



Crucial Conversations.



# BEATING EMPLOYEE BURNOUT

HOW TO KEEP YOUR TEAM ENGAGED AND MOTIVATED



"I'M SO TIRED."

"WHEN IS THIS GOING TO END?"

"HOW AM I SUPPOSED TO GET THIS DONE WITH EVERYTHING ELSE I HAVE TO DO?"

"I CAN'T BELIEVE WE'RE STILL DOING THIS."

"I AM BURNED. OUT."

**Odds are high you've heard one or more of these phrases from a coworker. Odds are high you've heard one from yourself!**

According to a new study of 1,110 people by Crucial Learning, a quarter of the workforce is burned out. Many more are tired, disengaged and unmotivated.

With all the upheaval brought on by the pandemic and other issues, these feelings are understandable. But that doesn't mean they're unsolvable!

*1 in 4 admit to being burned out and feeling tired, pessimistic, and disengaged from their work.*





## Behind the Burnout

When asked what concerns contributed most to their mood, energy, and/or engagement at work, respondents rated the following at the top:

- Lack of proper staffing
- Too heavy of a workload
- Societal and world issues
- Lack of information or resources

Other contributors to burnout included concerns with coworkers, compensation issues, concerns with a manager and physical or mental issues.

There is some hope in the quest to beat these burnout concerns. Most of the time, we have coworkers who know how to help solve these issues. That's good news because we're not alone in our stress and overwhelm. There are reinforcements who can help alleviate the load.

### CAN ANYONE HELP?



3 in 5

people concerned with **proper staffing** know someone who can alleviate their concerns.



3 in 5

people with a **heavy workload** know someone who can help.



3 in 4

people **bogged down by a lack of information or resources** believe a coworker can assist.



1 in 4

people believe a coworker can help with their **fears with societal and world issues**.



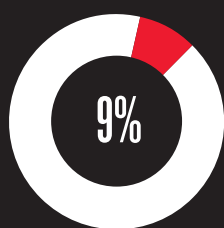
# BUT THERE IS BAD NEWS.

**While we may know people who can help us, we're struggling to communicate well enough with these coworkers to get results.**

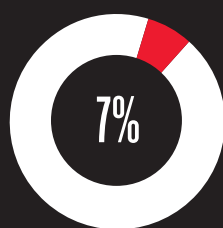
Almost half (46 percent) of respondents concerned about lack of proper staffing have been unable to fully express their feelings—and even after speaking up, only a paltry 7 percent have been able to resolve the problem. In fact, the concern “easiest” to resolve was having too heavy of a workload and, even then, only 9 percent say they were able to resolve that issue.



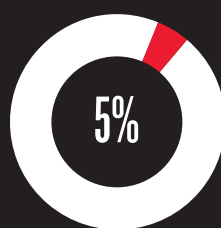
## PERCENTAGE OF PEOPLE WHO BELIEVE THEIR MANAGER WILL ADDRESS A PARTICULAR CONCERN:



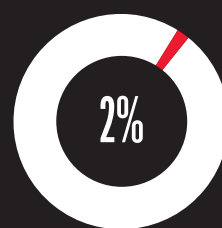
Too heavy  
of a  
workload



Lack of  
proper  
staffing



Lack of  
information  
or resources



Societal  
and world  
issues



# The Burnout Cure



Creating a safe culture where open communication is encouraged and heard is vital to the health of an organization. An analysis of these survey results – and more than thirty additional years of social science research – reveals a clear correlation between speaking up and feeling less burned out.

**Ultimately, speaking up can be a powerful antidote to burnout and is the first step to resolving lingering concerns.** You and your team can learn the crucial skills necessary to build a culture of communication – read on to learn how to begin!

*“People aren’t burned out because of the type of work they have. They’re worn down because they can’t have constructive dialogue with their teammates or leaders to get the support they need. Morale drops and organizational effectiveness craters when employees aren’t empowered to speak up and managers don’t have the skills to listen and respond to concerns.”*

**JOSEPH GRENNY**  
COAUTHOR, *CRUCIAL CONVERSATIONS*



# 4 CRUCIAL CONVERSATIONS TO BEAT BURNOUT

While you can do little to solve world and societal frustrations, you are not helpless in addressing many other concerns affecting your teammates' burnout. Simply listening to employees and helping them feel their opinions are valued opens the door to constructive conversations and, ultimately, resolutions. Read on for a few tips to get you started.



# 01 Listen Deeply.

Before you can change culture, you need to know where you stand. The best way to do this isn't with a safe, antiseptic survey administered by outsiders. The best way is for executives to vulnerably engage with the employees who know the culture firsthand. Pair up and meet with groups of 8 to 10 employees. Spend 60 to 90 minutes asking open-ended questions like, "What advice would you give a friend if they came to work here?" "What does it take to succeed here?" or "If you had a magic wand, what's one thing you would change?"

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# 02 Approach as a Friend, Not a Foe.

We live in a culture where speaking up is often seen as an attack. Avoid this misperception by welcoming feedback. For example, "I'd like to hear what you're worried about so we can find a way for you to be successful and reach our team's goals..."







## 03

### Stick to the Facts.

Avoid broad conclusions or judgments such as, "they don't work hard." Instead, focus on specific incidents, events, and actions, then safely invite dialogue: "Your last three assignments have come in late, which is unlike you. Are you doing okay? Is there something I can do to help?"

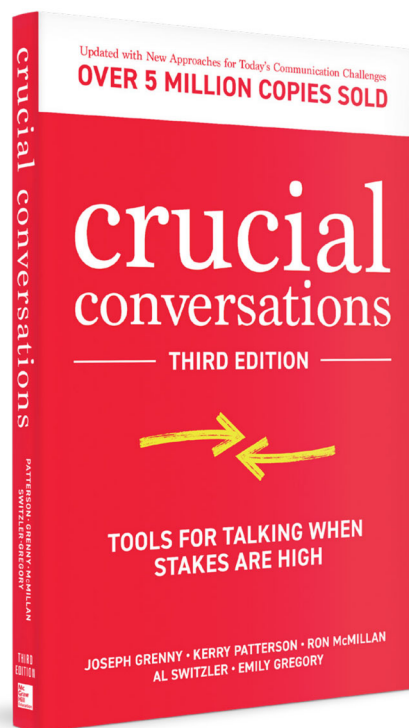
## 04

### Take Action.

Listening creates expectations. Once employees take a risk to share their perceptions, they begin watching to see if you've really listened. They'll want to see evidence. Pick a couple of valued and visible concerns and address them quickly. This builds trust in your sincerity to make longer-term changes that may involve the employees themselves changing their behavior.







## Skill Up to Speak Up

These tips come from the bestselling book *Crucial Conversations* and award-winning learning experience Crucial Conversations® for Mastering Dialogue.

Crucial Conversations for Mastering Dialogue teaches people how to achieve alignment and agreement when stakes are high, opinions vary, and emotions run strong. With skills to speak their minds honestly and respectfully, people collaborate better, make better decisions, and foster workplace cultures of trust, safety, respect, and responsibility. The course is available in on demand, virtual, and in person formats.

**Learn more at [CrucialLearning.com/crucial-conversations-for-dialogue](https://CrucialLearning.com/crucial-conversations-for-dialogue).**

## Get Started

To bring Crucial Conversations skills to your organization for increased productivity and performance, contact us to learn more.

Call **1-800-449-5989** or visit us at **[CrucialLearning.com](https://CrucialLearning.com)**.





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## ABOUT CRUCIAL LEARNING

*Crucial Learning improves the world by helping people improve themselves. We offer courses in the areas of communication, performance, and leadership, focusing on behaviors that have a disproportionate impact on outcomes, called crucial skills. Our award-winning courses and accompanying bestselling books include Crucial Conversations®, Crucial Accountability®, Influencer, The Power of Habit™, and Getting Things Done®.*

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