



Dr. Bill Crawford

Education:



- ◉ Ph.D., Organizational Psychology
- ◉ M.S., Management
- ◉ Undergrad: HR and Administrative Management

Marketplace Experience:

- ◉ B2B Media; Strategic Business Development
- ◉ Chain Retail; Purchasing and Marketing
- ◉ Ministry and Military


College of Business Role:


- ◉ Academic Chair
- ◉ Professor of Management and Marketing



Like this subject?

- Content about these topics posted often
- Links on the last slide






The answer is:

81,396

What is the number of hours that most people will spend at work?



How Are People Doing At Work?



Employee Engagement?

21%

What about the other 79%





What's Been Going On?

- Great Recession
- Great Expansion
- Dramatic Political and Policy Swings
- Societal Challenges
- Global Pandemic (COVID)
- Great Resignation
- Record Breaking Inflation
- The Outbreak of War



Affect on Employees



Long before the pandemic, employee burnout had been an increasing problem.

A Deloitte research study conducted just prior to 2020 indicated that 42% of American workers left their jobs due to burnout.

But after these last two years, it has reached unprecedented heights.

According to a recent Harvard Business Review poll, "over half of all American workers are burned out"

"My Employer Cares About My Wellbeing"




2020 – 49% Strongly Agree


2022 – 24% Strongly Agree

Affect on Managers

After the recent turmoil, employees need their managers to provide more support.

At the same time, executives expect their managers to deliver more results.





Now that we've painted such a rosy picture, let's get into our agenda!





What We Are Going to Cover

- Current Situation
- What Are Burnout and Engagement?
- Theories and Causes
- Beating Burnout & Enhancing Engagement



An Important Element:


How Does Being in a Christian Workplace Affect Things?




Another Important Element:
Managers




Inc.


Why Are People Leaving Their Jobs? It Could Come Down to 1 Thing They're Not Getting From Bosses One simple strategy will lead to significantly more loyal and committed employees. 





Employee Recognition

- Engagement – 4 times more likely
- Feeling Like They Belong – 4 times more likely
- See Career Path at Current Job – 5 Times more likely





The Boss's Long Arm: The Differential Impact of Authoritarian and Benevolent Leadership on Spousal Family Satisfaction



Principles of Management,
Day 1, Slide 3

The Core

- Hurt people hurt people.
- Whole people heal people.
- Hurt managers hurt employees
- Whole managers heal employees









Some Definitions

According to the World Health Organization (WHO), burnout is “chronic workplace stress that has not been successfully managed.”

“Job burnout is a special type of work-related stress – a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.” Mayo Clinic

Signs of burnout may also include insomnia, difficulty concentrating, irritability, and getting sick more often.



Health Results from Burnout

Headaches Increased Risk for Colds & the Flu
Memory Problems Fatigue Depression
Muscle Aches Cardiovascular Issues Anxiety
Musculoskeletal Problems Lack of Concentration Insomnia
High Cholesterol Exhaustion Gastrointestinal Problems
Increased Potential for Drug & Alcohol Abuse
Emotional Instability Marital Conflicts Type 2 Diabetes





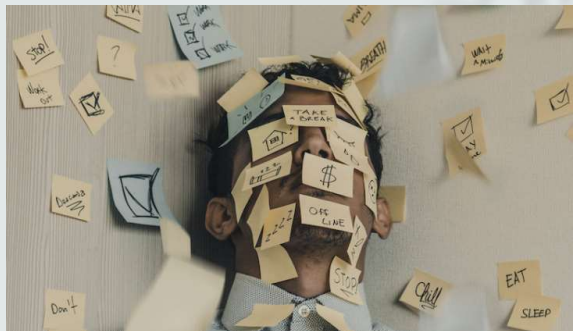


What Does It Look Like?

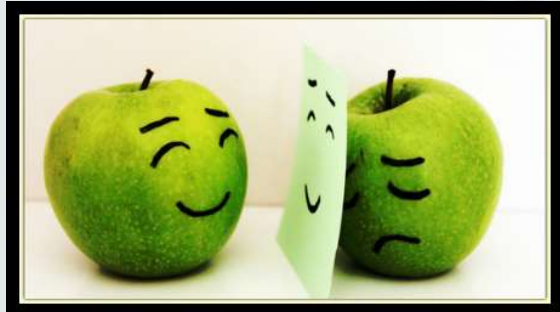




Have You Seen (or Lived) This?



It May Not Be Obvious



ORU

What Does Burnout Produce?

Personally

- Emotionally Exhausted
- Cynical
- Lack of Interest and Motivation
- Increased Health Risks

Organizationally

- Decreased Financial Performance
- Decreased Productivity
- Decreased Customer Satisfaction & Loyalty




Employee Engagement

- **Employees** that are
 - motivated, focused, creative, committed, performing
 - so engrossed in work that they lose track of time
- **Organizationally:**
 - strong and increasing financial performance
 - low turnover
 - loyal, satisfied customers



Burnout is **not** tied to pay

Why Sheryl Sandberg Quit Facebook's Meta



THE WALL STREET JOURNAL

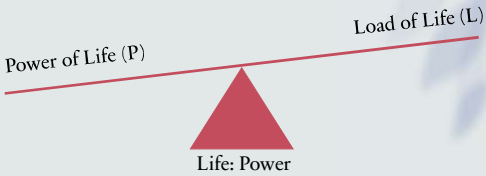
One of the world's most powerful executives became increasingly burned out and disconnected from the mega-business she was instrumental in building.




Causes of Burnout

#1 – Your Life
(Outside of Work)

McClusky's Theory of Margin (1963)



Adequate Margin



McClusky's Theory of Margin (1963)

Power of Life (P)

Load of Life (L)

Life: Power

Margin Deficit

DRU

How Can a Piece of Straw Break a Camel's Back?

No actual camels were broken in the creation of this slide.

DRU

Got Kids?
Got a Job?

The New York Times

New Report Confirms Most Working Parents Are Burned Out

New Report Confirms Most Working Parents Are Burned Out


Two-thirds of working parents surveyed said the criteria for parental burnout had been how to spend the night — and get help.

Change Exhaustion

Post-COVID research shows that employees only have 50% of the ability to cope with change they had **before** the pandemic.

Managers, What Are You Doing About Change Exhaustion?

by Mollie West Duffy and Liz Fosslien
May 04, 2022



Harvard Business Review

DRU

Causes of Burnout

#2 – Your Job
(Specifically – **Job Demands** and **Job Resources**)

Job-Demands Resources (JDR) Theory

Demands

Resources

DRU

Examples of Demands

- Job Duties
- Deadlines
- Schedules (Nights and Weekends)
- Results: Cleanliness, Accuracy, Goal Attainment

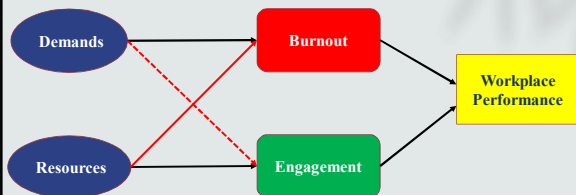


Examples of Resources

- Pay and Benefits
- Training and Tools
- Managerial Support
- Teamwork
- Company and Departmental Culture



Job-Demands Resources (JDR) Theory

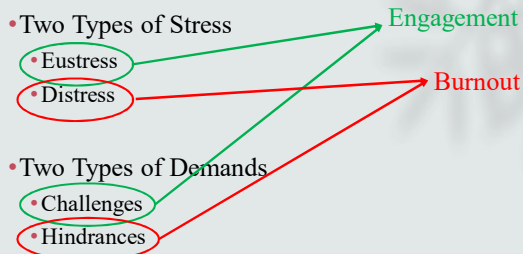


The Application

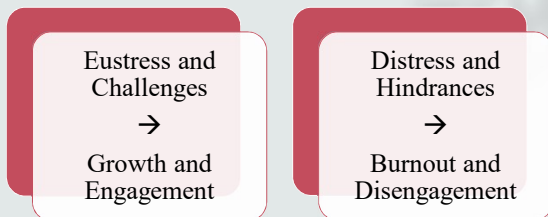
- Job Demands, if excessive, lead to burnout.
- Job Resources, if inadequate, lead to burnout.
- Job Resources, if adequate, lead to engagement.
- Job Demands, the right kind and amount, lead to engagement.

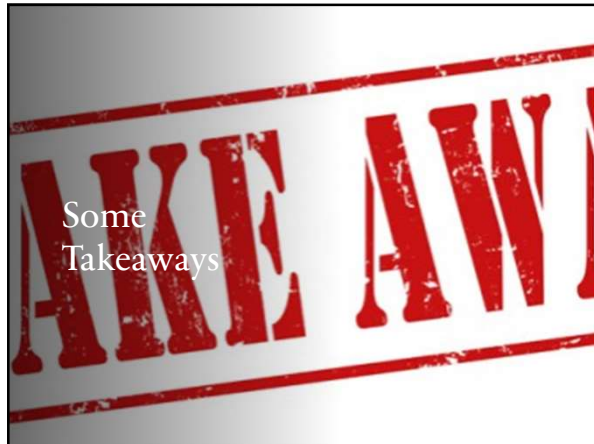


More About Job Demands




Job Demands and Outcomes






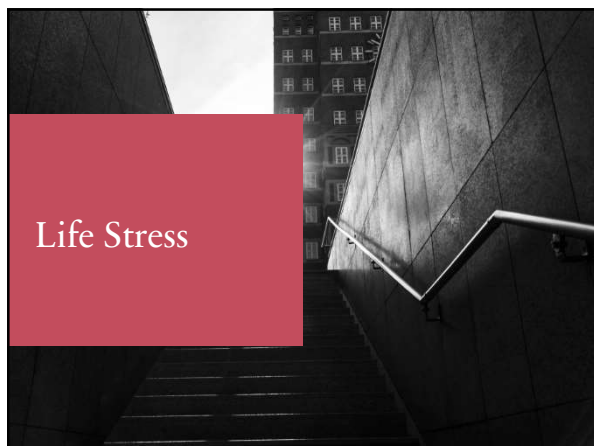
It is best not to be burnt out.

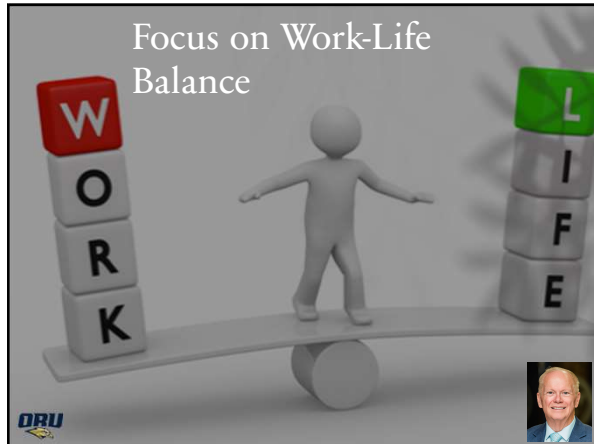
"The best way to get through burnout is to not go through it."

Carey Nieuwhof 

However – you go **through** the valley of the shadow of death. You don't stop and live there.
(Psalm 23)









Solomon's Recommendation

So I recommend enjoyment — a person can do nothing better under the sun than eat, drink, and enjoy himself; this is what should accompany him as he does his work for as long as God gives him to live under the sun.



Ecclesiastes 8:15




A Word to Managers

You can and should increase your capacity to deal with stress and challenges.

You can't impose that same behavior on your employees.

Pray for them and encourage them.

Love and work with them where they are.







Job Demands

Be Aware of Demands

- Some are inherent
- Others can be eliminated
 - Technology
 - Job Design
 - Input from Those Who Do The Job
- Do you have the right person-job fit?
 - Are you hiring right?
 - Are you training right?







Job Resources

Evaluate Resources

- Pay and Benefits
- Tools, Training, and Growth
- Managerial Interaction and Support
- Teamwork
- Supportive Culture







“What’s Your Job Here?”

I am training whole leaders for the whole world.

I am raising up students to hear God’s voice and to go into every person’s world.

I am preparing students to go where His voice is heard small, where His light is dim, and where His healing is not known.



Task
Significance:

A Biblical
Principle

“Each person will receive an equal part.

Some men stayed with the tents. Some men were in the fight.

But each person will receive the same amount.

David made this rule into a law.”

I Samuel 30:24-25



In Conclusion

Burnout

- Very Real
- Very Dangerous
- Very Prevalent
- Can sneak up on you

Engagement

- Very Real
- Very Beneficial
- More Rare, Elusive
- Comes only from intentional action



In Conclusion

Managers can make a significant difference in employees' lives.





Thank You!

Please let me know if I can help you.

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