



Coping With Manager Burnout

Lesson Guide

Goals

This classroom session will enable the learner to:

- (1) identify the signs of burnout
- (2) enumerate the causes for manager burnout
- (3) develop coping strategies for dealing with and/avoiding burnout

Pre-work

Learners need to have a preliminary understanding of the nature of emotional intelligence and its' connection to self-renewal and coping strategies. The Introduction to Emotional Intelligence provided on the Matrix Insights EQ Dashboard Resource Center gives you the material necessary for introducing EQ to the classroom.

See: www.eqdashboard.com/resource center.

1. Have students familiarize themselves with the 10 identified EQ competencies and their definitions.

2. Have students read “How to Pull Yourself Back From the Brink of Burnout - Avoid a full-blown collapse by knowing the early warning signs of burnout” by Jessica Stillman at Inc.com - <https://www.inc.com/jessica-stillman/how-to-pull-yourself-back-from-the-brink-of-burnout.html>

Summary

Leaders can significantly reduce the negative effects of burnout and stress through the explicit use of the following EQ competencies:

- Authenticity
- Emotional Expression
- Perspective-Taking
- Resilience
- Self-Actualization
- Reality Testing
- Reframing
- Self-Disclosure
- Stamina
- Stress Hardy

Maximize

To maximize this classroom session, set up your class in the EQ Dashboard and pre-select the designated competencies for students to review and be prepared to discuss.

Script: The following script allows for exploring the session topic.

0-3 minutes	Introduce class topic, note the nature of EQ and its' positive effects on manager burnout/stress.
4-5 minutes	Have students indicate by show of hands how many believe that stress is dangerous to your health and how many believe that stress is not dangerous to your health. Tally the two numbers and display them on a flipchart for the entire class period. You will refer back to these at the conclusion
6-10 minutes	Review the 8 signs of burnout from the Jessica Stillman article using Worksheet #1 – The 8 Signs of Burnout
11-16 minutes	Have learners create a list of possible causes for Manager burnout/stress using Worksheet #2 – Causes for Burnout. Have students share their lists with the class
16-30 minutes	As a class, watch the 14':28" Kelly McGonigal TED Talk – How to make stress your friend
31-36 minutes	As a class, discuss the implications of the TED Talk. Refer back to the list created by the show of hands.
37-50 minutes	Using Worksheet #3 – Coping Strategies – Break learners into 5 small groups. Assign 2 of the identified EQ competencies to each group and have learners brainstorm 1 coping strategy for each. Have groups take notes on each of the suggested solutions
51-55 Minutes	Summarize using Worksheet #4: Key Take-Aways

Worksheet #1 – The 8 Signs of Burnout

Excerpted from Jessica Stillman, Inc.com

1. More snark

"If you catch yourself reacting poorly to things you would normally take in stride, or suddenly showing a ton of snark or contempt for even minor announcements around the office, you're suffering from the first, earliest signs of burnout," declares Henry.

2. Exhaustion

"If you're just dead tired from when you walk through the door to when you leave, and never feel like at any point during the day you're getting into 'the zone' and firing on all cylinders, you're probably getting burned out,"

3. Boredom

We tend to think of detachment as a symptom of our lackluster surroundings or uninspiring tasks, but boredom is actually more likely to be about your attitude than your environment. Being bored while you do the work could be a bad sign."

4. More procrastination

The problem isn't procrastination, per se. The problem is when you procrastinate more than is normal for you. "If it's work you'd otherwise do easily, it's time to step back and take a breather."

5. Illness

Burnout can take a toll on your physical health. The first signs of that may be the creeping realization that your body really isn't performing at its peak. "If you find yourself coming down with stress-related illnesses, like stomach discomfort, insomnia, or headaches when you normally don't suffer from them, stress is probably getting to you.

6. Vacation starvation

If you've never taken a vacation from your job, or you have a ton of leave lying on the table you haven't taken, it's a sure sign that you're starting to get burned out, even if you don't feel like you are."

7. Guilt

Business Insider posted a list a little while ago that mentions guilt as a precursor to burnout. Here's the feeling you should watch out for: "You're constantly working, but can't seem to get all of your work done (maybe because your workload is too heavy or you can't concentrate), and you eventually feel guilty for not completing your work, which leads to working even more."

8. Increased drinking or substance use (self-medicating)

Another red flag according to Business Insider is increased drinking or substance use. "The Mayo Clinic asks potentially burned out workers if they are using food, drugs, or alcohol. If use is not managed carefully, it could turn into an addiction."

Worksheet #3 – Coping Strategies

Your Group Notes:

Name of Competency:

Coping Strategy for Burnout/Stress

Name of Competency:

Coping Strategy for Burnout/Stress

Worksheet #3 – Coping Strategies - Notes

Notes from Other Groups:

Name of Competency:

Coping Strategy for Burnout/Stress

Name of Competency:

Coping Strategy for Burnout/Stress

Worksheet #3 – Coping Strategies - Notes

Notes from Other Groups:

Name of Competency:

Coping Strategy for Burnout/Stress

Name of Competency:

Coping Strategy for Burnout/Stress

Worksheet #3 – Coping Strategies - Notes

Notes from Other Groups:

Name of Competency:

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