Preventing Burnout & Promoting Well-Being in the Workplace

Klodiana Kolomitro, PhD
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A key dislocation for academics: We train as researchers but spend our days managing the emotions of late adolescents, haggling over budgets, and figuring out how to use Moodle’s gradebook.”
The Day I Knew I was Burned Out, Valarie Strauss described it by saying “Everything felt like an emergency… There was no time to think.”

https://aboutleaders.com/professor-burnout/#gs.RQS7dDc
Take Advantage of Opportunities to Sustain Your Instructional Vitality

By: Maryellen Weimer, PhD

OCTOBER 9, 2017

Moving from Silos and Burnout to Community and Engagement
By: Scott Gabriel, PhD

“Do more with less.” Wherever this phrase is expressed—at a private liberal arts school facing declining enrollments, a large research institute facing decreased support from state budget appropriations, a large corporation facing decreasing fourth quarter profits, or a government entity facing budgetary cutbacks—in each case, the underlying force is tightening fiscal resources. What invariably follows is that employees are asked to be more creative or productive in the face of those declining resources, causing an increase in demand on one’s time and, often, feelings of burnout. While increasing workload is one factor that exacerbates the prevalence of burnout, there are several others.

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MARCH 1, 2017

Waking up to Tired Teaching
By: Maryellen Weimer, PhD

I’ve been wanting to do a blog post on tired teaching for a while now. Concerns about burnout are what’s most intriguing me. Teachers can reach a place where teaching is nothing for them or their students. They don’t just wake up one morning find themselves burned out; they’ve moved there gradually, and it’s a place that often starts with tired teaching.

Read more ›

JULY 20, 2016

Avoiding Burnout: Self-Care Strategies for Faculty
By: Camille Freeman and Bevin Clare

Now that you’ve finished assessing your students, it’s time to turn the assessment process around by looking in the mirror. If you limped across the finish line last semester, it may be time to identify some new strategies for self-care. In our “Tending the Teacher” session at the recent Teaching Professor Conference in Washington, D.C., we presented a menu of ideas to help faculty design a balanced and productive work life. Here are our top tips:

Read more ›

https://www.facultyfocus.com/tag/avoiding-faculty-burnout/
THE BLACK HOLE

Crash and burn (out): 5 stages of postdoctoral collapse

By SABRINA ZEDDIES | JUN 13 2017

Editor’s note: Today we are very proud to introduce our newest columnists... Dr. Sabrina Zeddies has come on board to tackle academic burnout in the hopes of circumstances and postdoctoral fellow at the University works at the hospital pharmacy as a therapy medicinal product (ATMP)


FEATy

The Slow Professor revisited

Two years after the surprise success of their book *The Slow Professor*, the authors reflect on its impact, their attempts to live up to its ideals, and what comes next.

By LÉO CHARBONNEAU | MAR 23 2018

https://www.universityaffairs.ca/features/feature-article/slow-professor-revisited/
The Hidden Costs of Active Learning

Flipped and active learning truly are a better way for students to learn, but they also may be a fast track to instructor burnout.

By Thomas Mennella 04/05/17

I am an active learning college instructor and I'm tired. I don't mean end-of-the-semester and need-some-sleep tired. I mean really, weary, bone-deep tired.

https://campustechology.com/articles/2017/04/05/the-hidden-costs-of-active-learning.aspx?m=1
What are the primary factors that support or hinder well-being in your workplace?
Expectations for ED to be ‘agents of change’ across multiple levels (Gibbs, 2013; Green & Little, 2016)

A ‘hazardous’ field due to unending organizational change, financial constraints and ever-changing expectations (Nilson et al., 2011)

n=210
**Burnout**

“A state of physical, emotional and mental exhaustion resulting from a prolonged response to long-term exposure to demanding situations.”

- Emotional Exhaustion
- Depersonalization or cynicism
- Perception of reduced personal accomplishment

Maslach & Jackson 1981; Maslach et al., 1996; Pines & Aronson 1988; Sabagh et al., 2018
Factors that Promote Well-Being

- Colleagues: 74%
- Management: 60%
- Institution/Administration: 59%
- Autonomy: 58%
- Flexibility: 27%
- Meaningful Work: 26%
- Feeling Valued/Apriciated: 24%
- Resources: 22%
- Professional Development: 14%
- Promotion/Opportunity: 13%
Participants’ Comments

Colleagues

• “My immediate coworkers are talented, hard-working, capable, trustworthy, and fun to talk to”

Management

• “I have a supervisor, the dean, who respects, appreciates and acknowledges the importance of workplace well-being.”
• “The working relationship with my Managers and trust in their capabilities.”

Institution/Administration

• “a forward-thinking institution and an institution willing to invest in support resources.”
Well-Being

- Social Support/Relationships (, Kutsyuruba et al, 2019; McClenahan et al., 2007; Rothmann et al., 2008; Van Emmerik 2002)
- Job control (Fernet, Guay, and Senecal 2004)
- Participation in decision-making (Pretorius 1994)
- Workplace rewards and opportunities for growth (Rothmann et al., 2008)
- Intrinsic motivation, caring, coping humour, coping abilities and personality (Sabagh et al., 2018)
What Hinders Well-Being?

**Colleagues**
“Even though it's not common, seeing colleagues demonstrate non-inclusive, non-educative (e.g., "fixed mindset) beliefs or values, can take the wind out of my sails”
“Professional jealousy and backbiting from colleagues”

**Institution/Administration**
“It's clear where there is incongruence between what is stated and what is enacted. That disconnect comes across to me as disingenuous and leads to a lack of trust in our leadership for me.”

**Workload**
“The workload is too great for all of us in our unit. We all do it anyway, skipping lunches and putting in a lot of unpaid overtime. That's the culture.”
What Hinders Well-Being?

Management
“A management structure that is disorderly, unsupportive, and inefficient”

“Favouritism: those who are liked and play the game and who don't question or complain are rewarded with projects that are likely to improve their profile.”
Strategies Implemented by the Participants

relationships/social networks
hobbies
leave/vacation
exercise
talk to someone
work-life balance
focus on positive
spirituality
nothing
organize
general health and wellness
family & friends
“Simply refusing to buy into the lie that the person who is most tired ‘wins’” or that “busyness and burnout are expected and valued”
In my specific role, I’m not aware of any. But whenever there’s a staffing review/reorganisation at the institution we’re always reminded there’s a free counselling service we can access.

None whatsoever, which is telling!

None. Threats of being made redundant does not help the situation at all.

Nothing. They just keep piling on more stress

“The institution has policies but they are only useful if people can feel like they can actually voice their concerns without having to have an exit plan”

“The unit tries to have a culture but it is like a cold dead fish reminding you of your "place" in the hierarchy”
**Suggested Strategies**

**Supportive administrative & institutional practice**
- ‘avoid re-structuring in favor of cross-departmental’
- ‘flatten hierarchy’
- ‘the institution needs to take a good hard look at everything that everyone does, and stop doing 30% of it because it’s not work doing’

**Effective centre leadership & management**
- ‘greater transparency about workload’
- ‘regular formative feedback that is authentic and supportive of my growth’

**Attention to wellness**
- ’show dealing with stress and burnout is a collective rather than individual responsibility...most causes are systemic/structural eg. unhealthy working practices, output demands, competition, performativity of being busy’
What is one action that: will/can take to prevent burnout and promote well-being?

This community

You

The workplace

will/can take to prevent burnout and promote well-being?
References


