



Tips and Truths: Burnout and Overextension in the Workplace



SHANNON COHEN™

Engaging Leaders Head+Heart™

WE **WHAT'S**
TRENDING

EMPLOYEES WHO ARE
ACTIVELY LOOKING FOR A
NEW JOB OR WATCHING
FOR OPENINGS

51%

GALLUP

ALL WORK AND NO PLAY THE OVERWORKED AMERICAN

IN THE PAST TWO DECADES, THE U.S. ECONOMY HAS EXPERIENCED A NEARLY 60 PERCENT INCREASE IN PRODUCTIVITY. UNFORTUNATELY, IT'S BEEN BUILT ON THE BACKS OF AMERICAN WORKERS, WHO ARE LABORING LONGER HOURS FOR LOWER PAY.

AMERICANS ARE PUTTING IN LONG HOURS



POST-RECESSION WORK EXHAUSTION



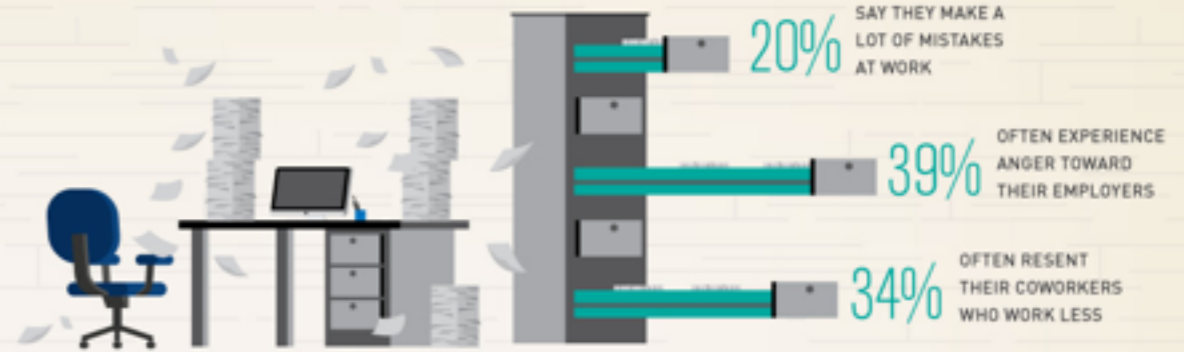
TECHNOLOGY BLURS THE LINE BETWEEN WORK AND HOME

ACCORDING TO A PEW RESEARCH SURVEY OF NETWORKED AMERICANS, OR THOSE THAT ARE CONNECTED TO TECHNOLOGICAL TOOLS:



BACKLASH

AMONG EMPLOYEES WHO REPORT HIGH LEVELS OF BEING OVERWORKED:



INVISIBLE LABOR: UNPAID WORK

MOST ASSESSMENTS OF THE ECONOMY ONLY FACTOR IN PAID WORK, BUT WHAT ABOUT ALL THE UNPAID WORK—FROM CHILDCARE TO VOLUNTEERING—THAT HAPPENS OUTSIDE THE OFFICE?

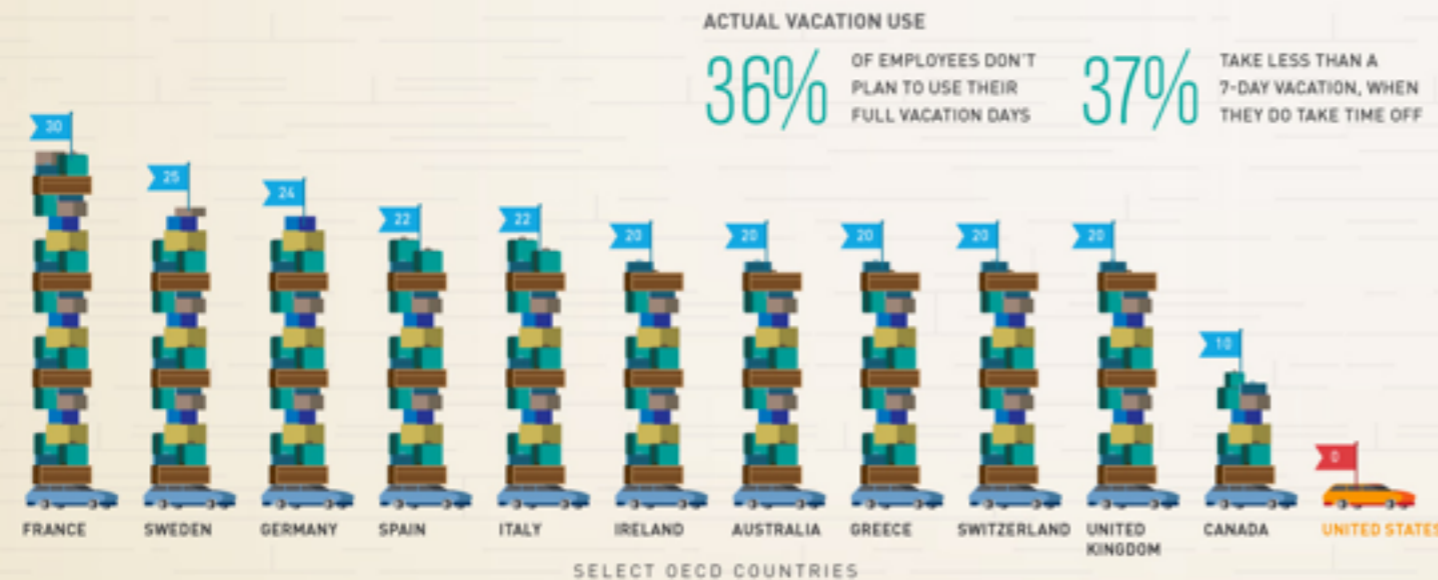
TOTAL MINUTES OF UNPAID WORK PER DAY



KOREA	79
JAPAN	100
CHINA	103
SOUTH AFRICA	139
INDIA	148
CANADA	109
FRANCE	133
SPAIN	127
UNITED STATES	102
UNITED KINGDOM	128
GERMANY	134
SWEDEN	128
ITALY	138
MEXICO	185

AND THEY TAKE LESS VACATION

DAYS OF PAID MANDATORY ANNUAL LEAVE



ACCORDING TO THE OECD, UNPAID WORK INCLUDES:

- SHOPPING
- VOLUNTEERING
- ROUTINE HOUSEWORK
- TRAVEL RELATED TO UNPAID WORK
- CARE FOR HOUSEHOLD MEMBERS
- CARE FOR NON-HOUSEHOLD MEMBERS

A photograph of a large, empty conference room. The room is filled with rows of grey office chairs and white conference tables. The lighting is soft and even, highlighting the clean, professional environment. The text is overlaid in the center of the image.

Nearly six in ten employees report a lack of support for taking time off from their boss.

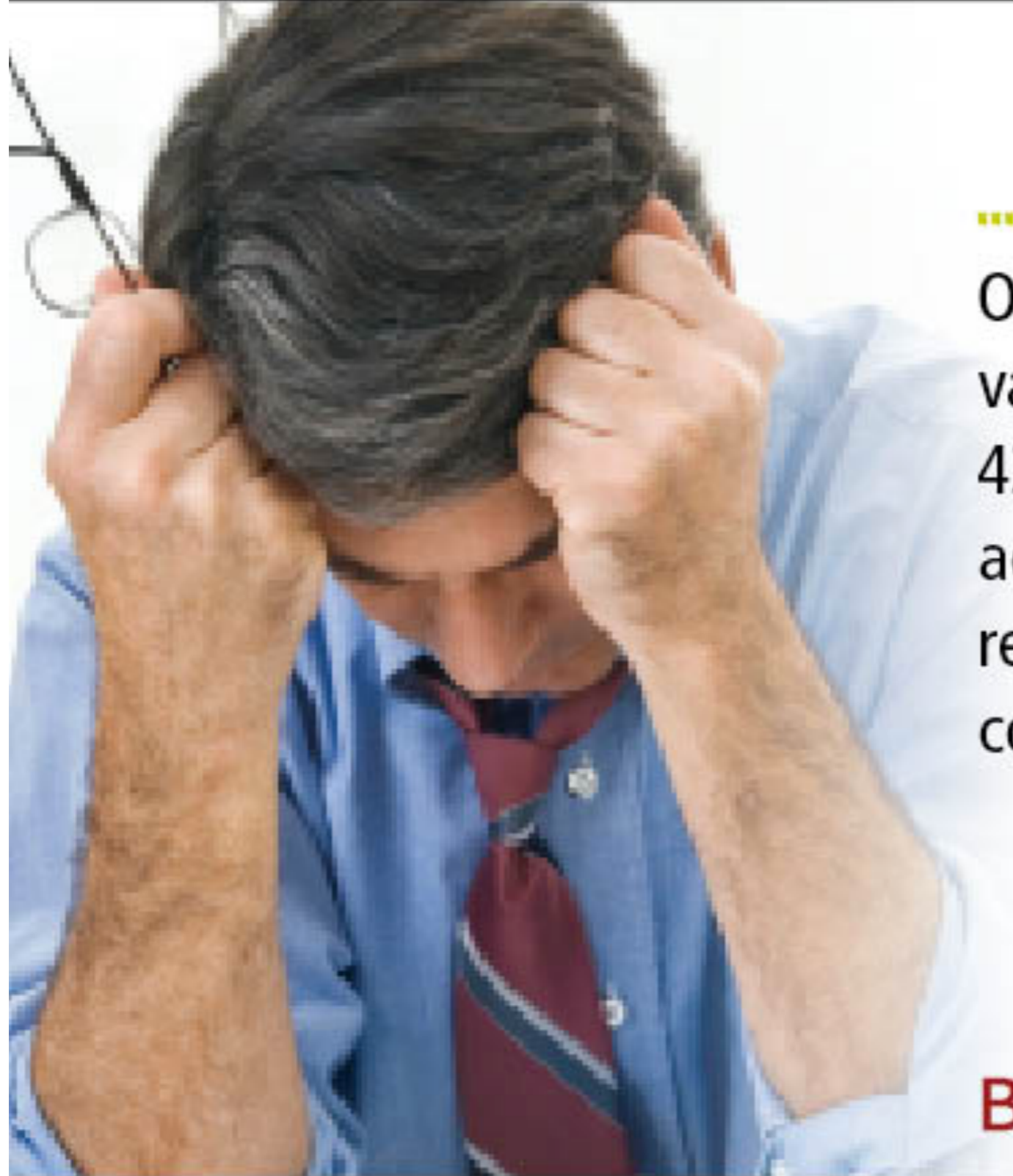


2 in 5 workers don't use all their paid vacation days.**

Why not?***



WORKERS ARE STRESSED, OVERWORKED, UNDERAPPRECIATED



... UNDERAPPRECIATED

Only 51% say they feel valued at work, and just 43% say they receive adequate non-monetary recognition for their job contributions.

Baseline



"He hasn't missed a day in thirty years."

Looks like it's fuck this shit o'clock.





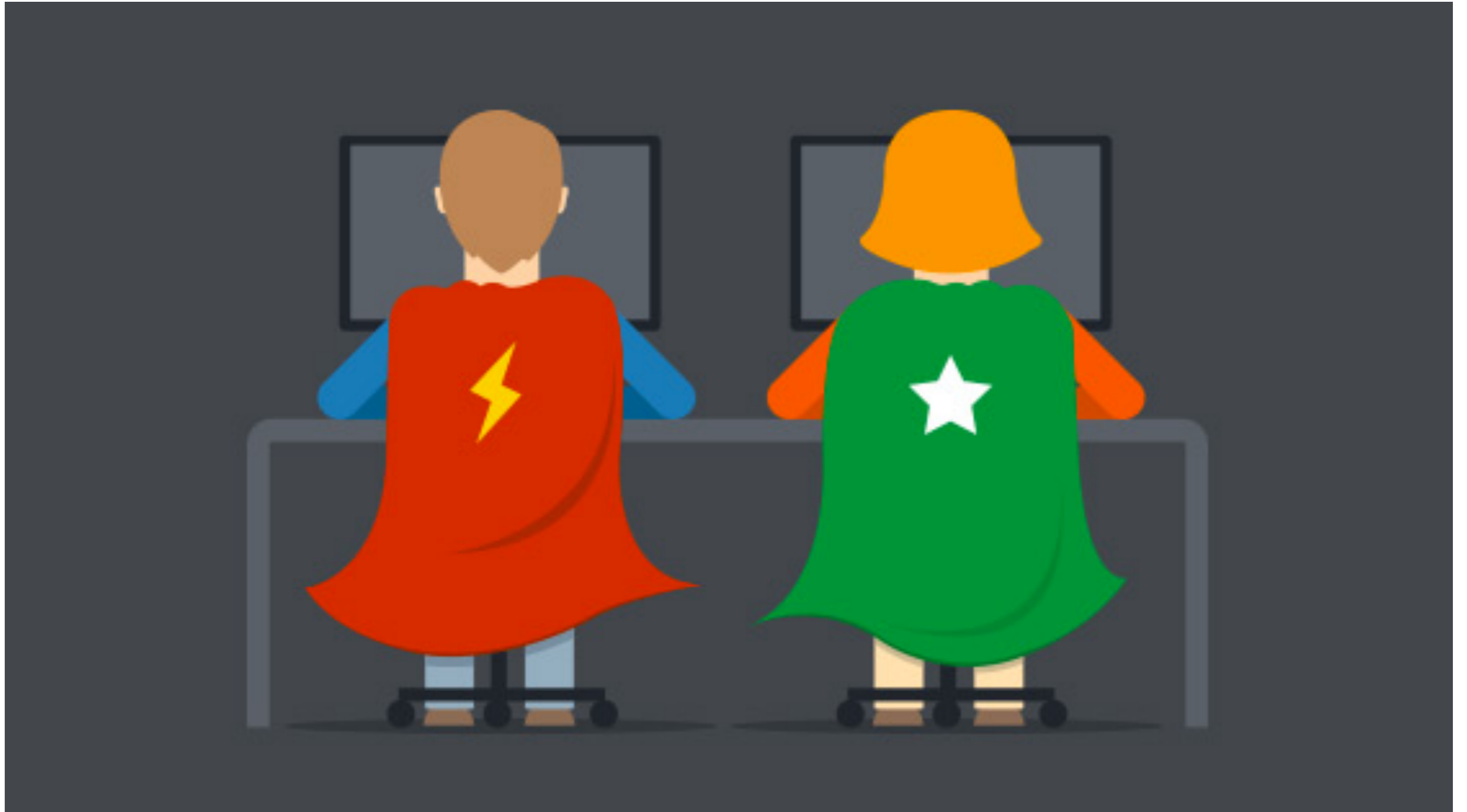
PERKS

vs.

CULTURE



COMPANY PERKS AREN'T ENOUGH



<https://www.paychex.com/articles/employee-benefits/what-perks-should-you-offer-in-2017>

Anatomy of a present-day EVP



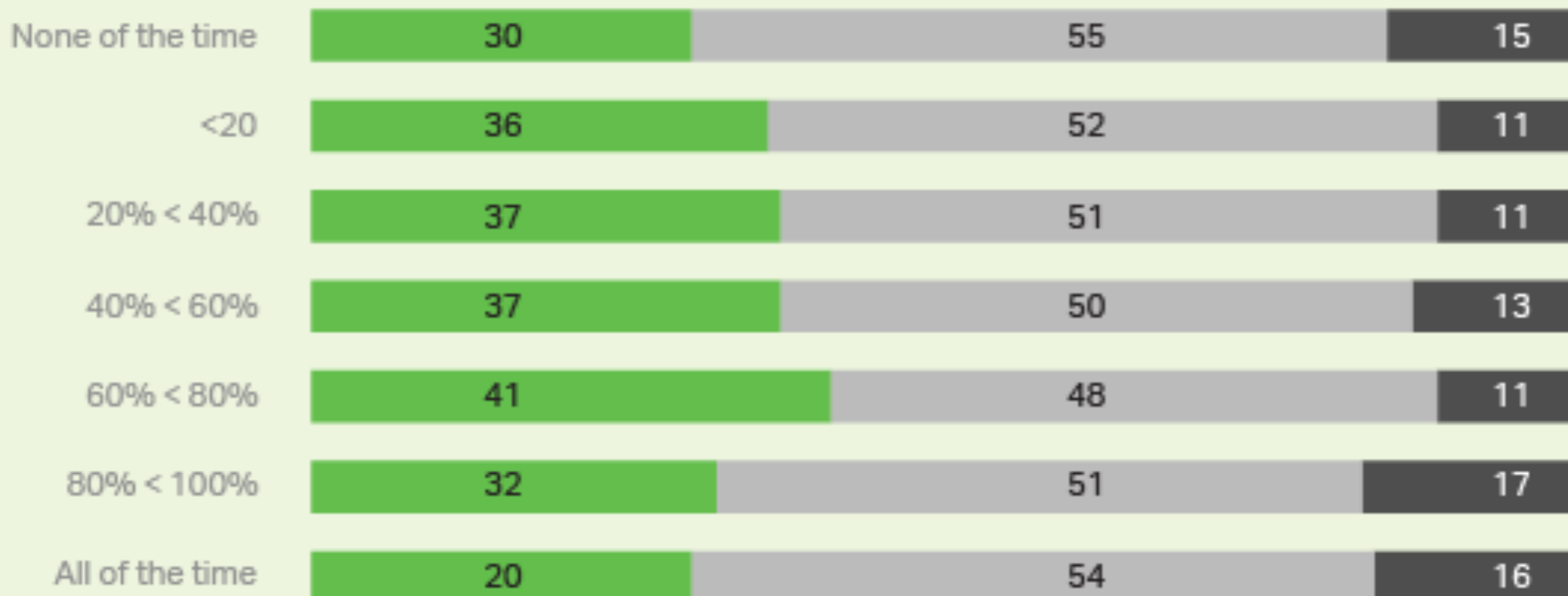
Source: Buck Consultants

If leaders want to compete for a modern workforce, they should consider weaving some element of flexibility into their culture.

Engagement Highest Among Workers Who Spend Three to Four Days Working Remotely

Percent of time spent working remotely

■ % Engaged **■** % Not engaged **■** % Actively disengaged



GALLUP



How to
Make
Your
Workplace
Happier.



Engaged employees perform **20%** better than their disengaged counterparts.

202%

Companies with engaged employees out perform up to **202%** better.

HAPPY EMPLOYEES HAVE:



31% Higher Productivity



37% Higher Sales



3x Higher Creativity

The Three Types of Employees

1

ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

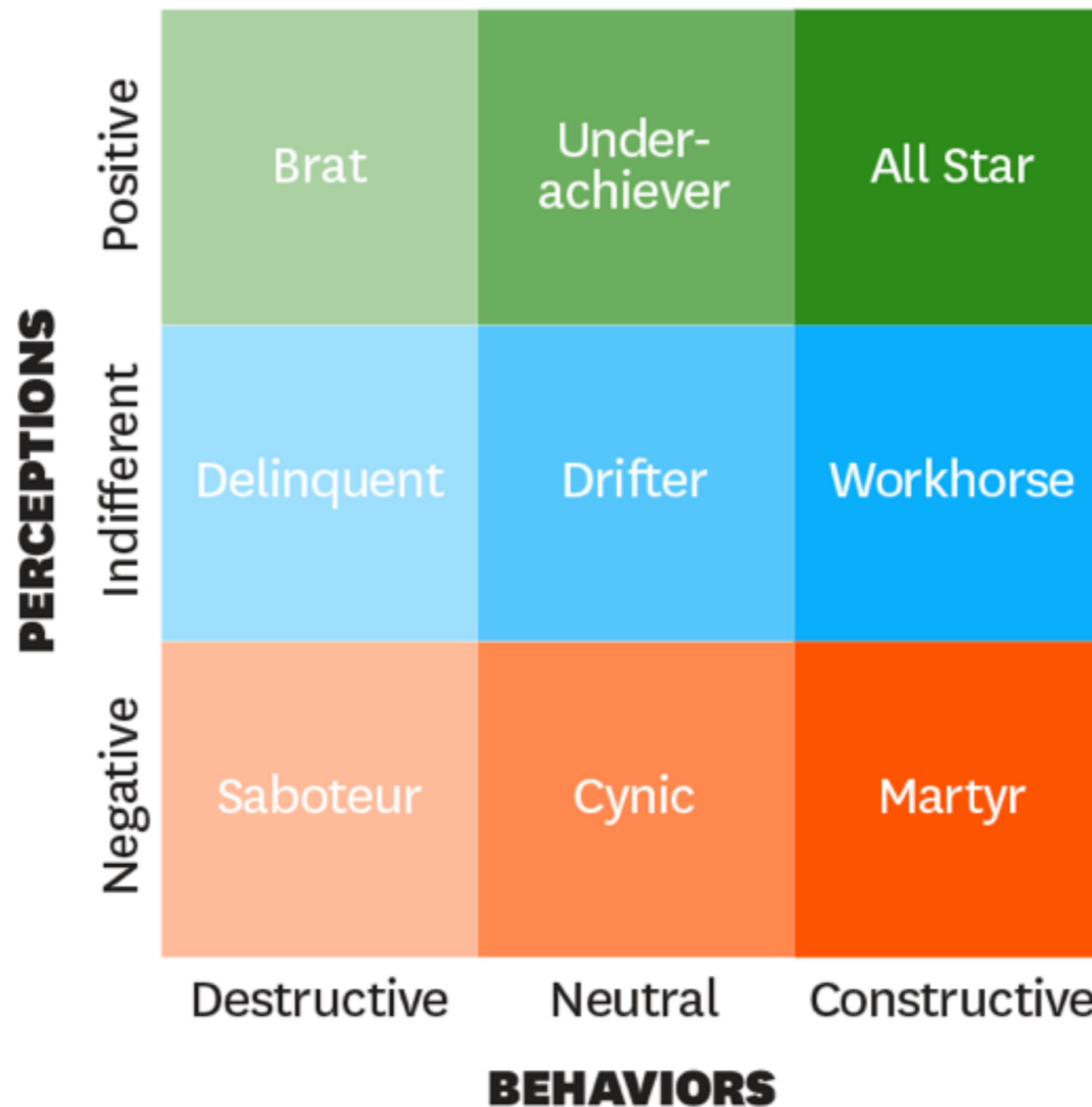
NOT-ENGAGED employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

9 Employee Engagement Archetypes

Ask people how they perceive their jobs and how they behave at work. Then map their answers.





My organization's
commitment to internal
staff/leadership self-care is
evident in organizational
culture and
conversation.



5

2

0%

Neutral to Strongly Disagree



RELATIONSHIPS & BELONGING



MANAGEMENT & TEAMS

SELF-CARE

FOR ACTIVISTS   



Take time
for yourself



Eat
regularly



DRINK
water



Take breaks
from social
media



surround
yourself w/
supportive
people



Get
sleep



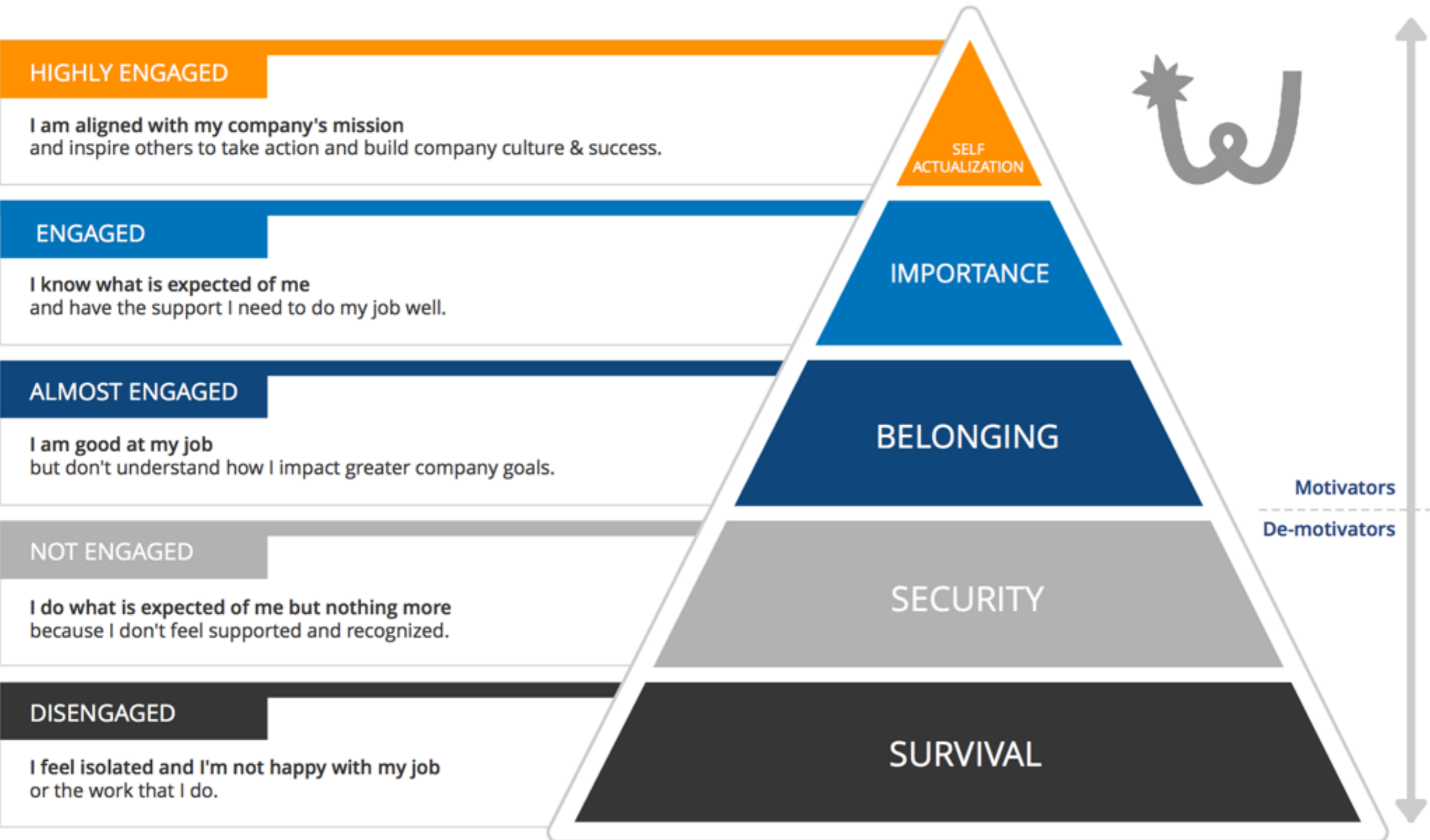
SNL

https://www.youtube.com/watch?v=3_mJ4fhbOUU



RELATIONSHIPS & BELONGING

Maslow's Hierarchy of Needs Applied to Employee Engagement



STATE OF THE AMERICAN WORKPLACE

EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS



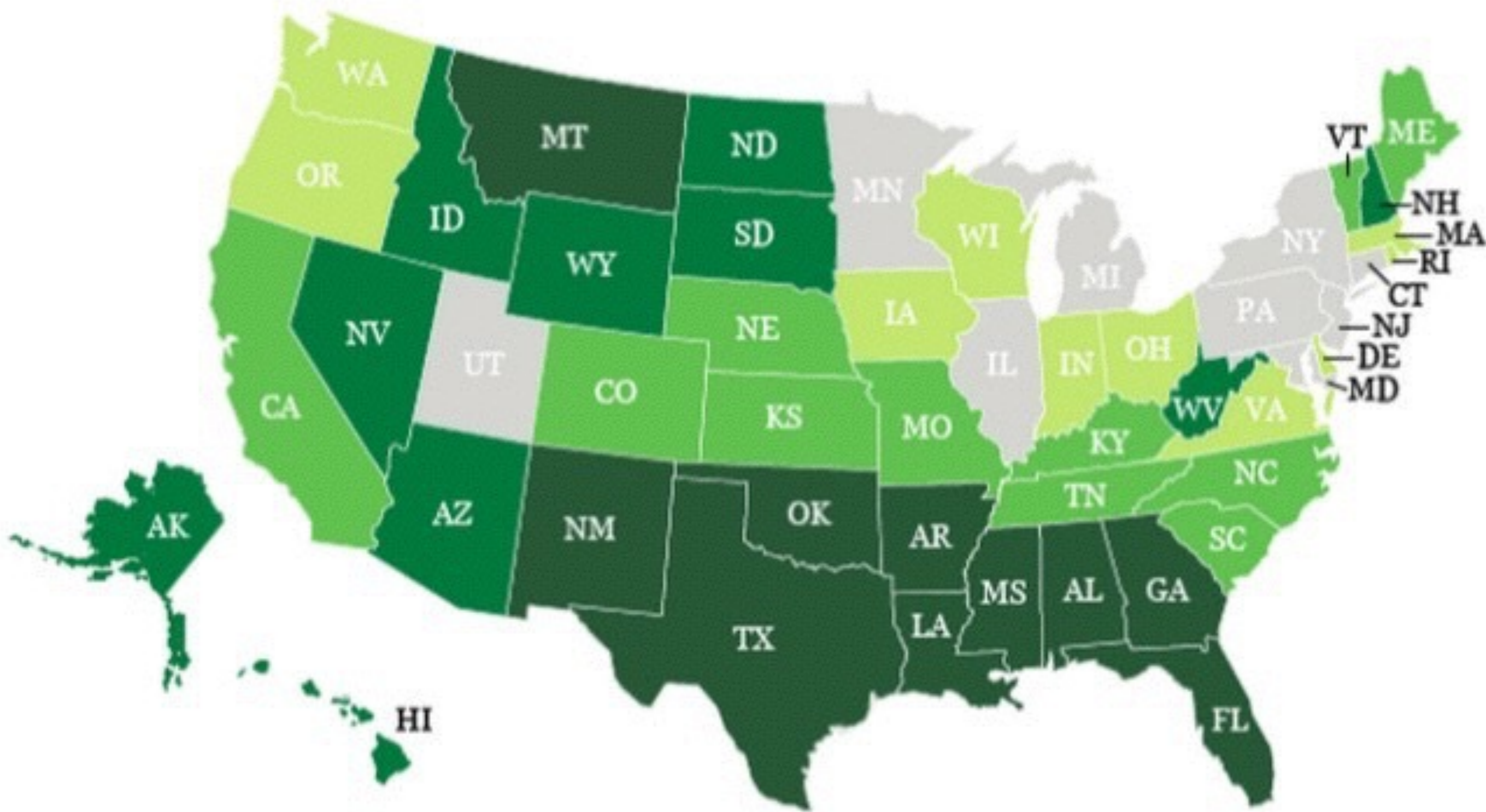
GALLUP
GALLUP

FOUR DIMENSIONS OF EMPLOYEE ENGAGEMENT

Among the many variables that discriminate between highly productive workplaces and those that are unproductive is the quality of the local workplace manager and his or her ability to meet a core set of employees' emotional requirements. Work units that meet these conditions of engagement perform at a much higher level than work units that fail to meet them.

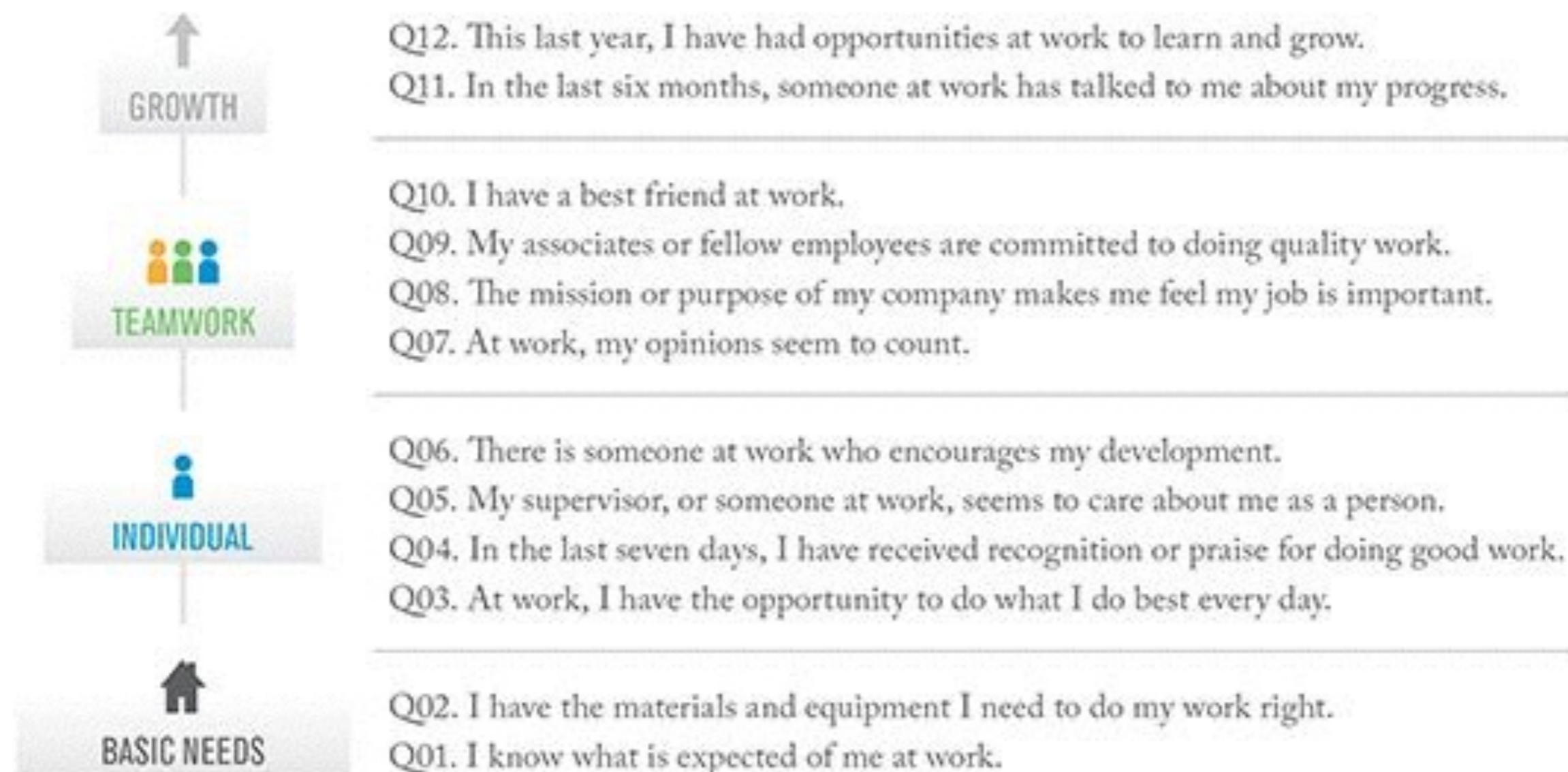


Highest engagement quintile Second highest engagement quintile Middle engagement quintile
Second lowest engagement quintile Lowest engagement quintile



THE 12 ELEMENTS OF GREAT MANAGING: THE EMPLOYEE ENGAGEMENT HIERARCHY

Gallup's research shows that the order in which these 12 employee engagement items are asked is important. When discussing these elements with their teams, managers should focus first on employees' basic needs, then align their employees' and teams' efforts with the company's mission, culture, and brand. This alignment helps companies maximize employee engagement as a key driver of business performance and success.



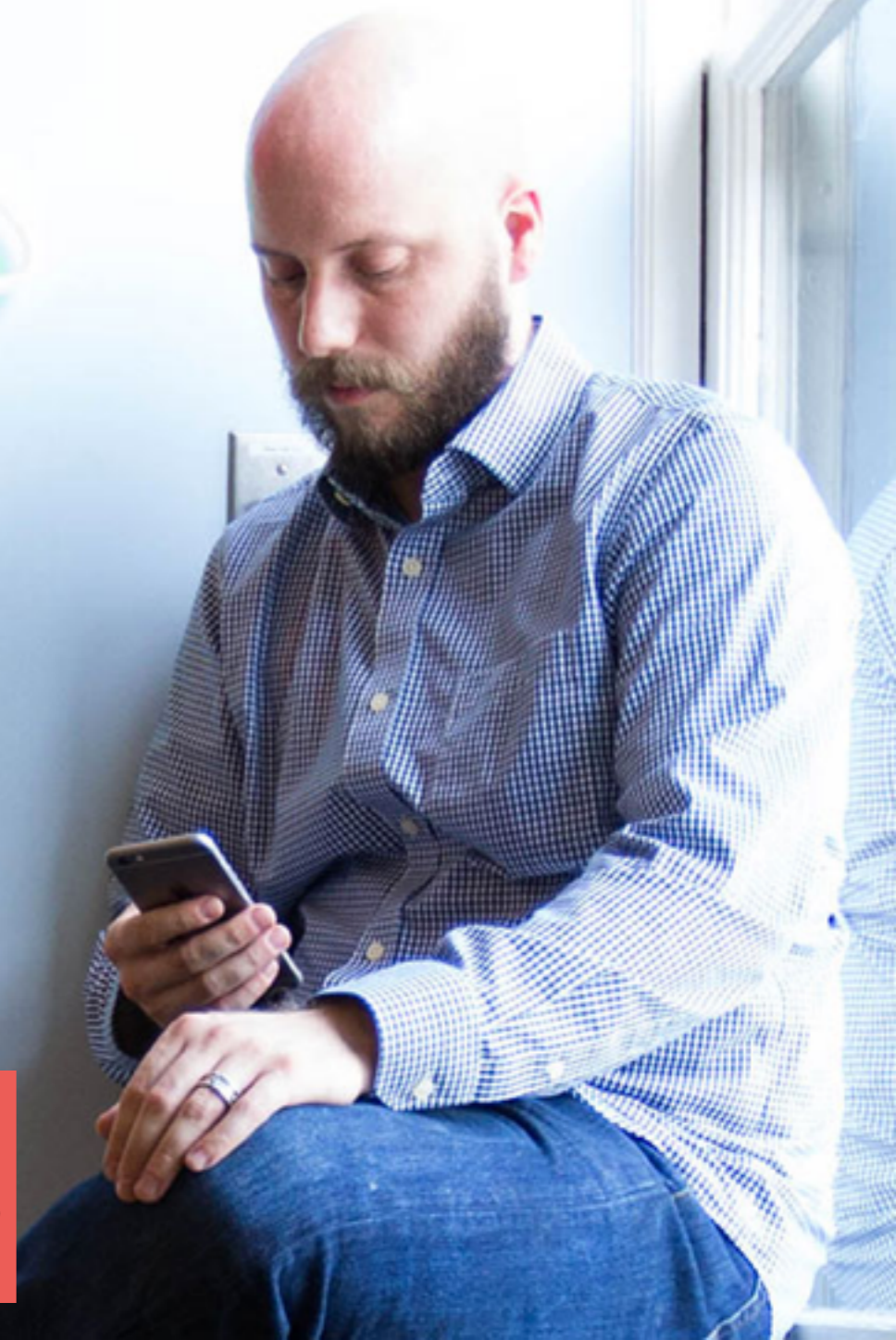
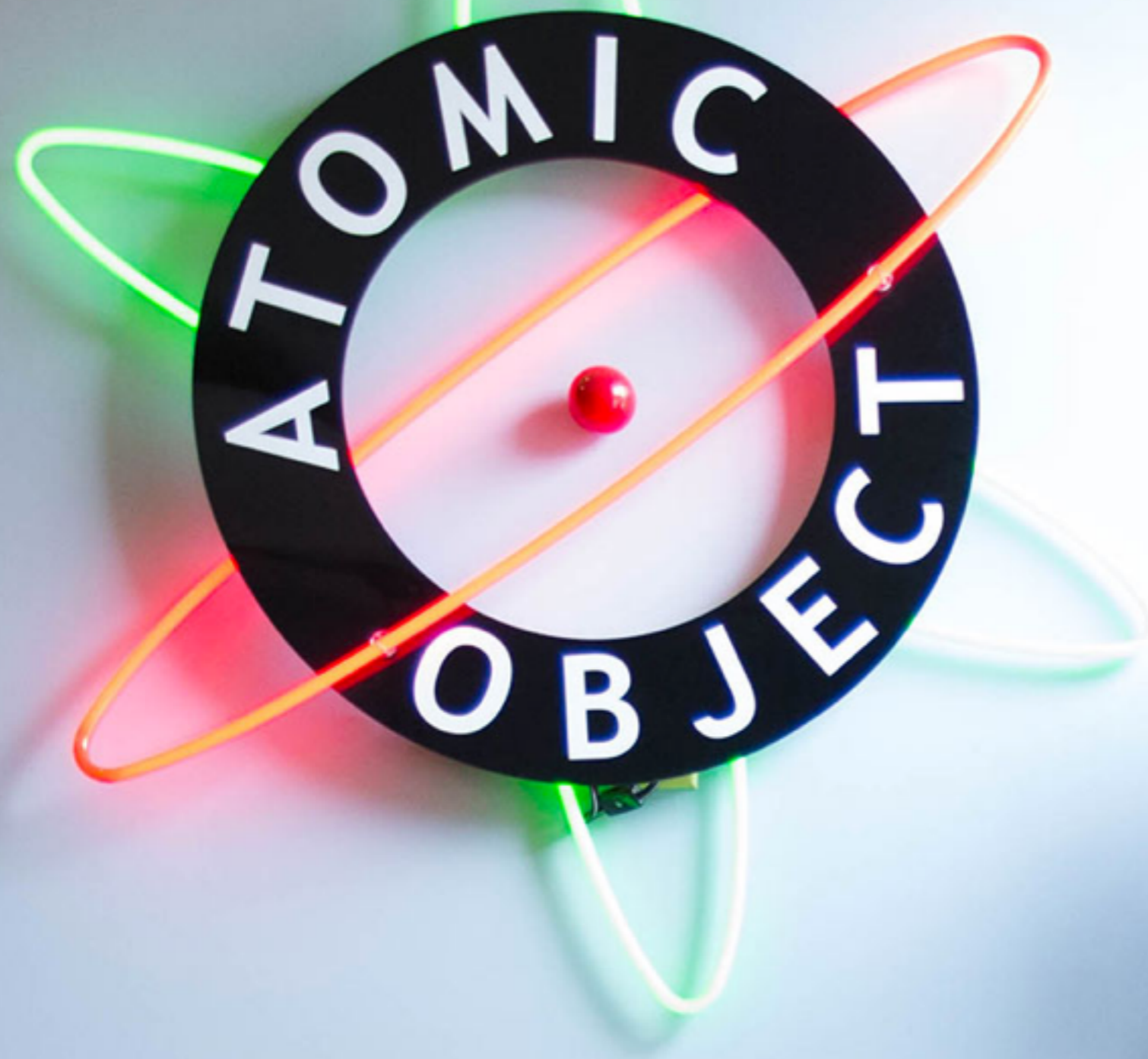
70% of workers say that having friends at work is more important than money. (Jobsite)

Find workplace happiness at [Good.Co](https://www.good.co)



Organizational Commitment to Employee/Leader Self Care

BUILDING
BELONGING
AT WORK



Incubate Relationships

Aesthetics & Design



Employee-Centric



<https://www.luxchix.com/single-post/2017/03/25/A-CONFERENCE-ROOM-OF-HER-OWN>

Collaborative Work Spaces



Herd Wisdom

<http://www.herdwisdom.com/blog/create-a-sense-of-belonging-for-employees/>

The Muse

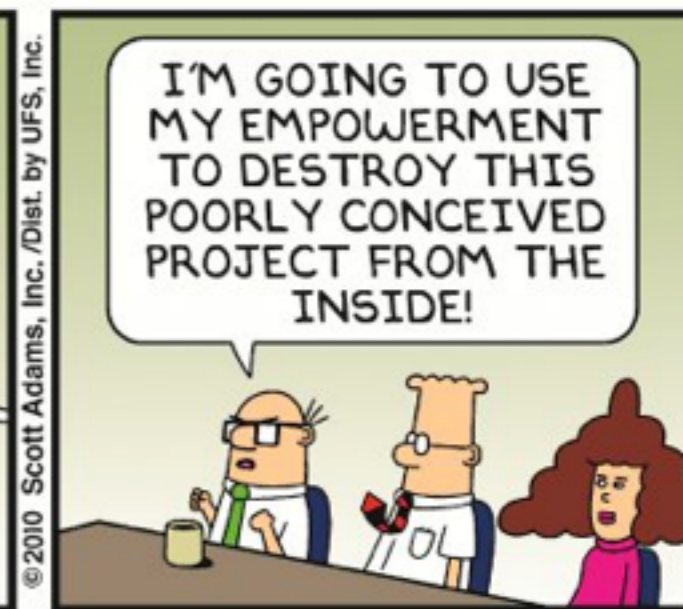
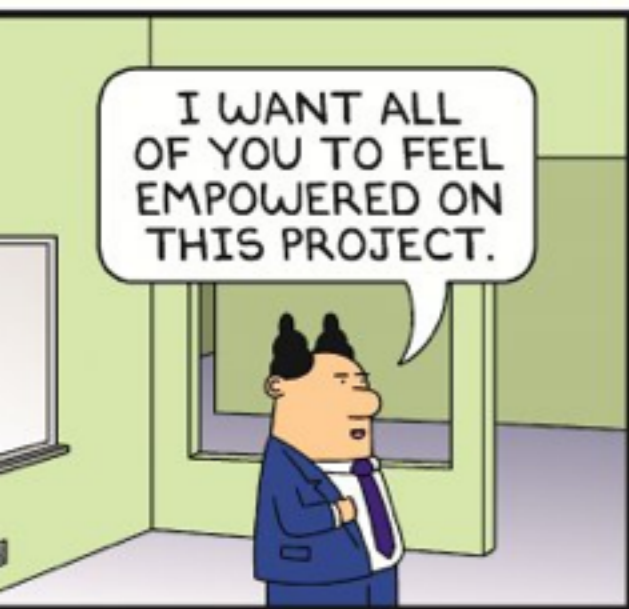
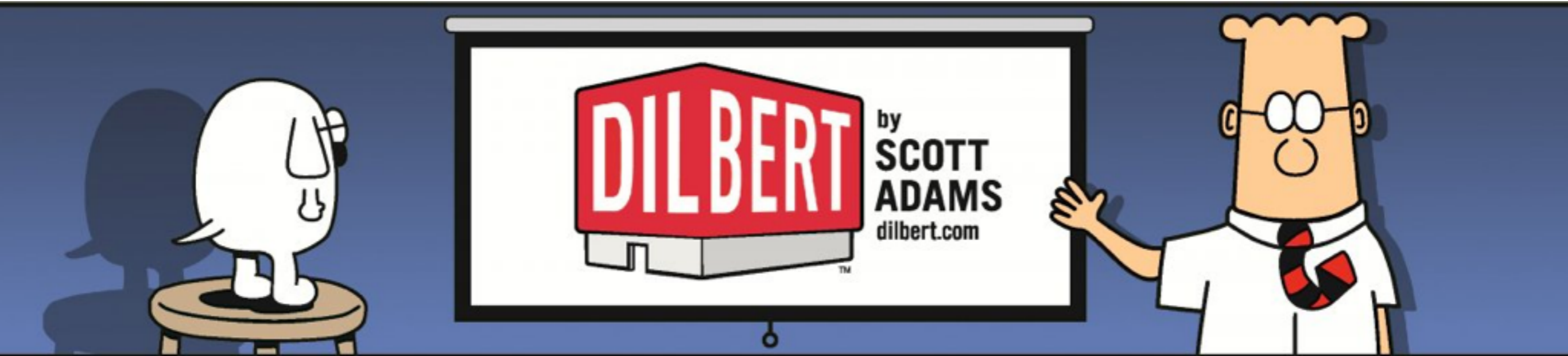
<https://www.themuse.com/advice/33-ways-to-boost-your-career-when-youre-bored-at-work>

Site Visits/Play-n-Create Space

Atomic Object, Kids Food Basket, Wedgwood, Start Garden

HQ, 834 Marketing, Collaborative work spaces [Blue35, etc]

Pinterest: Revamp your cubicle



DilbertCartoonist@gmail.com

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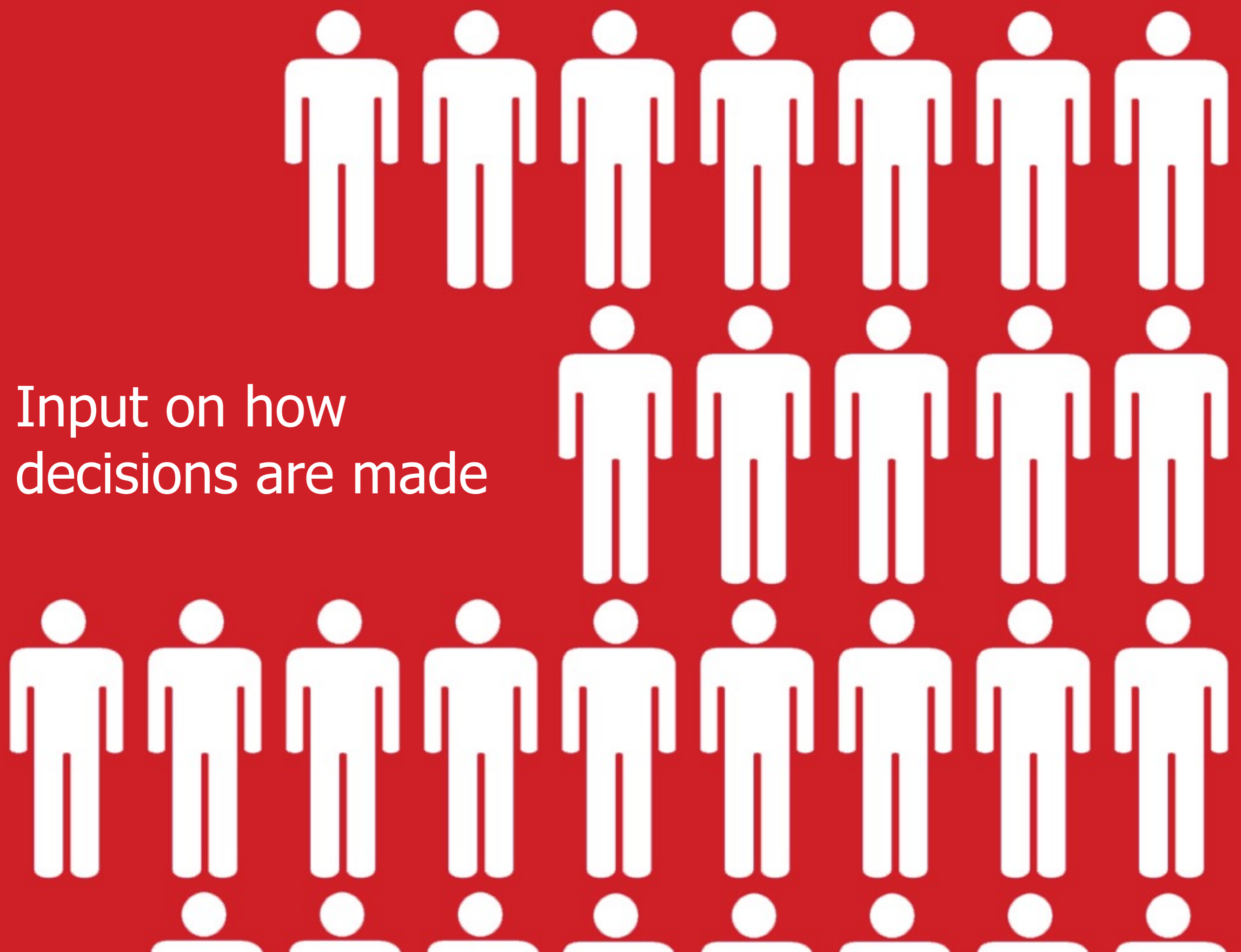
Supervisor Relations:
Open office, 1:1's,
communication,
connectivity



Project Sharing/ Group Problem Solving



Input on how
decisions are made





WHY GREAT MANAGERS ARE SO RARE

**Gallup
finds that**

Gallup has found that one of the most important decisions companies make is simply whom they name manager. Yet our analytics suggest they usually get it wrong. In fact, Gallup finds that companies fail to choose the candidate with the right talent for the job 82% of the time.

**BEING
A MANAGER
IS HARD**



THE TOP 7 CHALLENGES FACING LEADERS TODAY

#1 Isolation

#2 Honest
Feedback

#3 Emotional
Intelligence

#4 Authority
vs Influence

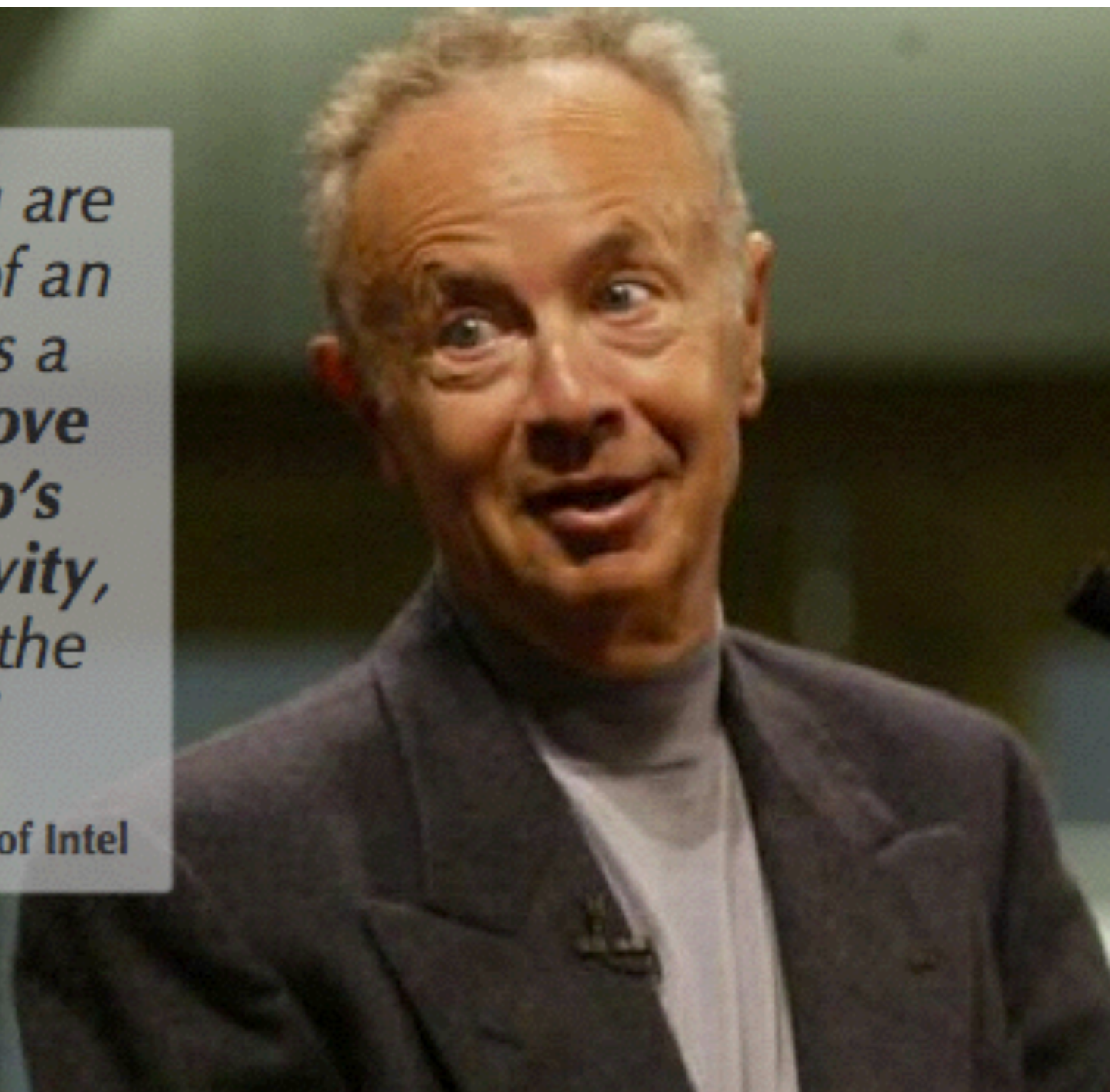
#5 Leading
Change

#6 Breaking
Silos

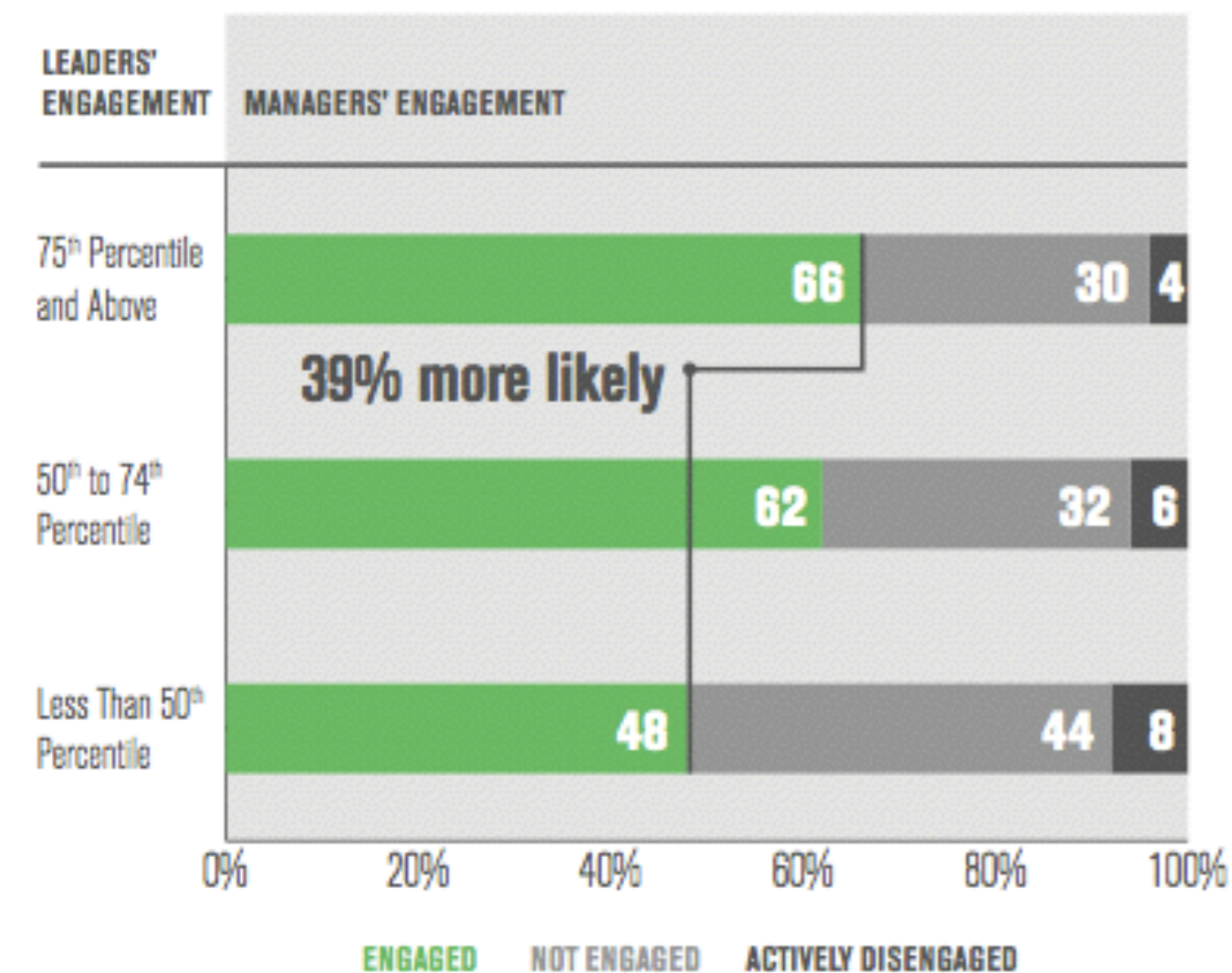
#7 Thinking
Big Picture

“As a middle manager, you are in effect a chief executive of an organization yourself....As a micro CEO, you can improve your own and your group’s performance and productivity, whether or not the rest of the company follows suit.”

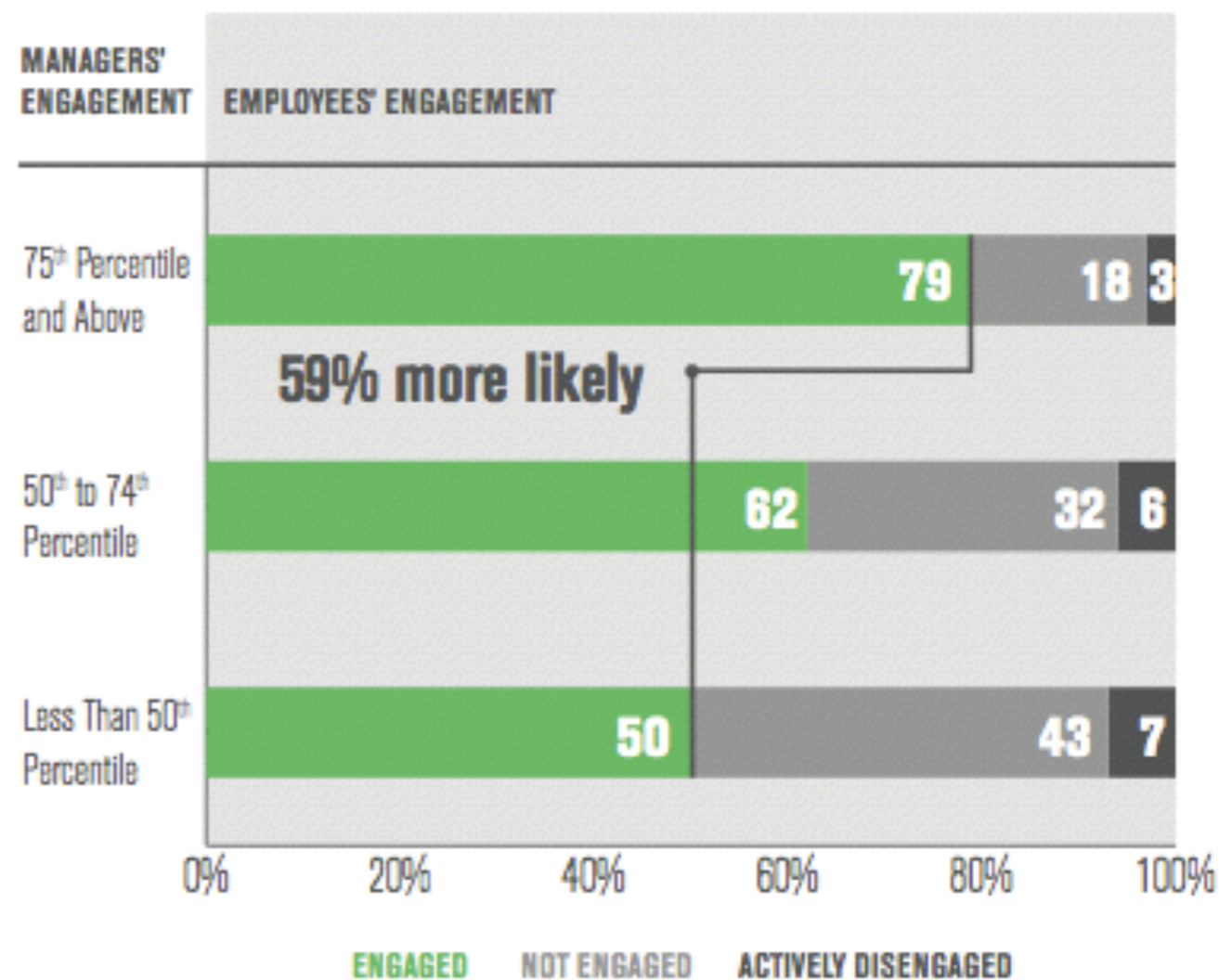
— Andy Grove, former CEO & Co-founder of Intel



MANAGERS WHO WORK FOR ENGAGED LEADERS ARE 39% MORE LIKELY TO BE ENGAGED



EMPLOYEES WHO WORK FOR ENGAGED MANAGERS ARE 59% MORE LIKELY TO BE ENGAGED



GALLUP FINDS THAT
GREAT MANAGERS

have the following talents:



They **motivate** every single employee to take action and engage employees with a compelling mission and vision.



They make **decisions** based on productivity, not politics.



They create a culture of clear **accountability**.



They have the **assertiveness** to drive outcomes and the ability to overcome adversity and resistance.



They build **relationships** that create trust, open dialogue and full transparency.

MANAGERS

vs.

LEADERS

Ask HOW

SOLVE & DECIDE

Focus on PROCESSES

Rely on AUTHORITY

Delegate TASKS

Build Fiefdoms

Ask WHY

TRAIN & DELEGATE

Focus on RESULTS

Rely on INFLUENCE

Give RESPONSIBILITY

Get Out of the Way

POWER 60 MEETINGS



**SHARE TEAM
WINS**



SUPPORT

from others

MATTERS.

Collective Brainstorming
Project Management
Work Share Planning
PlayThink



EVENTS

IDEAS

PLAYING BY
THINKING
THINKING BY
PLAYING

PROJECTS

PEOPLE

PLAYTHINK

PARTICIPATORY ART
COMMUNITIES

A COMMUNITY OF PARTICIPATORY
ART & ACTION

PARTICIPATORY ART & ACTION

CREATING
THOUGHT
THROUGH
PLAY

WHAT ARE YOU THINKING?

What are you up to?

Learning

COMMUNITIES

BOOKS

CRADLES

WOOD
PLAY

PUPPETS

PARADES

STICKS

SECURE AND GROWING WINGS ON THE

READY





Project Teams



REFLECTION
LISTENING
VISIONING



Google Drive

Keep everything. Share anything.





EVERNOTE®



LiquidPlanner®



Podio



Flow



CREATIVEMORNINGS

TM

www.creativemorningsgr.com

Figure 1. The simply irresistible organization®

What we have learned: Five elements drive engagement



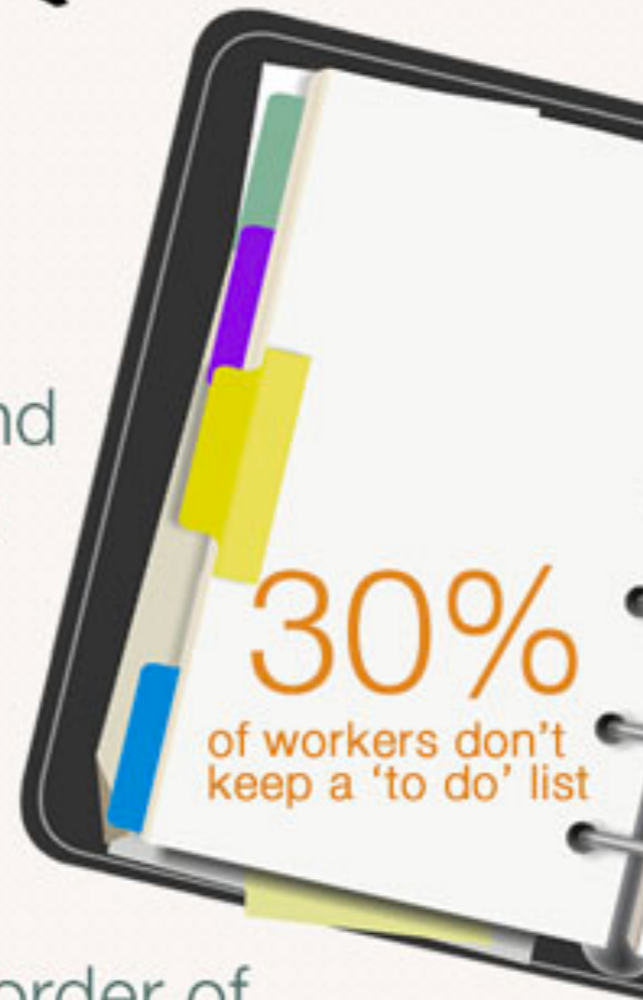
Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration

A focus on simplicity

Take Back Your ~~Time~~

Write It

Keep a list of current tasks and strike each off once done



Rank It

Put your tasks in order of importance and deal with the most urgent first

80% of worktime is spent on non-essential tasks

Share It

Where possible, delegate tasks.
You don't need to micromanage!

Dishing out 20 minutes
a day will save you **100** minutes a week



Calculate It

Anticipate how much time tasks will
actually take, then set realistic deadlines

Many tasks take **twice** as long as you hope they will

Ignore It

Get rid of distractions that pull
you off course



Many tasks take **TWICE** as long as you hope they will

Ignore It

Get rid of distractions that pull you off course

On average, workers spend

55

minutes of their working day on Facebook

Do it now, if it takes less than

2min

*... and Don't Wait
'til it's Too Late!*

Work through your list, and any task that will take 2 minutes or less should be done at once - putting them off will cripple you later!



Wellness
Collective

GRAND RAPIDS

<http://wellnesscollectivegr.com/events/>



Grand Rapids Healing

YOGA

YOGA FOR ANXIETY, DEPRESSION AND TRAUMA
grhealingyoga.com

real
WOMEN
real
CHANGE



GirlTrek
Take a walk. Join a movement!

   FOUNTAIN
STREET CHURCH

Kula
YOGA

 NETWORK
powered by the Grand Rapids Community Foundation

the
SOURCE

 Dominican Center
at Marywood

  NO LIMIT
FITNESS 



Podcast

streama.com

**Comedy Radio
Stations - Listen
Online**

hoopla

the

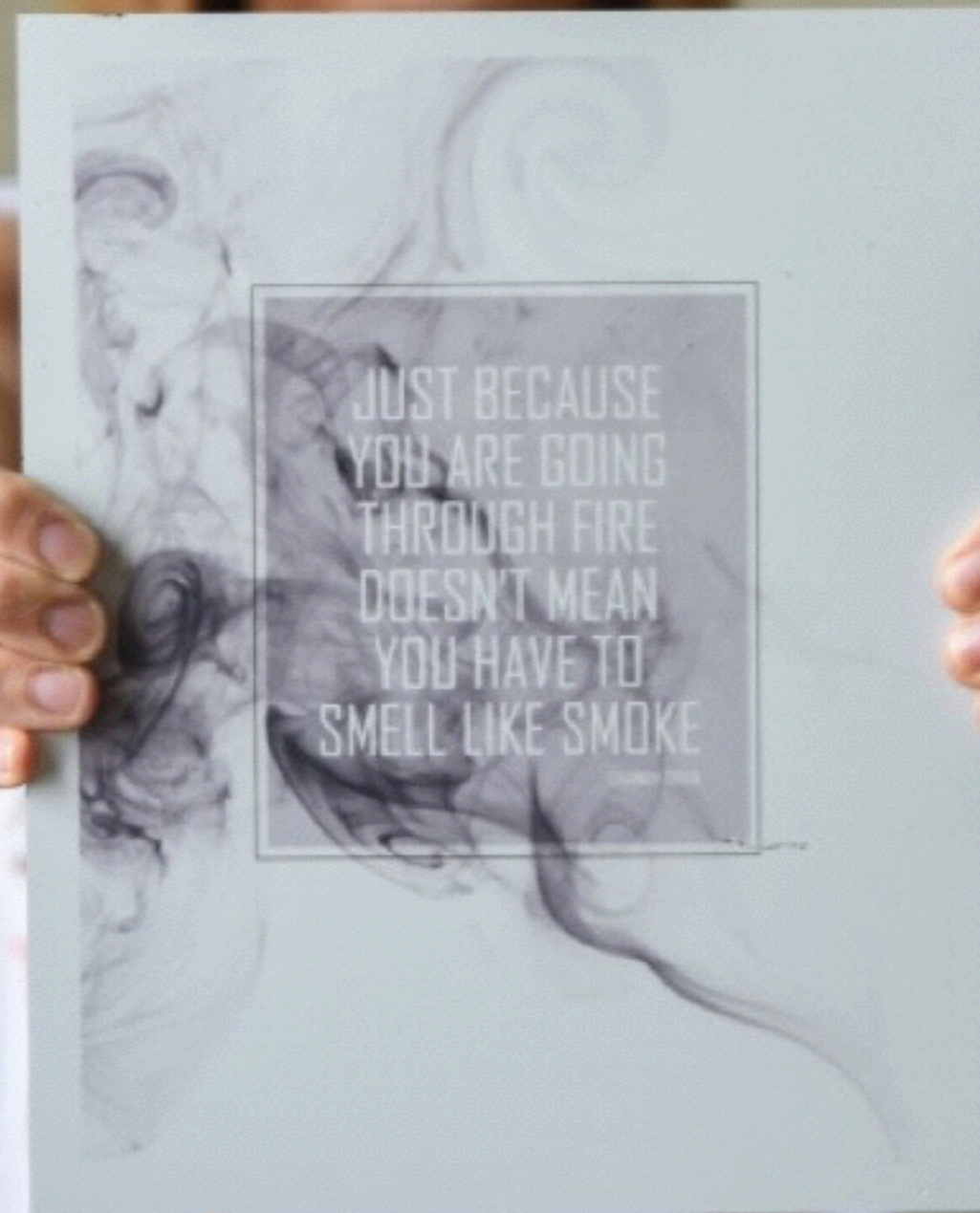


**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

BECAUSE EVERY SUPERHERO NEEDS BACK-UP

#ToughSkinSoftHeart

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