

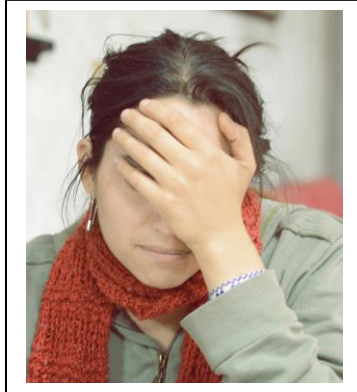
LEADERSHIP AND THE EAP

Vol. 13 No. 1 925 Westview Drive, Rock Valley, IA 51247 (712)-476-2889 or 1-800-779-6125

January, 2016

Feeling Burnout

I work closely with my employees in order to help them improve performance, but I worry about "burnout" in the line of work we do. What can I do if an employee complains of burnout or appears burned out to me?



Burnout is an experience of physical and emotional exhaustion. Enthusiasm for the job and interest in the work wanes. This careful language in your question indicates sensitivity to evidence of stress and careful observation. Use this opportunity to *intervene* - to involve yourself deliberately in a situation, in order to influence what is happening and to prevent undesirable consequences. Be willing to reject 'gut' reactions and use *"slow thinking... the application of reflection, logic and reasoning to test the impulsive conclusions of fast*

thoughts."* with these steps:

1. Identify specifics in your own mind, ask yourself: "What exactly am I seeing?"
2. In a confidential setting, tell the employee 'what exactly you see' precise behaviors of concern.
3. Express care and your concern that what you are seeing indicates excessive stress.
4. Ask: "How do you interpret what I am seeing?" or "What would you say is underlying this?"
5. Listen with-out interrupting.

The employee's perception of your genuine care and concern is critical. If the employee self-discloses trauma, if counter-productive behavior becomes pronounced or if the "stressed out" demeanor persists - a supervisor referral to the EAP is in order.

Avoid: 1. believing *not much can be done about it* or 2. attempting to "fix" by transferring the employee with little listening to or consultation with the person involved!

* Thinking Fast and Slow, 2010, Daniel Kahneman

ATTENTION: SUPERVISORS, MANAGERS, ADMINISTRATORS:

Session A: "Leadership Orientation to the EAP", is always available on the website - for new leadership employees or as a refresher course.

Each employer has their own unique user name and password for the leadership section and also a username and password for the employee section. Please check your wallet cards or contact your HR department for your username and password.

Website Information – Webinars, skill builders, articles and much more are available in the Work/Life Services site. Log in on Connections website, and you will find this site in the drop down menus under Employee or Leadership Information. (To access webinars, continue to scroll down on the Work/Life Services opening page. All webinars are archived for later viewing.)

Leadership Orientation Schedule

Session B

Monday, February 8, 2016
Thursday, March 10, 2016

Sheldon, IA
Sheldon, IA

8:30am – 12:30pm
8:00am – 12:00pm

Please contact our office by calling 800-779-6125 or e-mailing Joy (joy@connectionseap.com) to register and for more details.

Connections Website: www.connectionseap.com