

BURNOUT NUGGETS

for Managers

For many, burnout is not a response to one specific thing, but to some combination of workplace demands, personal responsibilities, and the strain of the past few years.

As millions of employees continue to leave their jobs, we know it's important to support you, as a manager and leader. We've created some suggestions on ways you can support your team members in avoiding and managing burnout.

We want to start by acknowledging that you, as a manager or leader, are also burned out. So, our goal isn't to add more to your plate, but instead to help you think about some new ways of connecting and communicating that could help your team to feel supported, which will ultimately result in you being more supported.

We've come to see the power that great leaders have in transforming their workplaces into ones where people trust each other, feel a sense of belonging, and are motivated to work toward success.

Those leaders typically lead with curiosity, caring, and connection.

Consider how these three behaviors can contribute to your success as a leader by contributing to your teams' success.

- **Curiosity:** Genuinely ask how people are doing and what support from you would look like. As you have these conversations, remember to approach people as if you're standing shoulder-to-shoulder, working toward their individual, team, and organizational success, together.
- **Caring and Value:** We've learned that people feel like they matter to you and belong to something larger than themselves, when you demonstrate that you care about them as individuals and that you value their unique skills and contributions. Being specific when you see them contribute, and curious about how they're doing during this wild time, will increase their felt experience of being an important member of the team.
- **Connection:** Building a sense of connection is not a one-and-done. True connection grows over time, by having shared experiences, dealing with success and failure together, talking about development needs, and in having each other's backs. It can feel like extra work when you first lean in, but the increase in success, the decrease in drama and burnout, and the sense of engagement that fuels the team will accelerate all of your work.

Over the next pages, we go into more detail and scripting examples, on each one of these suggestions. After reading, see what it would look like to **connect** with your employees in a way that demonstrates that you **care** about and **value** them, and that welcomes their input and viewpoints with **curiosity** and openness.

Burnout Nuggets for Managers:

CURIOSITY

Curiosity begins with letting others know that you want to understand their experiences. When people feel heard, without worrying that they'll be punished, they'll be more apt to share their ideas, input, and needs with you and the team.

Consider the following ideas and suggestions for adding curiosity into your conversations.

- *Things continue to be hard and uncertain for so many of us, and I'm struggling at times, too. I'm hoping we can all lean in and weather this together.*
- *I'd like to get a better understanding of your world right now and any thoughts you have on ways to improve it. While we might not be able to provide the exact support you need, we'll do our best.*
- *What's happening in your world as you deal with life's current challenges?*
- *What would success look like for you?*
- *What type of work creates satisfaction for you as a team?*
- *What is getting in the way of you feeling successful as a team?*
- *Who are you collaborating with most often and who should you be collaborating with?*
- *If you could change one thing about the work, your roles, our culture, what would that be?*
- *What does support from me look like?*

And then listen. ***Really listen.***

Summarize what you've heard them say and clarify when needed. Be sure to remind them what you'll do with their input and how/when you'll follow-up (if that's what's needed).

**When you can listen with openness
and aren't defensive about what others are saying,
you'll be laying the foundation
for a culture of trust and belonging.**

Take some time to engage with your team in creating new and better ways of working together that celebrate personal and professional health and wellness. When people feel that they can ask for support, recommend reprioritizing their projects, or suggest a change in how they work, they will be healthier and more satisfied.



What one small pivot can you make in your conversations to lead with curiosity?

Burnout Nuggets for Managers:

CARING

When people have the experience that they're cared about and valued, they're more likely to feel a sense of belonging, and **less likely to become burned out**.

Consider the following ideas and suggestions for conversations with your team that **demonstrate that you care about them and that you value their contributions**.

CARE:

- Be fully present in online and in-person meetings and conversations, and put away distractions like electronics. If there is other work that you need to take care of while you're in a meeting, share that with the group and ask if they'd prefer your video be on or off, or if it's possible to postpone the meeting.
- Ask about a vacation or how someone is feeling after a sickness.
- Apologize and admit when you've messed up.
- Show up to 1:1s and team meetings with warmth and curiosity, asking questions like:
 - *What are your successes? What are your challenges?*
 - *What would support from me/this company look like?*
 - *When do you feel yourself disengaging from work or feeling like, "I don't care"?*
 - *What one thing would you change to make this a great place for you to work?*

VALUE:

- Offer recognition for contributions to the team or the organization (be sure to find out how they like to receive recognition).
- Let people know how their skills help create success.
- Help create a career map with them by asking questions like:
 - *What are your professional goals and dreams?*
 - *What work motivates you?*
 - *What skills do you love using?*
 - *Are there opportunities here you'd like to work toward or experience you'd like to develop?*
 - *What actions will you take to gain experience and develop your skills?*
- Give people opportunities to bring the skills they love using to their work.

And again, listen. **Really listen**. Summarize what you've heard them say, clarify when needed, and remind them what you'll do with their input and how/when you'll follow-up (if that's needed).



What one new suggestion will you add to your conversations, to demonstrate that you care for and value your team?

Burnout Nuggets for Managers: CONNECTION

Nurturing your employee relationships is key to your health and the health of your team.

**As a leader and manager,
it's important to create a culture where people take care of themselves,
and supporting one another is the norm.**

Consider the following ideas and suggestions for connecting with your team in a way that leaves them feeling supported.

- Think about sprinkling in “connection” meetings here and there. Consider creating an agenda for each of these meetings (or ask team members to create them). An agenda could include one or more items, like:
 - eating lunch as a team (even for 20-30 minutes) with no work agenda
 - crafting something together like a work-based proposal or a team/organization offsite
 - a fun activity or challenge that's either work based or personal
 - identifying a question for people to respond to that helps you get to know each other better
 - individuals sharing gratitude for each other or the team as a whole
- Host a “beating burnout” challenge—be sure to get input on what it could look like, from team members.
- Encourage, model, and connect regularly about healthy work/life balance with things like:
 - no emails after a certain hour
 - talk about how to ask for support
 - coach people on how/when to delegate
- Create space to celebrate each other's strengths and encourage people to lean on each other to learn and grow.

**Connecting and building relationships takes time and consistency.
Relationships aren't static—they must grow and evolve over time,
and when you connect with people on a consistent basis,
you're creating a foundation for trust and openness.**

And again, listen. **Really listen.** Summarize what you've heard them say, clarify when needed, and remind them what you'll do with their input and how/when you'll follow-up (if that's needed).



What is one new way you can connect with people on your team to create a space where people feel supported?