THE BURNOUT SOLUTION

Created and Presented By

Daniel J. Fox, Ph.D.

1

OBJECTIVES

- Identify burnout symptoms to manage them effectively
- Use Emotional Intelligence to avoid burnout
- Develop an emotionally intelligent support network to build professional resiliency
- Manage therapeutic relationships more efficiently for better clinical outcomes.
- Apply new skills to increase your resilience in the workplace and at home to prevent burnout
- Learn how to avoid the ethical pitfalls and challenges associated with burnout and compassion fatigue.

2

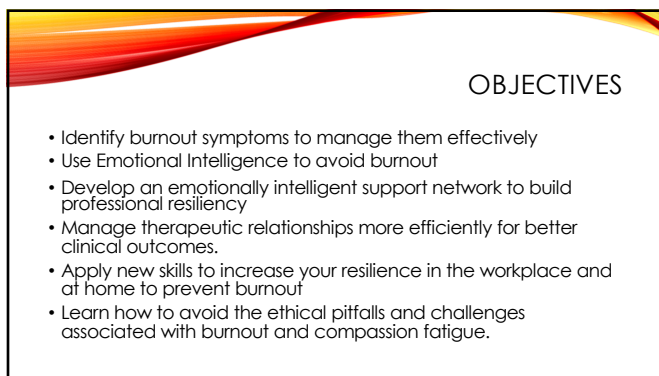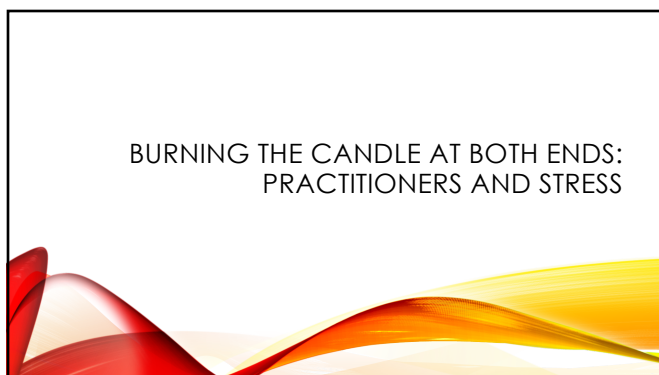## BURNING THE CANDLE AT BOTH ENDS: PRACTITIONERS AND STRESS

3

60%
of absences from
work are caused by
stress-related
disorders.

4

TOP 10 SOURCES OF WORKPLACE STRESS

- **The Treadmill Syndrome** – too much to do at once, "I need a 24-hour workday!"
- **Random Interruptions** (e-mail, texts, calls…).
- **Doubt** – employees are not sure where what is happening, where things are headed.
- **Mistrust** – Vicious office politics disrupt positive behavior.
- **Unclear company directions and policies.**

5

TOP 10 SOURCES OF WORKPLACE STRESS

- **Career and job ambiguity** – Things happen without employees knowing why.
- **Inconsistent performance management processes** - Employees get raises but no reviews, or get positive evaluation, but are laid off afterward.
- **Being unappreciated**.
- **Lack of two-way communication**.
- **Lack of control** - The feeling that they have little control over their contributions or the outcome of the work.

6

IMPAIRMENT PREVALENCE:

Overall 5% to 15%
- 75% experienced distress in the last 3 years
- 62% reported working when too distressed to be effective
- 38% of these believed distress decreased effectiveness at work

<u>Even though 85% believed it was unethical to work when so distressed</u>

7

CAREGIVERS REPORTED

- 60% Working when too distressed to be effective
- 43% Irritability and exhaustion
- 42% Doubts regarding profession
- 37% Their distress decreased client care
- 27% Occupational disillusionment
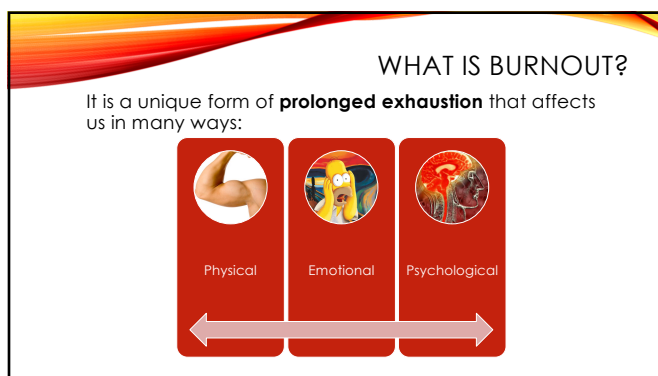- 4.6% Providing inadequate care while distressed

im so tired...

8

10 UNHELPFUL COPING STRATEGIES

1. Bottle up feelings
2. Be a perfectionist
3. Work longer hours
4. Procrastinate and avoid
5. Don't delegate
6. Don't take breaks
7. Don't say no
8. Don't talk about it
9. Take work home
10. Squeeze out hobbies

9

STRESS   v   BURNOUT

STRESS	BURNOUT
• Characterized by over engagement	• Characterized by disengagement
• Emotions are over reactive	• Emotions are blunted
• Produces urgency and hyperactivity	• Produces helplessness and hopelessness
• Exhausts physical energy	• Exhausts motivation and drive, ideals, and hope
• Leads to anxiety disorders	• Leads to paranoia, detachment, and depression
• Causes disintegration	• Causes demoralization
• Primary damage is physical	• Primary damage is emotional

10

WHAT IS BURNOUT?

It is a unique form of **prolonged exhaustion** that affects us in many ways:

Physical   Emotional   Psychological

11

WHAT IS BURNOUT?

It has many sources and they are all **inter-related**:

General

Work-Related   Client-Related

12

4
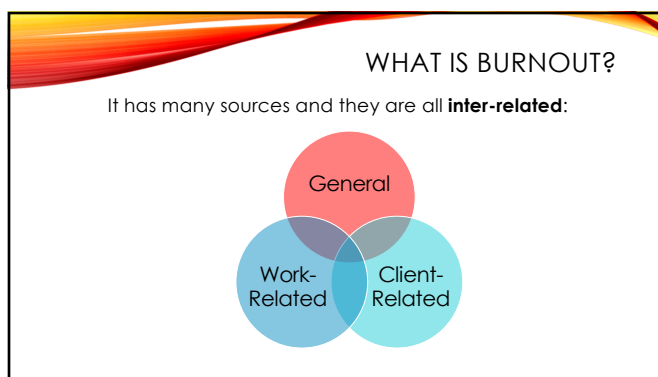
WHAT IS BURNOUT?

Emotional strain of the health care role is related to

Intensity of client contact

Frequency
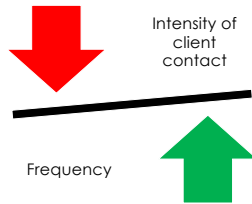
13

HOW BURNOUT MANIFESTS IN TREATMENT

- Drag yourself into work most days
- Find yourself repeating the same interpretations over and over
- Give advice as a shortcut rather than helping clients learn and grow
- Begin sessions late and/or end early
- Doze off or space out during sessions
- Experience a noticeable decline in empathy

14

HOW BURNOUT MANIFESTS IN TREATMENT

- Do things you would never tell a colleague.
- Push your theory, technique or agenda rather than listening and adjusting to client's needs
- Feel relieved when clients cancel
- Haven't read anything psychology-related for a while b/c you're tired of it.
- Self disclose in ways that don't help the client
- Fantasize about that high school job at the food court in the mall where you were appreciated, got tips and left work at work

15

WHAT IS BURNOUT?

Younger healthcare providers report higher degrees of burnout

WHY?

16

Are You Rare
or Well-Done?
On-screen Assessment

17

Results:
- 15 – 18 <u>No</u> signs of burnout
- 19 – 32 <u>Little</u> sign of burnout
- 33 – 49 <u>At-Risk</u> of burnout, especially if some scores are rated 3 or 4
- 50 – 59 You are at <u>severe</u> risk of burnout
- 60 – 75 You are at <u>very severe</u> risk of burnout – action is required

18

ON THE WAY TO BURNOUT

Compassion Fatigue

- Preoccupation with absorbing trauma and emotional stresses of others
- Symptoms similar to burnout, but onset is faster with better opportunity to recover
- May lead to burnout

Burnout

- Subtle, over time, & leads one to believe he/she is not meant for this type of work
- Feelings of being ineffective, callous, negative, emotional absence, sarcastic, & "stuck"

19

COMPASSION FATIGUE

SYMPTOMS

a pervasive negative attitude

hopelessness

a decrease in experiences of pleasure

constant stress and anxiety

20

COMPASSION FATIGUE

Effects

the development of new feelings of incompetency and self doubt

Apathy toward clients' issues

a decrease in productivity

the inability to focus

21

FROM PRE- TO POST-PANDEMIC?

22

COVID & MENTAL HEALTH

- Research shows large disruptions to physical activity, sleep, and time use, particularly at the onset of the pandemic in March and April.
- Clear documentation of substantial declines in mental health with dramatic increases in depression.

Covid-19's Widespread Impact On Mental Health

Share of adults who experienced stress, anxiety or sadness that was difficult to cope with alone during the pandemic

Country	%
United States	33%
Canada	26%
United Kingdom	26%
France	24%
Australia	23%
New Zealand	23%
Sweden	18%
Netherlands	14%
Norway	10%

n=8,259 (February to June 2020)
Source: The Commonwealth Fund

statista

23

COVID & MENTAL HEALTH

- Over the course of the 3-mos. semester, average steps decline by over half from 10,000 to 4,600 step.
- Results showed that at the end of the spring 2020 an estimated 61% of our participants were at risk for clinical depression. This represents about a 90% increase over rates of 32% in the same population just 2 mos. earlier prior to the pandemic

24

COVID & MENTAL HEALTH
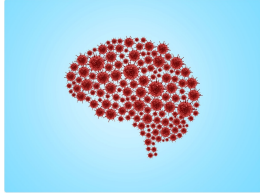
- Research shows a 60% increase in depressive and GAD symptoms.
- Based upon the onset of the pandemic, sleep increases by 25 to 30 min per night, time spent socializing declines by over half to less than 30 min, and screen time more than doubles to over 5 hours per day.

25

COVID & MENTAL HEALTH

- Over the course of the pandemic from March to July 2020 the proportion of participants at risk for clinical depression ranges from 46% to 61%, up to a 90% increase in depression rates compared to the same population just prior to the pandemic.

26
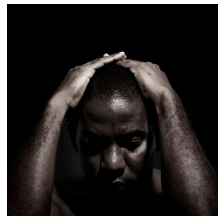
COVID & MENTAL HEALTH

- Additional research has found that the prevalence of symptoms of anxiety disorder was approximately three times higher than those reported in the second quarter of 2019 (25.5% versus 8.1%), and prevalence of depressive disorder was approximately four times higher than that reported in the second quarter of 2019 (24.3% versus 6.5%).

27

COVID & MENTAL HEALTH

- Suicidal ideation was also elevated; approximately twice as many respondents reported serious consideration of suicide in the previous 30 days (June 2020) than did adults in the United States in 2018, referring to the previous 12 months (10.7% versus 4.3%).

28

COVID & MENTAL HEALTH

- Resilience was found to be a strong mediator to burnout from ongoing COVID stress.
- Individuals with character strengths like optimism, psychological flexibility, resilience, and adaptive coping strategies have better abilities to respond to adverse situations, including the pandemic.

29

HYPERACTIVE HIVE MIND

- Do you engage in a workflow centered on ongoing conversation fueled by unstructured and unscheduled messages delivered through digital communication tools, like email, texts, and instant messenger?
- Conducting many cognitive tasks at a time causes heavy multitaskers to underperform. Our brains have a limited capacity for what they can work on at any given moment. And using tricks to cram as much into our working day as possible is doing more harm than good.
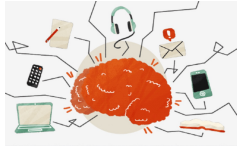
30

HYPERACTIVE HIVE MIND

- Communication load resulting from private e-mails and social media messages as well as Internet multitasking were positively related to perceived stress and had significant indirect effects on burnout, depression, and anxiety.
- Social pressure and the fear of missing out (FOMO) make Internet users more susceptible to computer-mediated communication (email, messenger, texts, etc.) behavior that, ultimately, increases their risk of stress and psychological health impairments.

31

HYPERACTIVE HIVE MIND

- Multitasking more often in the presence of challenge stressors (i.e., workload, responsibility, and time pressure), leads to feelings of mental fatigue
- Multitasking feels especially mentally fatiguing for people with fewer stress management strategies; people can multitask without feeling mental fatigue if they receive mindfulness training.

32

ZOOM FATIGUE

- As of 10/2021 - not a clearly defined concept, but is a self-attributed state of mental exhaustion.
- End of 2019: 10,000,000 attended videoconferencing meetings.
- 04/2020: 300,000,000 attended videoconferencing meetings.
- Workers spending 29% more time in team meetings and 24% in one-on-one meetings than before COVID.

33

ZOOM FATIGUE

- Reported findings:
  - "You're more exhausted at the end of your workday than you used to be"
  - "Gathering online has left you tired and irritable"
  - "Due to the lockdown, the line between private and work became thinner for many individuals who were not able to differentiate anymore"

34

ZOOM FATIGUE CAUSES

- **Increased Self-Awareness:** Constantly monitoring your own video feed on screen increases self-awareness. Constantly watching your own image during web conferencing makes it more strenuous to focus on the other people who are participating in the video conference.
- **Misleading Nonverbal Cues:** expressions can be easily misunderstood – a critical look might be due to technical issues, not based on the content of the conversation. Deciding which social cues are relevant and which are misleading makes the conversation more strenuous.

35

ZOOM FATIGUE CAUSES

- **Body-Mind Disconnect:** our environment is limited as the shared screen in front of us shows our bodies as tied down with little to no reprieve or variation.
- **Excessive amounts of close-up eye contact is highly intense:** the amount of eye contact we engage in on video chats is increased, as well as the size of faces on screens is unnatural, smaller.

ZOOM FATIGUE - WHY IS VIDEO SO EXHAUSTING?

36

ZOOM FATIGUE CAUSES

- **Cognitive load is much higher:** during offline face-to-face interaction, nonverbal communication is quite natural and each of us naturally makes and interprets gestures and nonverbal cues subconsciously. But in video chats, we have to work harder to send and receive signals.

37

LESSENING ZOOM FATIGUE

- Pre-videoconference:
  - **Arrange a space:** Designate a space in your home for video calls – and take all calls from this defined space.
  - **Set boundaries:** Make sure your roommates and family members are aware that you are going to be on a call, and request them not to interrupt you. Put pets away.
  - **Use time blocking:** You can schedule a few hours specifically for video calls and try to have calls only at this time.

38
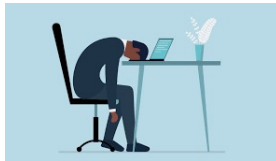
LESSENING ZOOM FATIGUE

- Pre-videoconference:
  - **Switch devices:** If possible, use your phone rather than your laptop. This will give you the freedom to walk around and/or move your body while you are on call.
  - **Check if the video call is necessary:** Define an agenda for a scheduled video call. Why not in-person; hybrid?
- During the videoconference:
  - **Keep distractions away:** Build a habit of single-tasking. Avoid responding to emails, talking to others, playing games or getting other work done while you are on call. Turn off notifications.

39

LESSENING ZOOM FATIGUE

- During the videoconference:
  - **Use earpods/headphones:** Try using earpods/headphones during your call instead of relying on your phone or laptop's built-in mic and speaker.
  - **Use pen and paper:** During work-related video calls, take down notes by hand. I only do this during video calls.
- After the videoconference:
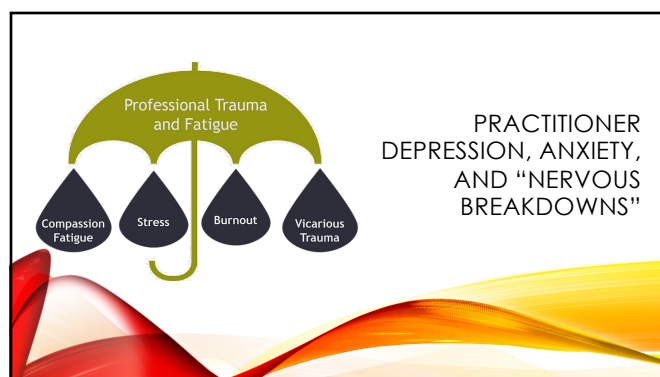 - **Cool down:** Take a break after the call is done in order to allow yourself time to unwind from the constant digital stimulation.

40

LESSENING ZOOM FATIGUE

- After the videoconference:
  - **Go offline:** Plan some in-person interaction of some kind. Speak to your partner, kids, roommates, parents, or even just play with your pets for some time (I walk my dog). If you live alone, you could spend some time in nature or pick up a good book to read.

41

Professional Trauma and Fatigue

Compassion Fatigue

Stress

Burnout

Vicarious Trauma

PRACTITIONER DEPRESSION, ANXIETY, AND "NERVOUS BREAKDOWNS"

42

PRACTITIONER DEPRESSION, ANXIETY, AND "NERVOUS BREAKDOWNS"

- The nervous breakdown was a time for release:
  - We're back to a period of heightened anxiety, like the 1930s.
  - A nervous breakdown was a way of declaring a sort of temporary emotional bankruptcy in the face of modern life's stresses.
  - Term first appeared in 1901 and was seen as a "disease of the whole civilized world".
  - We now lack a term for when our sense of being is overwhelmed and needing a break; we wait until we break!

43

PRACTITIONER DEPRESSION, ANXIETY, AND "NERVOUS BREAKDOWNS"

- Most "developed" societies are suspicious of rest, and getting a restorative break tends to require a formal mental-health diagnosis. Otherwise, you're lazy!

- Rest is a perceived rare occurrence.
  - Too many demands on us
  - Not enough hours in the day
  - Current technology leaves us permanently on-call
  - We can't/don't "switch off"
- Could the answer be in The Rest Test?

LAZY
is a very
STRONG WORD
I like to call it
"SELECTIVE PARTICIPATION"

44

THE REST TEST

- More than 18,000 people from 134 different countries took part in the Rest Test, an online survey to investigate people's

This shows that the PERCEPTION OF REST MATTERS [t]

- Those who responded saying they think they get more rest than average or don't feel in need of more rest, had well-being scores twice as high as those who wanted more rest.
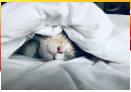
45

{REST}   THE REST TEST

- Results show that:
  - People overestimate the total number of hours they work.
  - People feel busier, but the average working hours have not changed in the last 50 years.
  - Many people feel "harried" – 68% would like more time to rest.
- The Rest Test showed that our rest perception is accurate. We feel we have:
  - Too many demands on us
  - Not enough hours in the day
  - Current technology leaves us permanently on-call
  - We can't/don't "switch off"

46

THE REST TEST

- The 5 most restful activities, based on the survey:
  - Reading (58%)
  - Being in the natural environment (53.1%)
  - Being on their own (52.1%)
  - Listening to music (40.6%)
  - Doing nothing in particular (40%)
- What do these have in common? **They're solitary**

47

SHOULD WE CARE?

- Sleep, rest, and relaxation improve wellness.
- If you're not well, how can you attend to your personal & professional life?
- Benefits of rest:
  - Heals your body
  - Reduces stress
  - Boosts creativity
  - Improves productivity
  - Enhances decision making

48

EXERCISE YOUR REST

1. Practice gratitude
2. Take deep breaths
3. Cultivate healthy habits (exercise, yoga, stretching)
4. Practice good sleep hygiene
5. Establish healthy waking routine (not hectic)

Then COVID happened…

49

POST-COVID STRESS DISORDER

- Made up of 5 interrelated elements:
  - Fear of getting COVID
  - Fear of adverse socioeconomic impact of pandemic
  - Fear of "foreigners" for fear they're infected
  - Pandemic-related compulsive checking and reassurance-seeking
  - Pandemic-related posttraumatic stress symptoms
  - COVID brain fog

50

POST-COVID STRESS DISORDER

- 1422 health workers were analyzed to determine associations between burnout, resilience, demographics, work and COVID-19.
  - 56.6% of health workers present symptoms of posttraumatic stress disorder
  - 58.6% anxiety disorder,
  - 46% depressive disorder
  - 41.1% feel emotionally drained

51

POST-COVID STRESS DISORDER

CDC Survey on Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic

TRAUMA AND STRESS-RELATED DISORDERS	26.3%
ANXIETY OR DEPRESSION	30.9%
SUBSTANCE USE	13.3%
SUICIDAL IDEATION	10.7%
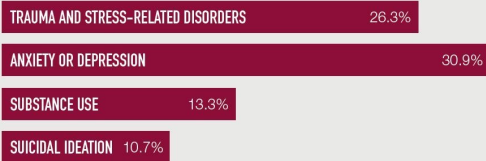
52

PANDEMIC-RELATED POSTTRAUMATIC STRESS SYMPTOMS

- Feelings of fear, anger, sadness, worry, numbness, or frustration
- Changes in appetite, energy, and activity levels
- Difficulty concentrating and making decisions
- Difficulty sleeping or nightmares
- Physical reactions, such as headaches, body pains, stomach problems, and skin rashes
- Worsening of chronic health problems
- Increased use of alcohol, tobacco, or other drugs

53

COVID BRAIN FOG

- "Brain fog" - not a medical or scientific term; it's used to describe sluggish or fuzzy thinking, and not feeling "mentally sharp".
- COVID has been found to affect the brain by causing:
  - Encephalitis (inflammation of brain tissue)
  - Strokes
  - Lack of oxygen
  - Persistent impairment in sustained attention

54

18

COVID BRAIN FOG

- Long-term effects, or "long haulers", of COVID have been found to include:
  - Fatigue
  - body aches
  - Inability to exercise
  - Headache
  - difficulty sleeping
- Some of these problems may be the result of permanent damage to their lungs, heart, kidneys, or other organs.
- Damage to these organs — or even just the symptoms by themselves — can impair thinking and memory and cause brain fog

55

CLEAR THE COVID FOG

- Aerobic exercise
- Mediterranean-style meals - A healthy diet including olive oil, fruits and vegetables, nuts and beans, and whole grains has been proven to improve thinking, memory, and brain health.
- Avoid alcohol and drugs
- Sleep well
- Participate in social activities
- Pursue cognitively stimulating activities
- Practice mindfulness
- Keep a positive mental attitude

56

DEEP WORK & SATISFACTION

- Shallow work – hurried, rapid pace activities we do with little consideration for process. These efforts tend not to create much new value in the world and are easy to replicate.
  - **Email** - we receive an endless amount of messages on a daily basis which pull us away from plan impacting opportunities.
  - **Meeting to meet** – attending a meeting with little or few planned outcomes that covers redundancies.
  - **Social media & "web surfing"** – posting, reading, viewing posts, and jumping around to different websites with no clear purpose.
  - **Scheduling appointments**

57

DEEP WORK & SATISFACTION

- The more shallow work you engage in, the lower your satisfaction.
- Shallow work leads to lower work quality and a steady stream of unrewarding tasks.
- Can the practice of psychology be shallow work? Yes
  - Listening to clients but daydreaming
  - Making simple reflections
  - Not challenging clients
  - "going through the motions" of a session

58

DEEP WORK & SATISFACTION

- Deep Work can change that.
- Deep work - Professional activities performed in a state of distraction-free concentration that push your cognitive capabilities to their limit. These efforts create new value, improve your skill, and are hard to replicate.
- If you spend enough time in a state of frenetic shallowness, you permanently reduce your capacity to perform deep work.
- The ability to perform deep work is becoming increasingly rare at exactly the same time it is becoming increasingly valuable in our economy. As a consequence, the few who cultivate this skill, and then make it the core of their working life, will thrive.

59

DEEP WORK & SATISFACTION

- How to cultivate deep work:
  - your attention is focused tightly on a specific skill you're trying to improve or an idea you're trying to master
  - you receive feedback so you can correct your approach to keep your attention exactly where it's most productive.
- "Your work is craft, and if you hone your ability and apply it with respect and care, then like the skilled wheelwright you can generate meaning in the daily efforts of your professional life."

60

DEEP WORK & SATISFACTION

- How to:
  1. Distance yourself from social media
  2. Give yourself a strict period of time to spend working. This limits burnout, work creep, and keeps you focused and urgent on your work. (turn off & unplug)
  3. Use commutes, exercise, cleaning or other repetitive tasks to work out concepts.
  4. Notice Your Shallow Work to Better Avoid It

61

STRUCTURE YOUR WORK FOR SUCCESS

Active revenue streams
- You doing therapy
- Teaching
- Conducting & writing assessments

Passive revenue streams
- YouTube
- Blog
- Books/workbooks
- Creating journals, worksheets, etc.

62

TREATING WITH HEART

63

THREE CATEGORIES OF "IMPAIRMENT"

- 1) The Incompetent Professional
  - ❖ Poorly trained
  - ❖ Not up-to-date with current standard of care

- 2) The Unethical Professional
  - ❖ Dishonest
  - ❖ Uncaring
  - ❖ Predator

64

THREE CATEGORIES OF "IMPAIRMENT"

- 3) The Impaired Professional*
 - ❖ Not malicious, dishonest, or ignorant
  - ❖ One who is ill

*Defined as "interference in professional functioning due to chemical dependence, mental illness, or personal conflict."

65

BOUNDARIES & CHALLENGES

- Burnout can perpetuate self-fulfilling prophecies
  - Emotionally exhausted psychotherapists find it progressively more difficult to derive satisfaction from client work, resulting in a tendency to put less effort into this aspect of their job, thereby reinforcing poorer client outcomes and further reducing personal satisfaction from therapeutic work. Negative feedback loop is created.

66

BURNOUT NEGATIVE FEEDBACK LOOP

- Less satisfaction
- Putting in less effort
- Poorer client outcome
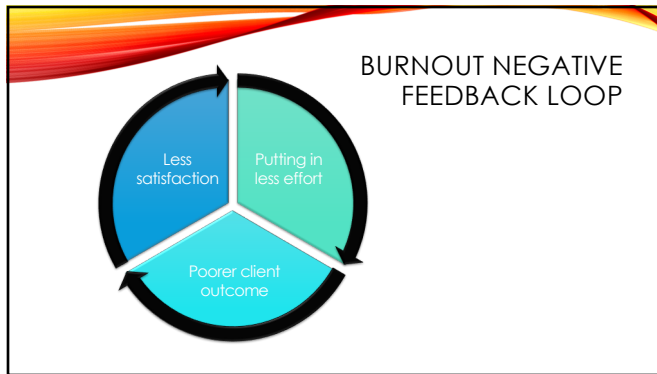
67

BOUNDARIES & CHALLENGES

- Continuing to practice though emotionally exhausted may reduce the clinician's capacity to provide the empathy, support, and guidance necessary to build a therapeutic relationship with clients or to be attuned to issues of risk.
- Mental health providers have a tendency to persist despite experiencing diminished professional competence linked to burnout, due to a belief that their professional role provides a level of immunity to mental health issue.

68

BOUNDARIES & CHALLENGES

- Therapist perceived burnout immunity may be due to:
  - Competence is perceived to be relatively stable, though actually dynamic/fluid.
  - Cognitive deficits (reduced memory and attention)
  - Cognitive biases linked to burnout, personal pride and fear of loss of personal status or professional identity.

69

BOUNDARIES & CHALLENGES

- Therapist perceived burnout immunity may be due to:
  - A strong sense of responsibility to clients
  - Anxieties associated with terminating psychotherapy with individuals who require long-term psychotherapy and/or who fear abandonment.

70

BOUNDARIES & CHALLENGES

- Therapist perceived burnout immunity may be due to:
  - Psychology training programs tend to be largely centered around the mental health difficulties of others, which can reinforce a sense of invincibility regarding psychotherapists' own distress.
  - This can be addressed and challenged through honest introspection and development of insight.

71

CARING TOO MUCH?

- Burnout impacts judgment, which can make the therapeutic relationship ill defined and your feelings unclear.
- If you think you care too much, ask yourself the following questions to identify possible risk factors:
  - Do I think a lot about a particular client between sessions, or stay up late thinking about him/her (non-sexual)?
  - Do I extend therapy sessions without charging a fee?
  - Do I get involved in lengthy text or email exchanges with him/her?

72

CARING TOO MUCH?

- If you think you care too much, ask yourself the following questions to identify possible risk factors:
  - Do I socialize with my client?
  - Do I wish my partner was more like my client?
  - Do sessions feel like "catching up" with a friend than conducting therapy?
  - Do I lend money or provide complimentary ongoing sessions when client is going through tough economic times?
  - Do you have the Savior Syndrome?

73

SAVIOR SYNDROME

Become so obsessed about wanting to make **others** happy, wanting to shield others from experiencing pain, wanting to control the lives of others so they don't make rash decisions that will ultimately hurt them, etc. that you can't experience happiness for yourself.

74

SAVIOR SYNDROME

- Cycle continues until you burnout
- Often confused with generosity and compassion
- Leads to martyrdom (developed sense of entitlement leads to anger and resentment when we don't get what we want/deserve)
- Robs others of the opportunity to shine

75

Greater the degree of burnout or compassion fatigue,
the greater the probability of countertransference

76

COUNTERTRANSFERENCE

Emanates from the **repressed** and **regressive** conflicts of the therapist
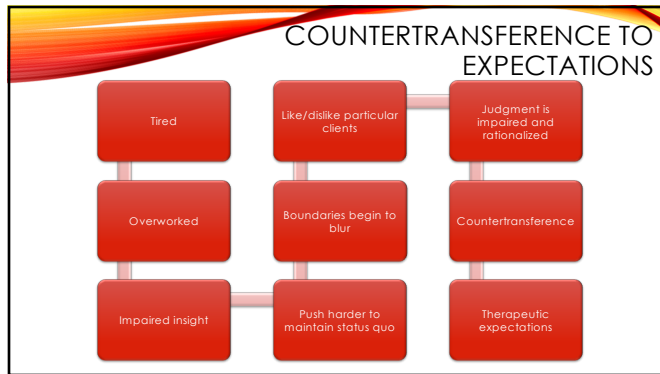
⚠ CAUTION

SLIPPERY SLOPE
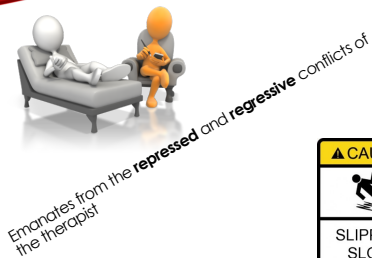
77

COUNTERTRANSFERENCE

- Questions to ask yourself to identify countertransference:
  - Do you have an unreasonable dislike for the client?
  - Do you have excessive positive feelings about the client?
  - Do you become over-emotional and preoccupied with the client's case between sessions?
  - Do you dread the therapy session?
  - Do you feel strong affection or dislike for the client?
  - Do you have intense judgmental thoughts about the client; e.g., "he's such a pig!".

78

COUNTERTRANSFERENCE TO EXPECTATIONS

79

THERAPEUTIC EXPECTATIONS

Where are you in all this?

80

THERAPEUTIC EXPECTATIONS

What about your own mental health?
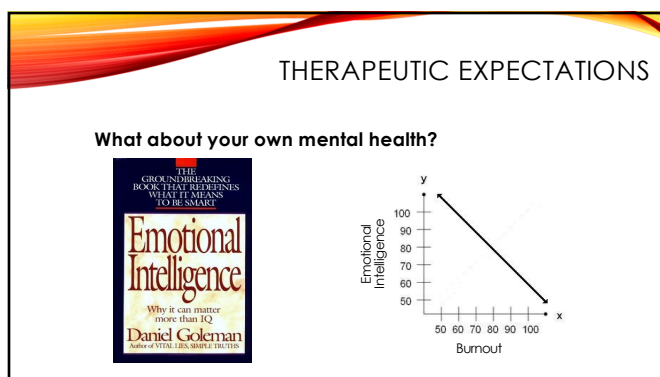
81

WHAT IS EMOTIONAL INTELLIGENCE AND IS IT RELEVANT TO BURNOUT?

82

EMOTIONAL INTELLIGENCE
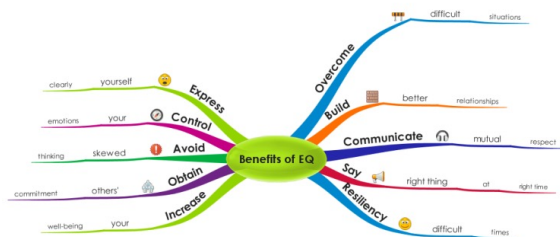
83

CAN BUILDING EMOTIONAL INTELLIGENCE SKILLS HELP WITH
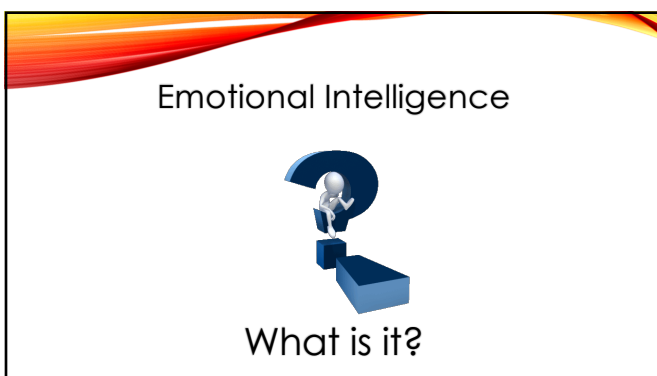
Burnout?
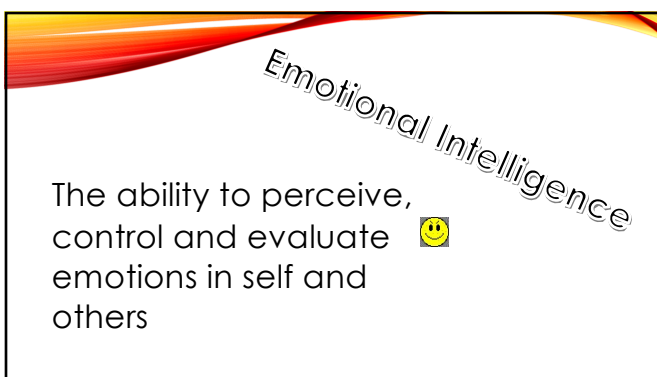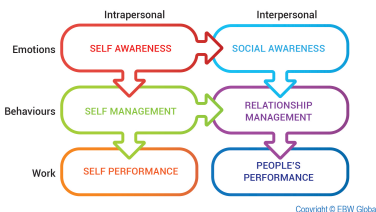
Savior Syndrome?

Compassion Fatigue?

YES!

84

WHAT EMOTIONAL INTELLIGENCE IS NOT

85

Emotional Intelligence

What is it?

86

Emotional Intelligence

The ability to perceive, control and evaluate emotions in self and others

87

Emotional Intelligence

Four Key Components:
1) Perceive emotions
2) Use emotions to assist thinking
3) Understand emotions
4) Manage emotions

88

Emotional Intelligence

	Intrapersonal	Interpersonal
Emotions	SELF AWARENESS	SOCIAL AWARENESS
Behaviours	SELF MANAGEMENT	RELATIONSHIP MANAGEMENT
Work	SELF PERFORMANCE	PEOPLE'S PERFORMANCE

Copyright © EBW Global

Think about yourself
&
clients, loved ones,
coworkers, etc.

89

CHARACTERISTICS OF A LOW EQ PERSON

"If only I had a different job … …"
"If only I had finished graduation … …"
"If only I had been handsome/beautiful …"
"If only my spouse had stopped drinking …"
"If only I had been born rich and famous…"
 "If only I had good contacts…"
"If only I had better friends …"
"If only I had married someone else …"

90

CHARACTERISTICS OF A
HIGH EQ PERSON

- A time to wait and a time to watch,
- A time to be aggressive and a time to be passive,
- A time to be together and a time to be alone,
- A time to fight and a time to love,
- A time to work and a time to play,
- A time to cry and a time to laugh,
- A time to confront and a time to withdraw,
- A time to speak and a time to be silent,
- A time to be patient and a time to decide.

91

How does it relate
to what we do?

92

EMOTIONAL LABOR

The emotional work required to demonstrate or express **emotional states** that may **differ** from how the individual is **actually feeling** in order to get work or a task completed.

93

EMOTIONAL LABOR AND MENTAL HEALTH

You have issues at home but must attend to your clients' issues.

I came, I saw, I started to conquer... but I got tired and said to heck with it.

94

THE BRAIN'S EMOTIONAL ARCHITECTURE

EMOTIONAL HIJACKING

95

Emotional responses which are immediate and overwhelming, and out of measure with the actual stimulus because it has triggered a much more significant emotional reaction.

96

Not always negative, when a joke strikes someone as so uproarious that their laughter is almost explosive, that too, is a limbic response.

97

We can learn to slow our probability of emotional hijacking through therapy.

98

CONTROL EMOTIONAL HIJACKING

• Step 1:
  • Notice the triggers, know your physiological and cognitive responses to being triggered.
• Step 2:
  • Be present, practice mindfulness.
• Step 3:
  • Beware the flood of negative and fatalistic thoughts. Identify counter thoughts and images.

99

CONTROL EMOTIONAL HIJACKING

- Step 4:
  - Take a physical assessment of how you feel and any bias thinking (fatalistic).
- Step 5:
  - Breathe in a rhythmic and smooth manner.
    - Counting 1, 2, 3, 4, 5, and 6, then inhale again, counting 1, 2, 3, and 4, and then exhale again, counting 1, 2, 3, 4, 5, and 6; this establishes rhythm.
    - Volume of the breath stays consistent as it moves in and out, like sipping liquid through a narrow straw is smooth.

100

EMOTIONAL INTELLIGENCE AND ETHICAL VIOLATIONS

101

Studies have shown that those with high emotional intelligence tend to have fewer ethical violations.

102

Emotional intelligence
has been found to be
predictive of
individual ethicality and perceptions
of others' ethics.

103

Those with low emotional intelligence tend to interpret others' unethical actions as justification for their own unethical behavior.

104

GREED, ETHICS, & EMOTIONAL INTELLIGENCE

- More greedy individuals find a variety of transgressions more acceptable and justifiable and engage in a variety of transgressions more often compared to less greedy individuals.
- Greedy people were more likely to take a bribe and also preferred higher bribes.
- Greedy people were more likely to transgress because they found the positive outcomes associated with the transgression more desirable, and therefore displayed lower self-control.

105

GREED, ETHICS, & EMOTIONAL INTELLIGENCE

- Emotional exhaustion, depersonalization, and personal accomplishment, positively predicted counterproductive workplace behavior.
- Nurses who score high on emotional intelligence are less likely to engage in tardiness, theft, fraud, sexual harassment, workplace bullying, absenteeism, substance abuse, workplace aggression, or sabotage.

106

THESE RESULTS HAVE BEEN FOUND IN THE FOLLOWING PROFESSIONS:

Nurses

Law Enforcement

Counselors   Social Workers

Attorneys

Doctors

CEOs - ENRON

Psychologists

College/University Professors

107

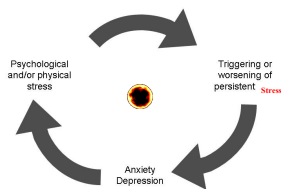## LEARN HOW TO APPLY EMOTIONAL INTELLIGENCE TO BEAT BURNOUT
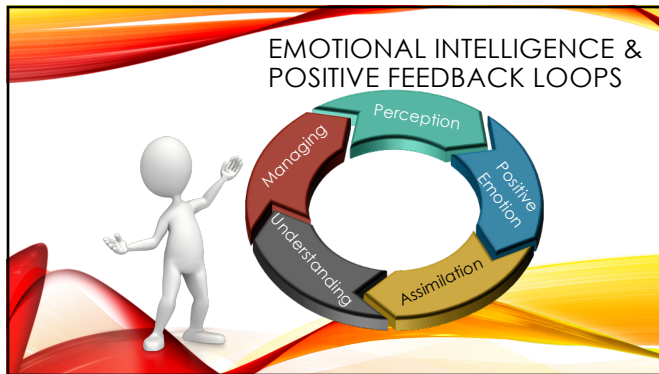
108

WHO IS EMOTIONALLY INTELLIGENT?

109

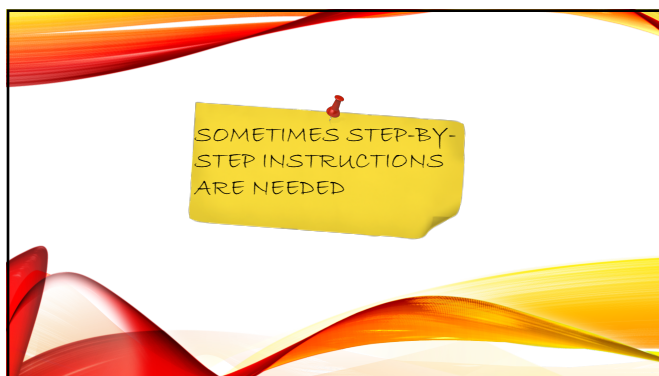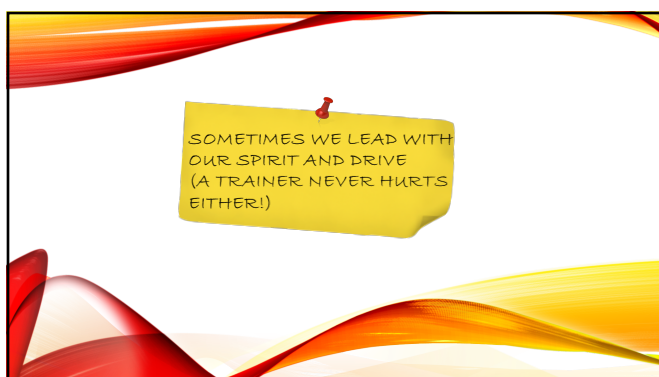Learning About Positive Feedback Loops

110

TYPICAL FEEDBACK LOOP

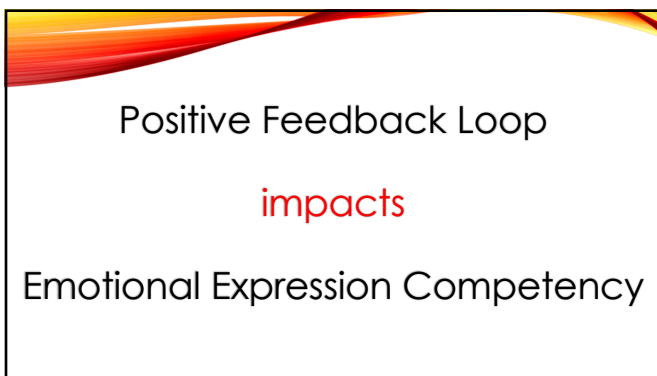Psychological and/or physical stress

Triggering or worsening of persistent **Stress**

Anxiety Depression

111

EMOTIONAL INTELLIGENCE & POSITIVE FEEDBACK LOOPS

112

SOMETIMES STEP-BY-STEP INSTRUCTIONS ARE NEEDED

113

SOMETIMES WE LEAD WITH OUR SPIRIT AND DRIVE (A TRAINER NEVER HURTS EITHER!)

114

Dr. Fox 10/2021

115

Positive Feedback Loop

impacts

Emotional Expression Competency

116

EMOTIONAL EXPRESSION COMPETENCY

- Defined as: *The skill of expressing one's own emotions effectively and clearly.*
  - Burnout is a detractor!
- For example:
  - Being able to identify accurately which emotion you have rather than using a vague or generalized description.
  - Being able to choose the best way to express an emotion.

117

EMOTIONAL EXPRESSION COMPETENCY

- Being able to use various forms of expression, such as expressing your feelings in writing, painting your feelings, verbally describing your feelings to someone else, letting out your feelings in a private place, etc.

FEELING WORDS

Open	Happy	Alive	Good	Love
• Kind	• Great	• Playful	• Calm	• Loving
• Confident	• Gay	• Courageous	• Peaceful	• Sensitive
• Reliable	• Joyous	• Energetic	• At Ease	• Tender
• Easy	• Lucky	• Liberated	• Comfortable	• Devoted
• Amazed	• Fortunate	• Optimistic	• Pleased	• Attracted
• Free	• Delighted	• Provocative	• Encouraged	• Passionate
• Sympathetic	• Overjoyed	• Impulsive	• Clever	• Admiration
• Interested	• Gleeful	• Free	• Surprised	• Warm
• Satisfied	• Thankful	• Frisky	• Content	• Touched

118

EMOTIONAL EXPRESSION COMPETENCY

- Being able to express a full range of emotions, from grief, disappointment, anxiety, fear, fury, anger, and disgust as well as love, affection, pride, determination, joy, enthusiasm and happiness.
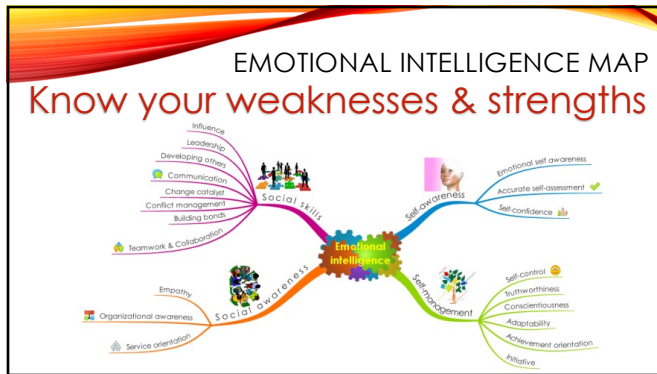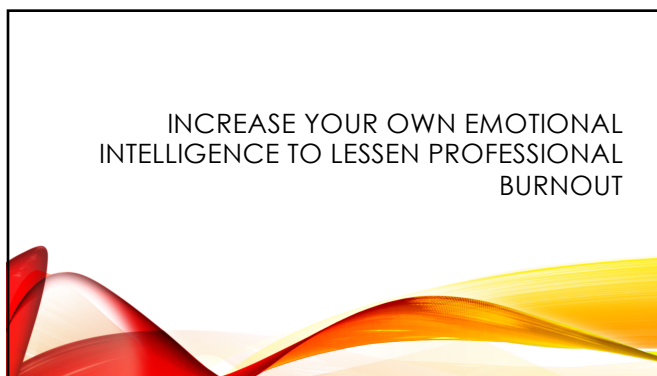
119

EMOTIONAL EXPRESSION COMPETENCY

- Being able to choose to whom you express your emotions and when, rather than emotional hijacking and you bursting into tears or banging your fist during an important meeting.
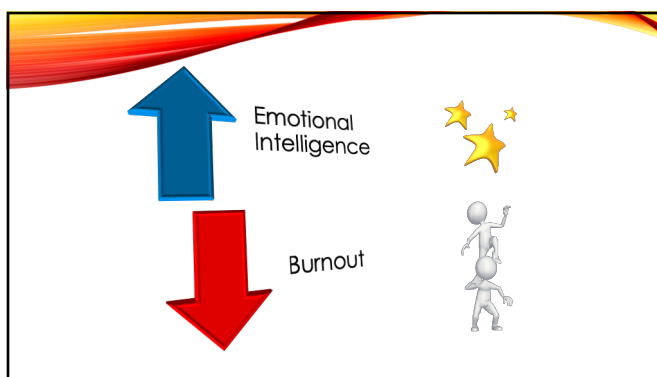
120

EMOTIONAL INTELLIGENCE MAP
Know your weaknesses & strengths

121

INCREASE YOUR OWN EMOTIONAL INTELLIGENCE TO LESSEN PROFESSIONAL BURNOUT

122

Emotional Intelligence

Burnout

123

10
Key Factors in Highly Emotionally Intelligent People

Enhance these to prevent burnout

124

Label Feelings Instead of People

FEELINGS & EMOTIONS

Distinguish between what you think and what you feel

125

Own Responsibility for Your Feelings and Emotional Reality

RESPONSIBILITY: THE ABILITY TO CHOOSE YOUR RESPONSE.

126

Do Not Suppress or
Negate Your Emotions

127

Acknowledge When Negative Emotions
Aren't Beneficial

Problem-Solve
What is Causing the Emotion

128

Look for Learning and Growth
in Negative Emotions

LEARNING

GROWTH

129

SELF-REGULATE
to change unhelpful emotions

Turn Them into
Motivating
Factors

130

Have respect for and
validate others' emotions

Regardless of Age

131

Put Your Agenda Aside

Empathy

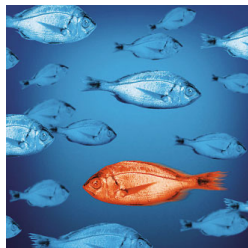Support Others   But Maintain
Balance

132

BLAME

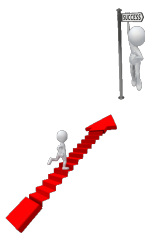Avoid others who tend to blame and avoid blaming others

133

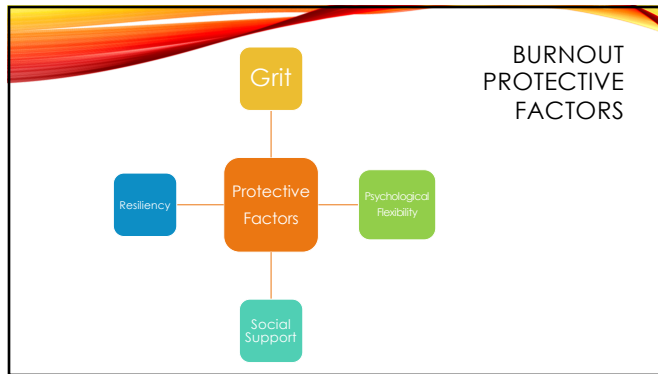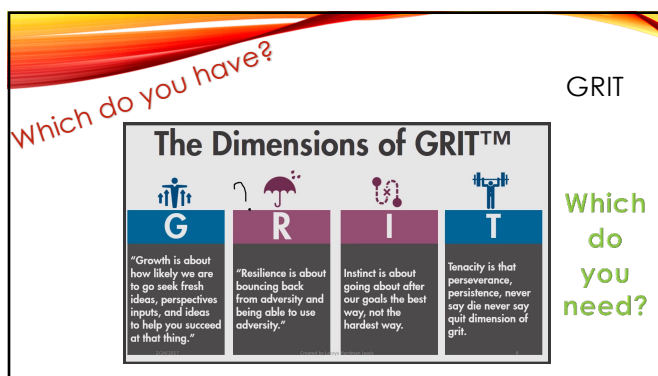Accept the difference where you are and where others are

Acceptance

134

Those who utilize these components achieve success

135

BURNOUT PROTECTIVE FACTORS

Grit

Resiliency — Protective Factors — Psychological Flexibility

Social Support

136

GRIT

Which do you have?

The Dimensions of GRIT™

G — "Growth is about how likely we are to go seek fresh ideas, perspectives inputs, and ideas to help you succeed at that thing."

R — "Resilience is about bouncing back from adversity and being able to use adversity."

I — Instinct is about going about after our goals the best way, not the hardest way.

T — Tenacity is that perseverance, persistence, never say die never say quit dimension of grit.

Which do you need?

137

ASSESS YOUR GRIT

ASSESSMENT
CHECK EVALUATE

- Have you turned any of your dreams into reality?
- How have you dealt with failure? Have you been able to bounce back from it? If so, tell me how.
- Tell me about a time you had a new idea at work, and how you implemented this idea. Did it work well with the other team members?
- Describe something you had to work on for an extended period of time and how you stayed engaged?
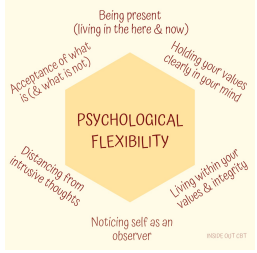
138

46

ASSESS YOUR GRIT

- Do you keep a positive attitude during difficult situations?
- Do you keep your eyes on the bigger picture even in challenging situations? If yes, how? If no, why not?
- What your priorities? What action do you take to achieve them?
- Do you have the skills to help you manage your stress?

How'd you do?

139

PSYCHOLOGICAL FLEXIBILITY

140

ASSESS PSYCH FLEXIBILITY

- I feel ready to accept future changes.
- I recognize myself as someone who is able to change his/her position and modify him/herself accordingly.
- When I encounter difficulties in achieving a goal, I am able to try numerous solutions.
- I Don't often find change to be a challenge.
- When times are hard, even very hard, I am able to remember that there are better times ahead.

141

CULTIVATING KEY RELATIONSHIPS TO HELP KEEP YOU FOCUSED

142

HOW TO CULTIVATE RELATIONSHIPS

- Exercise and identify empathy in self and others.
- Exhibit thoughtfulness and generosity with self and others.
- Be consistent and follow through.
- Be willing to compromise and exercise fairness with self and others.
- Don't just contact others when you need something.
- Know and exercise clear boundaries, and what you'll do when challenged.

143

RESILIENCY

144

ASSESS YOUR RESILIENCY

- I am able to adapt when changes occur.
- I tend to bounce back after illness, injury, or other hardships.
- Having to cope with stress can make me stronger.
- I can deal with whatever comes my way.
- I am not easily discouraged by failure.
- I am able to handle unpleasant or painful feelings like sadness, fear, and anger.

145

WHAT ELSE CAN WE DO TO PUSHBACK ON BURNOUT?

But Wait, THERE'S MORE!

146

USE YOUR LISTENING SKILLS!!!

We listen to clients/patients, even our dog, but are we listening to our relationships with PEOPLE

147

DEVELOP OTHERS

Sense others' developing needs
and bolster their abilities!

148

THE ART OF CRITIQUE

Never give feedback during an
emotional hijacking

149

EMOTIONS ARE CONTAGIOUS

Kind
&
Cruel

150

HANDLE YOUR BAGGAGE

151

LET THEM HANDLE THEIRS

152

BUT KNOW HOW TO ASSIST

Influence
Change Catalyst
Conflict Management
Communication
Leadership

153

WORKPLACE EMOTIONAL INTELLIGENCE SKILLS

- Emotionally intelligent workers have great potential to develop initiative, team leadership, adaptability and an emotional hierarchy.
- They utilize self-awareness, self-regulation and motivation, and self-control.
- Enhance your Social Radar – awareness of others in reference to where you are. Factors include:
  - Empathy, listening well, gaining perspective, and giving help
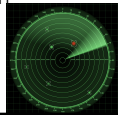
154

IT'S BIGGER THAN ME
BUILDING SOCIAL SUPPORT

- The importance of community appears to be declining in modern society, with only 42.5% of people aged 16 to 25 rating associations with others in their community as important, compared to 73.1% of over 75.
- Moving away from one's hometown, family and friends can have a very real impact on our relationships. Moving means having to adapt to a new physical and social environment. Studies suggest that one of the biggest challenges facing individuals when they move is building relationships and connecting with others.

155

IT'S BIGGER THAN ME
BUILDING SOCIAL SUPPORT

- While online and mobile technologies can provide a means of connecting and can increase our sense of belonging – having a positive impact on our relationships – research suggests that this cannot replace our offline relationships.
- We need the neurochemical response that occurs during face-to-face interactions that contributes to well-being.

156

IT'S BIGGER THAN ME
BUILDING SOCIAL SUPPORT

- Let those closest to you know when you need extra support or advice.
- Ask a relative or friend to check in with you regularly by phone, text, video chat, or instant message.
- Talk to a counselor, therapist, professor, mentor, or clergy member (yes, you).

157

COUNTERING THE HIVE MIND

- You need to allow time to block out distractions to focus on one issue at a time.
  - Turn off phone, computer, email and text notifications.
- Utilize a more **start-engage-finish** mentality.
- Develop a process for task completion, whether individual or within your practice.
  - For example, shared spreadsheets, Slack, Google Drive, other communication and process based software.
- Specify times to check emails, such as 8:00-12:00 and 1:00-5:00, for example.

158

If You
CHANGE Nothing
Nothing
WILL Change!

WE'VE GOT TO DO IT DIFFERENTLY GOING FORWARD

159

DOING IT DIFFERENTLY

- Try to find some value in your work.
- Find balance in your life between professional and personal responsibilities.
- Take time off. Real time off with no client contact.
- Examine and reset your personal and professional boundaries.
- Take a daily break from technology. You don't need it as much as you think, and IG surfing is not a stress reliever.

160

DOING IT DIFFERENTLY

- Nourish your creative side.
- Make time to relax and unwind.
- Get plenty of sleep.
- Make exercise a priority
- Support your mood and energy levels with a healthy diet
- Practice the art of appreciation and gratitude every single day.
- Practice what we preach – use positive and encouraging self-talk.
- **Last, but definitely not least…**

161

Know your

Y

162

163

164

Burnout Assessment sheet:

0 = Never ♦ 1 = Rarely ♦ 2 = Sometimes ♦ 3 = Occasionally

4 = Very Often ♦ 5 = Always

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____