
Addressing Burnout & Building Safe Working Environments

— Sarah Devereaux | June 2023 —



DO
MORE.



Burnout is rising, with 52% of all workers reporting feeling at least somewhat burnt out - and it's likely underreported.

Employees are leaving their jobs at an alarming rate, with 40% of workers considering a move and at least 50% of workers "quitting quietly."

Workplace toxicity is the leading cause of burnout and employee intent to leave, yet most companies continue to focus on training and benefits to solve the problem.

**All stats from various 2022 studies:
McKinsey & Company, Gallup, Sloan MIT*



LeanIn & McKinsey Women in the Workplace 2022 Report

29% of professional women have thought about downshifting or leaving the workforce entirely.

43% of women in leadership say they are burned out vs. 31% of male leaders.

52% of female senior managers are responsible for most or all of the housework and child care vs. just 13% of their male counterparts.

How does burnout affect performance?

Difficulty learning

Outsized emotions

Impaired decisions

6 causes of burnout

Unsustainable workload

Perceived lack of control

Insufficient rewards for effort

Lack of supportive community

Lack of fairness

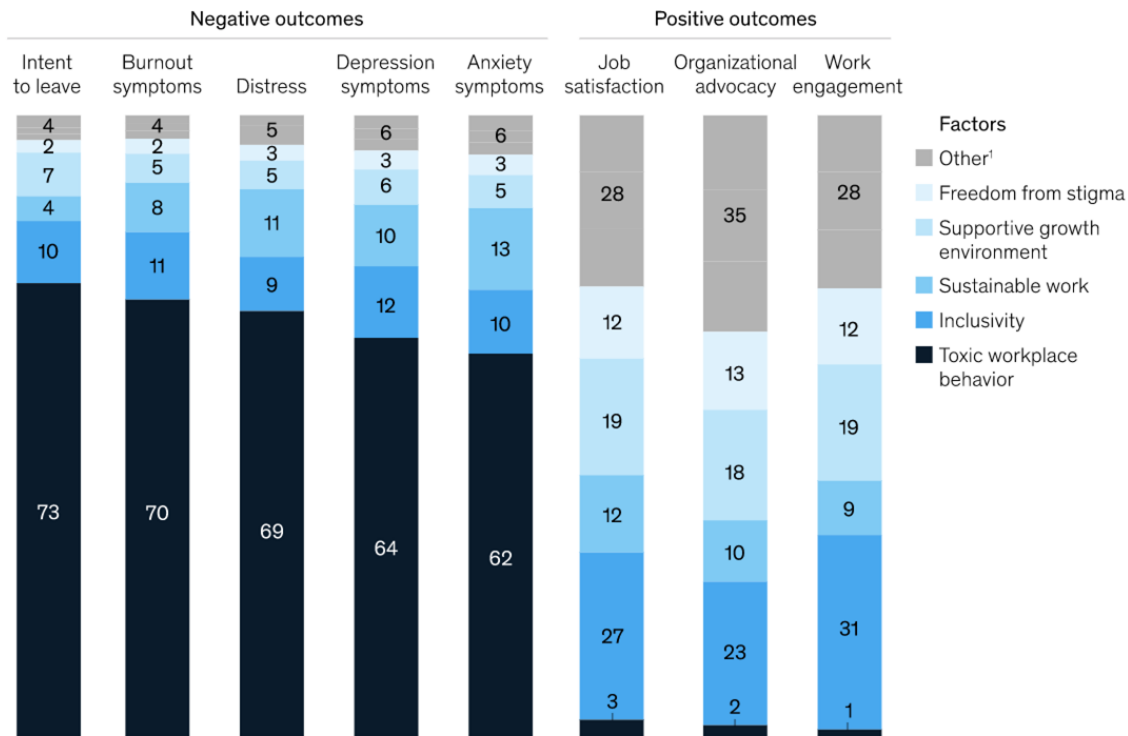
Mismatched values and skills

How does burnout sound?

Unsustainable workload	"I have way too much on my plate and need to cut back."	"Let's see how we can improve your time management."
Perceived lack of control	"I don't agree with how this team makes decisions."	"You don't always see what's happening behind the scenes."
Insufficient rewards for effort	"I need to be appropriately compensated for the work I do."	"You need to be performing at the next level before we talk about promotion."
Lack of supportive community	"I don't feel like my peers or my manager have my back."	"It's important for you to be accountable for your own actions."
Lack of fairness	"I don't understand why some people are promoted over others."	"Every situation is different. You shouldn't compare yourself to others."
Mismatched values and skills	"I need more direct, honest feedback to help me improve."	"Let's take a look at how your skills compare to role expectations."

Toxic workplace behavior is the biggest driver of negative workplace outcomes, such as burnout and intent to leave.

Contributing factors to workplace outcomes, % of variance in outcome measure driven by factor



Note: % values indicate the relative contribution of each predictor to the proportion of variance explained for each outcome. These metrics were forced to sum to 100% (instead of R² or no meaningful sum) to allow for direct comparisons of the proportion of total variance explained across outcomes. Total r-squared for each outcome: work engagement, 0.53; organizational advocacy, 0.51; work satisfaction, 0.51; burnout symptoms, 0.36; intent to leave, 0.34; distress, 0.22; depression symptoms, 0.21; anxiety symptoms, 0.19. Figures may not sum to 100%, because of rounding.

[†]Includes organizational accountability, employee health as a strategic priority, and access to resources.

Source: McKinsey Health Institute Employee Mental Health and Wellbeing Survey 2022, n = 14,509



Solving burnout requires
systemic change

Leading systemic change



**Reframe your
purpose**

Leading systemic change



**Reframe your
purpose**



Release control

Leading systemic change



**Reframe your
purpose**



Release control



**Trust by
default**

Leading systemic change



**Reframe your
purpose**



Release control



**Trust by
default**



**Build a shared
understanding**

Leading systemic change



**Reframe your
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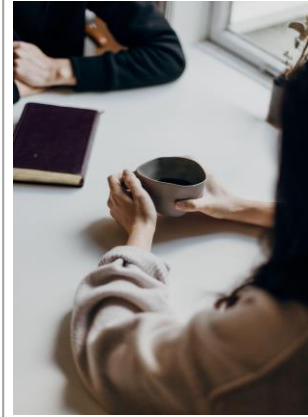
Release control



**Trust by
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**Build a shared
understanding**



**Focus on
learning**



Never underestimate the power of dreams and the influence of the human spirit. We are all the same in this notion: **the potential for greatness lives within each of us.**

— *Wilma Rudolph*

Thank you :-)

Q&A