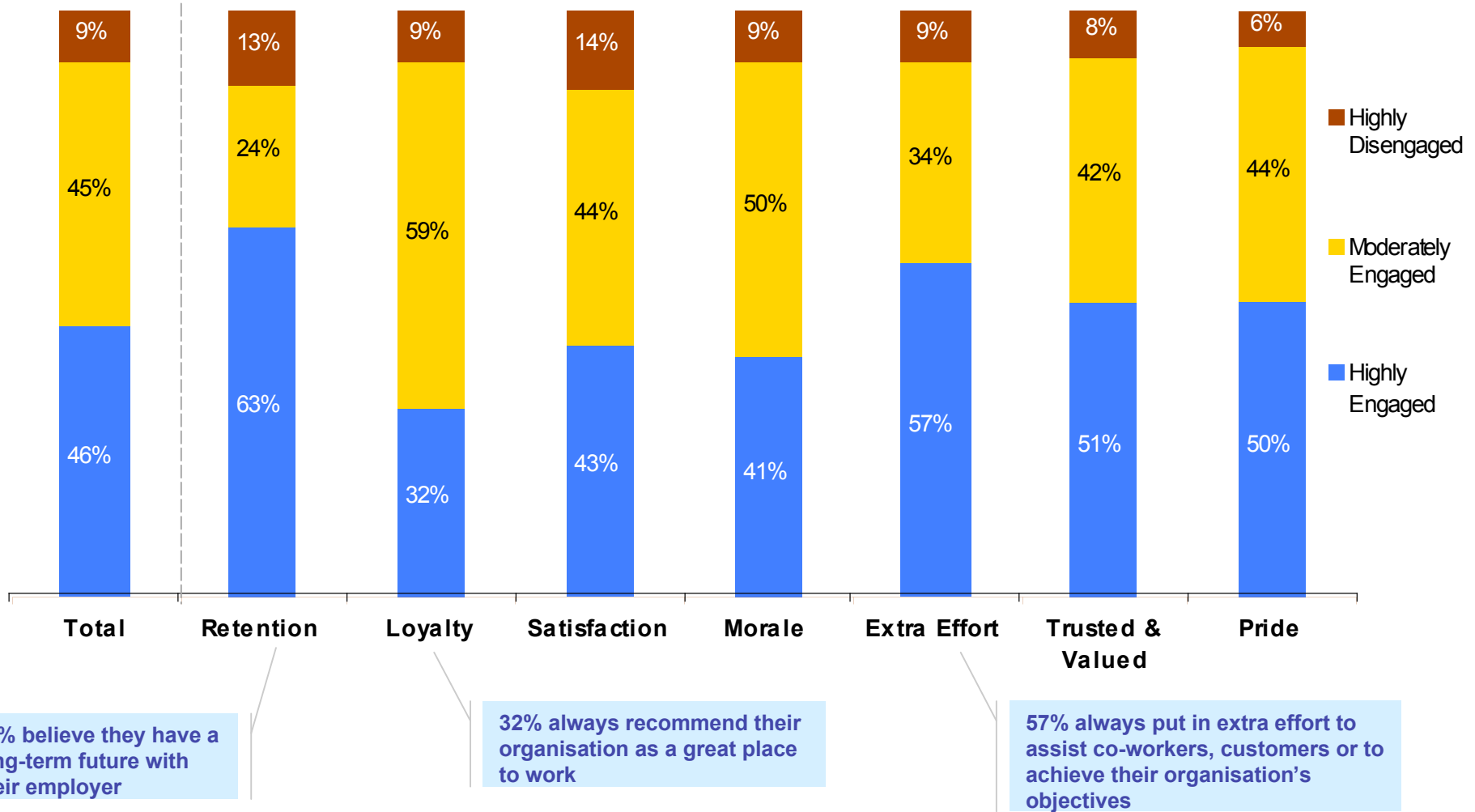
45-49	14%	Boomer 49% (n=1,831)
50-54	12%	
55-59	9%	

60-64	4%	Veteran 5% (n=185)
65 years or more	1%	

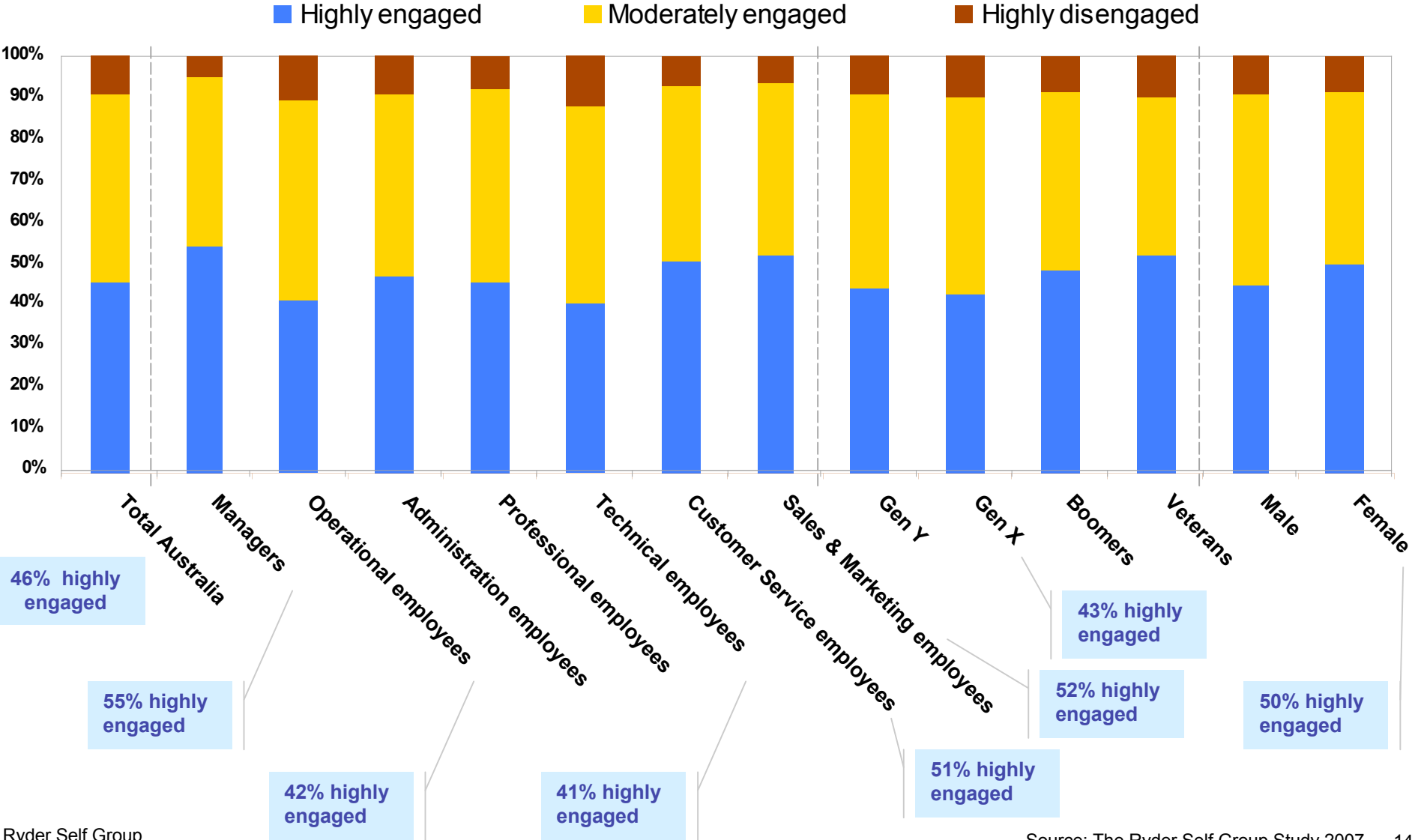
Generations are approximate and do not equate with ABS age bands

Employee Engagement

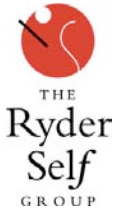
Sample is highly engaged (46%) compared to Gallup Australian study of 21% in 2006



Managers are the most highly engaged, followed by Sales & Marketing and Customer Service employees.



Employee Sustainability – 31.1% of total employees currently work in a highly sustainable way; 30% are at risk of burnout (1 in 3)

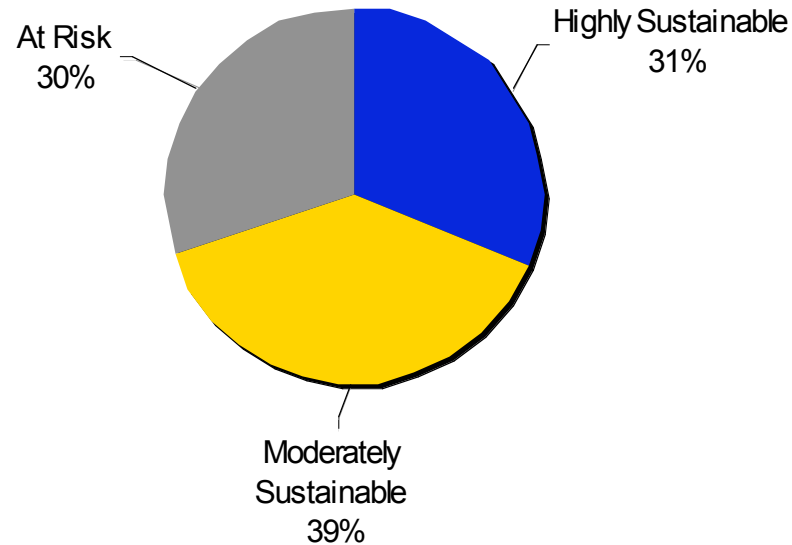


“Employee Sustainability measures the ability of individuals to perform effectively at work, day after day, while also enjoying a quality of life”

Centre for Employee Value™
(A Division of The Ryder Self Group)

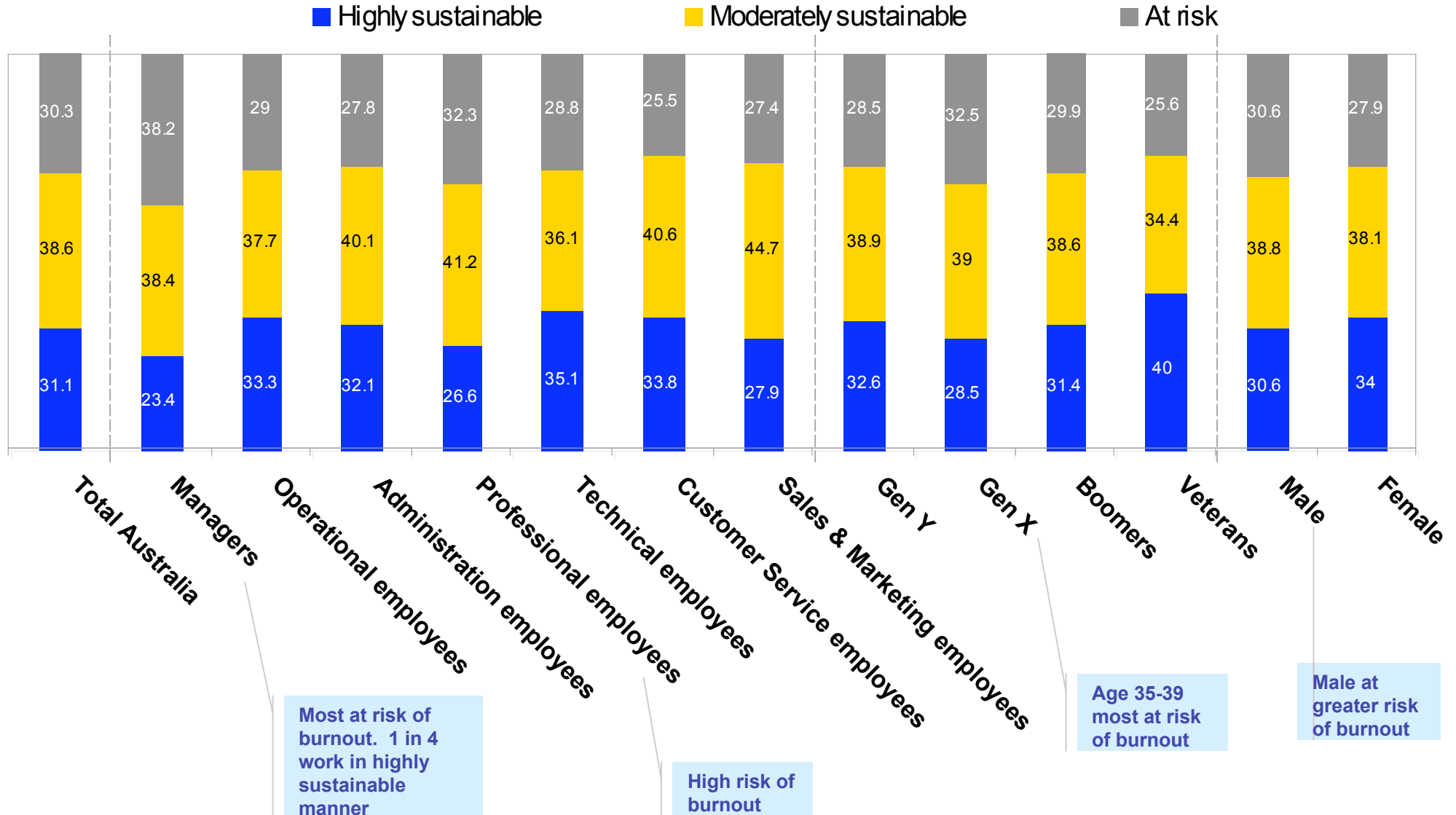
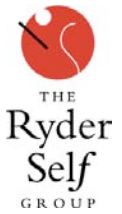
Sustainable Work Practices Summary		%
<i>n=3,829</i>		
1	Sufficient time to complete tasks	48.9
2	Day free of unnecessary interruptions	19.9
3	Feeling overwhelmed	30.0
4	Too many tasks at the same time	38.7
5	Day free of highly repetitive work	29.3
6	Pressure to work very fast / hard	36.0
7	Work less than 40 hours per week	22.5
8	Feel rested when wake up	47.5
9	Work-life balance	41.5
Highly sustainable employees		31.1%

Employee Sustainability



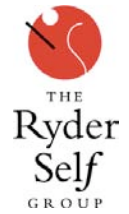
How sustainable is employee engagement?

Managers & Professionals are at most risk of burnout, particularly if male 35-39 years

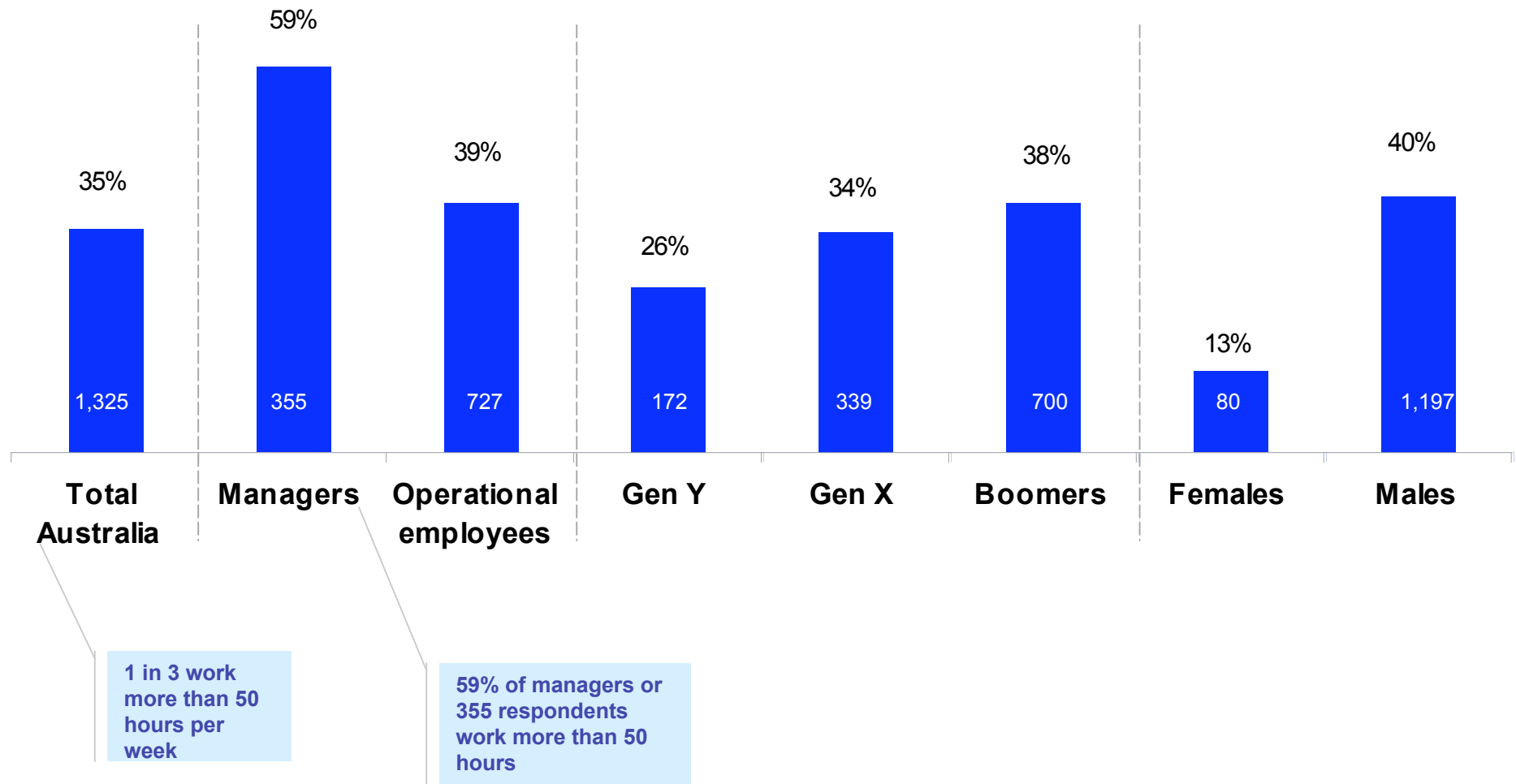


High percentage (35%) working 51+ hours per week

Highest proportions are managers, males & Boomers



Percentage & numbers of full-time employees working 51+ hours per week

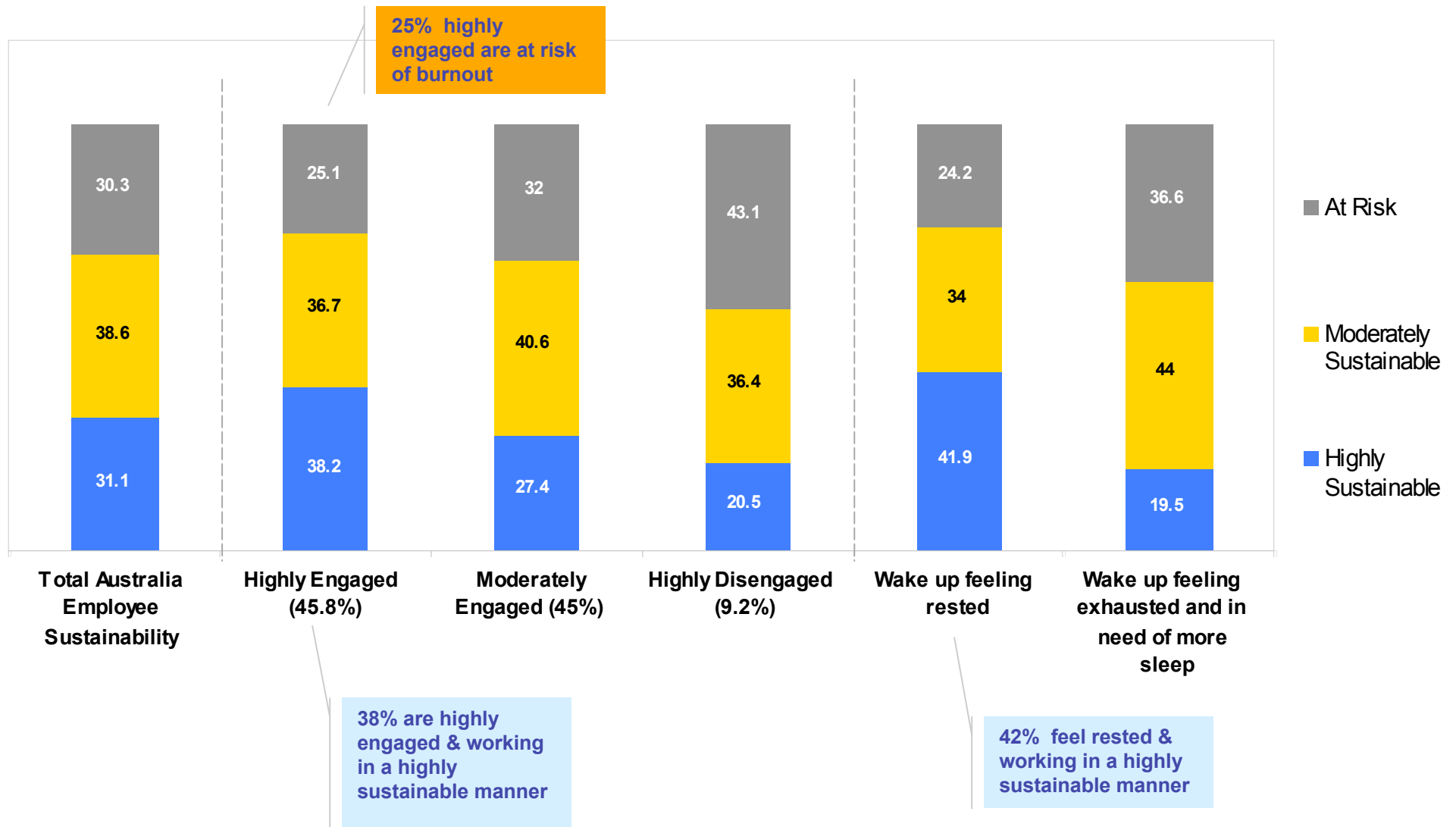
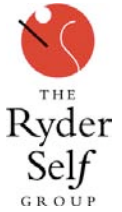


Causes of burnout – too many interruptions, work hours, too much work, not enough sleep



	Total Australia %	Managers %	Operational employees %	Professional employees %	Gen Y %	Gen X %	Boomers %	Male %	Female %
1 Sufficient time to complete tasks	48.9	32.0	53.7	42.5	52.5	45.2	49.9	48.6	52.3
2 Day free of unnecessary interruptions	19.9	7.6	25.3	13.0	22.2	16.4	20.8	20.6	18.5
3 Feeling overwhelmed	30.0	35.1	28.0	34.7	28.3	29.0	31.7	29.9	29.0
4 Too many tasks at the same time	38.7	54.1	34.0	43.3	33.8	42.5	39.7	38.5	39.0
5 Pressure to work very fast / hard	36.0	45.0	30.9	54.7	36.3	41.7	32.7	35.4	36.6
6 Day free of highly repetitive work	29.3	48.6	23.7	40.3	27.3	32.3	29.0	29.1	30.1
7 Work less than 40 hours per week	22.4	4.3	21.7	16.9	31.1	21.1	20.2	18.6	39.9
8 Feel rested when wake up	47.5	49.8	48.7	48.2	33.5	40.8	54.9	48.7	43.7
9 Work-life balance	41.5	31.0	40.0	39.2	45.7	36.7	42.7	39.6	50.6

Sustainable engagement – 25% of highly engaged employees are at risk of burnout (1 in 4). People waking up rested are more likely to work in a sustainable manner

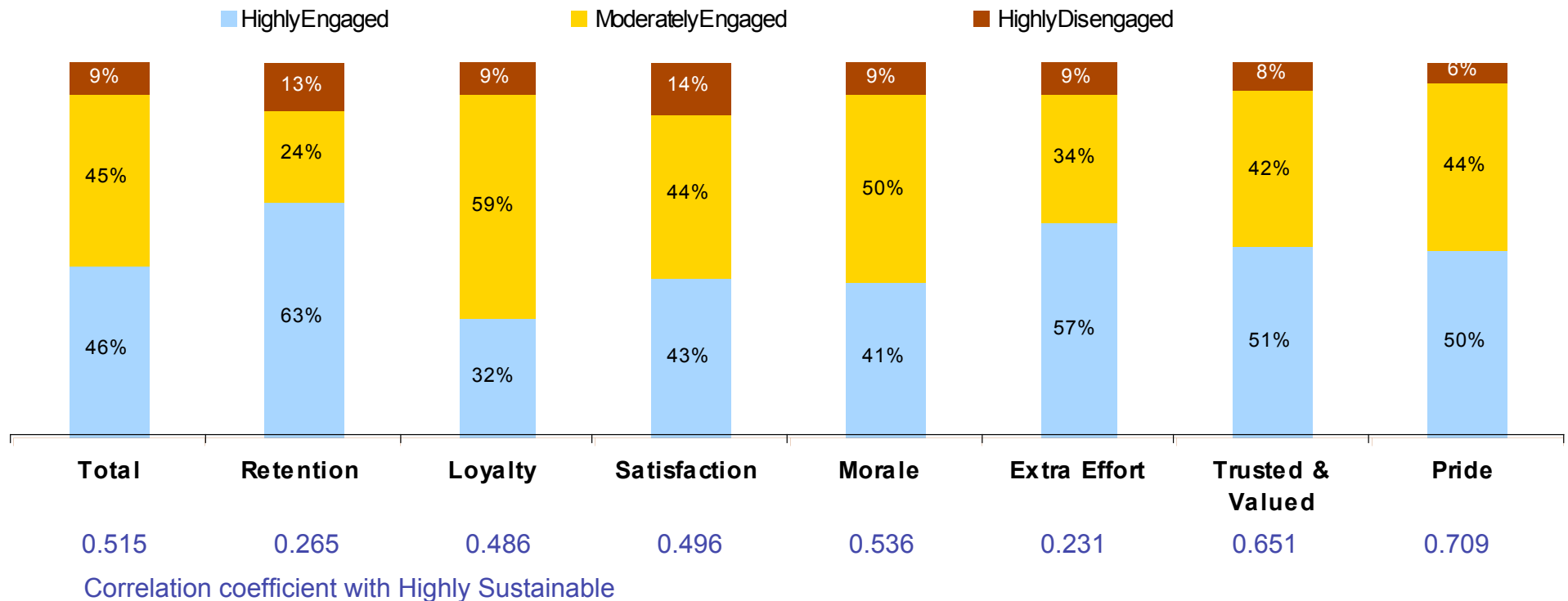
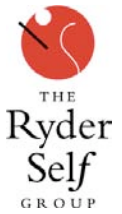


Wake up feeling rested – positive results on engagement indicators. Feeling exhausted leads to lower engagement, retention, morale & higher risk of burnout as employees put in extra effort



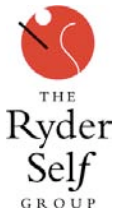
		Total Australia	Wake up feeling rested	Wake up feeling exhausted
Sample No.		3829	1820	1479
Retention	% Certain about Future	62.5%	71.7%	54.8%
Highly Disengaged Employees	% no. of employees	9.2%	5.9%	13.2%
Moderately Engaged Employees	% no. of employees	45.0%	39.1%	50.4%
Highly Engaged Employees	% no. of employees	45.8%	55.1%	36.5%
Employee Engagement Index (EEI)	Score out of 100%	77.4%	82.2%	71.8%
Employee Satisfaction Index (ESI) (rational)	Score out of 100%	78.3%	82.5%	73.4%
Overall Satisfaction (emotional)	% "Satisfied" to "Very Satisfied"	86.2%	89.9%	82.0%
Morale	% 'Reasonable' to 'Very High'	79.1%	89.0%	70.1%
Morale Decline	% Decline in last 6 months	28.1%	19.3%	37.7%
Loyalty	% Recommend always or sometimes	87.9%	92.5%	82.7%
Extra Effort	% Always & Mostly	91.1%	94.1%	86.9%
At Risk Employees	% no. of employees	30.3%	24.2%	36.6%
Moderately Sustainable Employees	% no. of employees	38.6%	34.0%	44.0%
Highly Sustainable Employees	% no. of employees	31.1%	41.9%	19.5%

Strong positive correlation between highly sustainable work practices and highly engaged employees – particularly feeling trusted & valued, having pride in organisation and their overall morale



- Making people feel trusted & valued and proud of their organisation will go a long way towards improving sustainable engagement

Engagement dilemma – managers are the most highly engaged yet at most risk of burnout. Are they able to engage employees? Are they running on empty?



‘Feeling trusted & valued’ - top 10 emotional engagement drivers in ranked order



Top 4 require manager's time

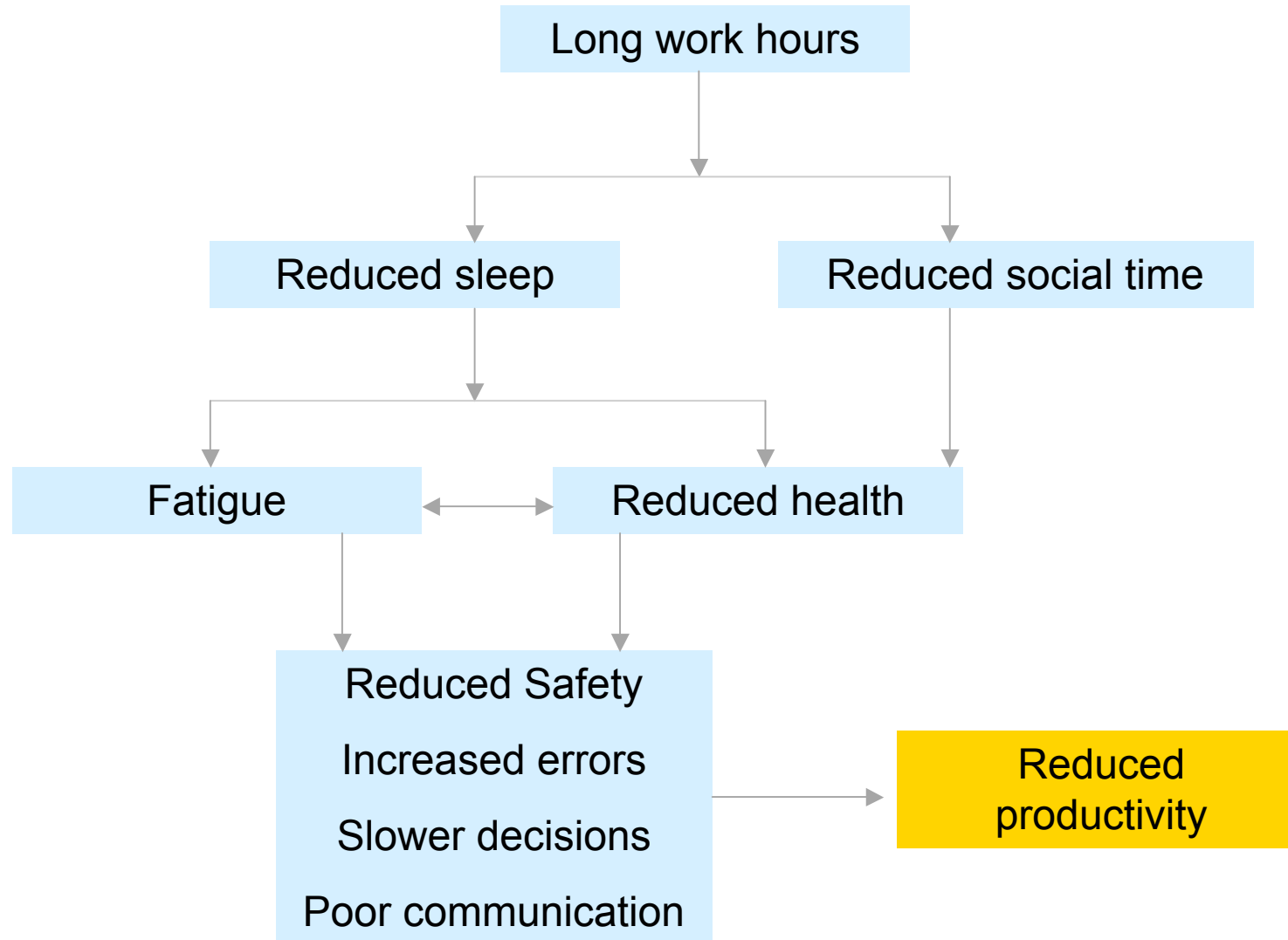
Hours worked 40+

Hours worked	n	Percentage
41 to 50	218	36.2%
51 to 60	273	45.3%
61 to 70	63	10.5%
70+ hours	18	3.0%

Managers at most risk of burnout.
 Out of 10 managers:
 4 risk of burnout
 4 moderately sustainable
 2 highly sustainable

Ensuring a sustainable, engaged and healthy workforce

Impact of long work hours



Snapshot of headlines & statistics



“Nearly half (47%) of all Australians are not active enough to maintain good health ... due to long work hours (62%), commuting times and lack of recreational facilities in the workplace (72%)”

Sports Medicine
Australia 2007

**“Australians struggle to take all of their holidays”
“58% of full-time employees do not use all of their annual leave”
Most common reason – ‘too busy’ (42%)”**

Australian Institute
2003 & Tourism
Australia

**“Workers’ holidays are good for business”
“The rise of blackberries etc has liberated workers from the chains of the desk, but it has made them accessible all the time”
“There must be a time to switch off and then to return to work refreshed”**

Prof. Sabine Sonnetag
Sydney Morning
Herald 31.12.07

30% of middlescents (35-54 year olds) work 50+ hours per week but only 33% feel energised by their job.... Burnt out, bottlenecked and bored

Harvard Business
Review, March 2006

**“Australia needs to be awake to sleepiness”
11.7% experience excessive daytime sleepiness and 18.4% report sleeping less than 6.5 hours per night. The study warns of the increased risk of burnout**

Woolcock Institute of
Medical Research,
Jan 2008

Long working hours – what does it mean?

- More than 48 hours per week (EU Directive, 1993)
- Australia (ACTU test case 2001)
 - An average of 60 hours per week over a 4 week period
 - Average of 54 hours per week over an 8 week period
 - Average of 48 hours per week over a 12 week period

“There is clear evidence that employees working more than 48 hours per week are at significantly greater risk of poor health, safety and social outcomes.”

Source: Prof. Drew Dawson et al, *Extended working hours in Australia: counting the costs*, 2001. The Centre for Sleep Research UniSA

	n	
51 to 60 hours	1001	26.1%
61 to 70	257	6.7%
70+ hours	52	1.4%

34% of total
sample (1 in 3)
work 51+ hours
per week

Does engagement lead to burnout?

Increased engagement through involving employees in:

- decision-making
- communication
- teamwork
- training & development
- increased control over work



Increased work intensification due to:

- increased workload
- reduced staffing
- increased employee involvement

Leads to:

- increased work hours
- decreased sleep

=



Sustainable engagement – invest in the basics and not cost cutting

*Maslow's theory of motivation
& human needs*

Employee engagement

Self actualisation needs

**Leadership, contributing to
work decisions, career,
development**

Self-esteem

**Use skills, recognition, feeling
trusted & valued**

Social needs

Teamwork, community

Safety & security needs

**Safety, well-maintained
workplace & equipment**

Physiological needs

**Pay, working hours, sleep,
equipment, resources,
work-life balance**

**Invest in
rational
drivers of
engagement**

'Employee engagement in a cost down environment' leads to corporate anorexia

Maslow's theory of motivation & human needs

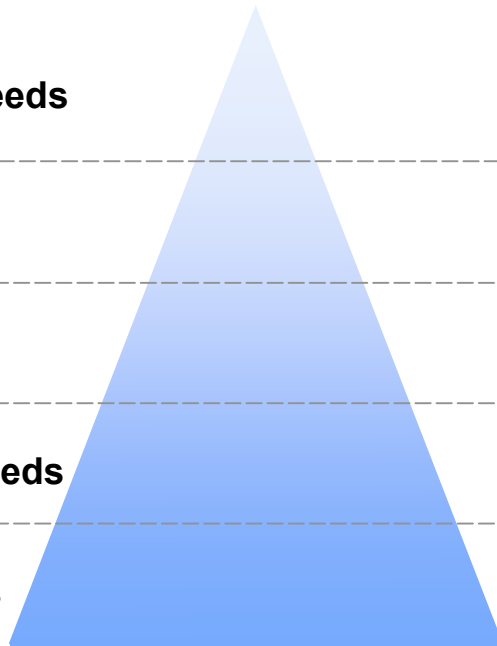
Self actualisation needs

Self-esteem

Social needs

Safety & security needs

Physiological needs



Employee engagement

Leadership, contributing to work decisions, career, development

Use skills, recognition, feeling trusted & valued

Teamwork, community

Safety, well-maintained workplace & equipment

Pay, working hours, sleep, equipment, resources, work-life balance

Engagement dilemma



Pushing costs down while wanting increased levels of employee engagement

Need to aim for sustainable employee engagement

Addressing burnout - Employer or Employee responsibility? Both are responsible (1)

Employer strategies:

- **Job design & workload management**
 - Review shifts, hours worked, repetitive work
 - Increase breaks
 - Multi-skilling
 - Improve staffing levels
 - Improve efficient work practices
- **Management style**
 - Listening rather than telling
 - Approachable, good communication skills
 - Recognition & feedback
- **Teamwork**
 - Foster collaboration, a supportive, friendly & fun workplace
- **Work environment**
 - Healthy, safe, pleasant & well-maintained
 - Updated and well-maintained equipment
- **Health & well-being program**
 - Health assessments
 - Education on well-being, managing burnout & importance of sleep
 - Ability to do exercise at work or go for a walk
 - Reflection room for quiet time
 - Encourage use of holidays

Addressing burnout - Employer or Employee responsibility? Both are responsible (2)

Employee strategies:

- **Physical strategies**
 - Exercise
 - Sufficient & regular sleep (between 10.00 pm to 3.00 am)
 - Healthy diet (Low GI, high in Vitamin B and C, Omega 3, magnesium)
 - Take holidays
 - Switch off mobile, blackberry (crackberry) etc.
- **Emotional & Cognitive strategies**
 - Participate in work health & well-being programs
 - Identify time out strategies suitable to own personality
 - Aim to be solution-focused and action-oriented
 - Seek regular & constructive feedback on individual performance
 - Undertake resilience training to gain control of difficult circumstances
- **Social strategies**
 - Capitalise on teamwork & sense of community at work

Challenge of sustaining engagement

Best summed up in the conclusions of a recent NZ study:

- *“In situations where pressures to work longer hours are higher, where employees feel overloaded and where managers place stronger demands on personal time, employees are likely to experience greater dissatisfaction with their jobs, higher stress and fatigue and greater work-life imbalance.”*
- *“ Workplace reform which enables employees to work smarter through greater empowerment, but without undue pressure to work harder, is likely to enhance employee well-being.”*

Macky K & Boxall P. “High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences”, Asia Pacific Journal of Human Resources, Vol. 46, 1 April 2008, Sage Publications