

IOWA

Fixing the System, Not the People: Rethinking Burnout Solutions



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Not the People:
Rethinking Burnout Solutions

Attendance Check In Code

78599

Our Story

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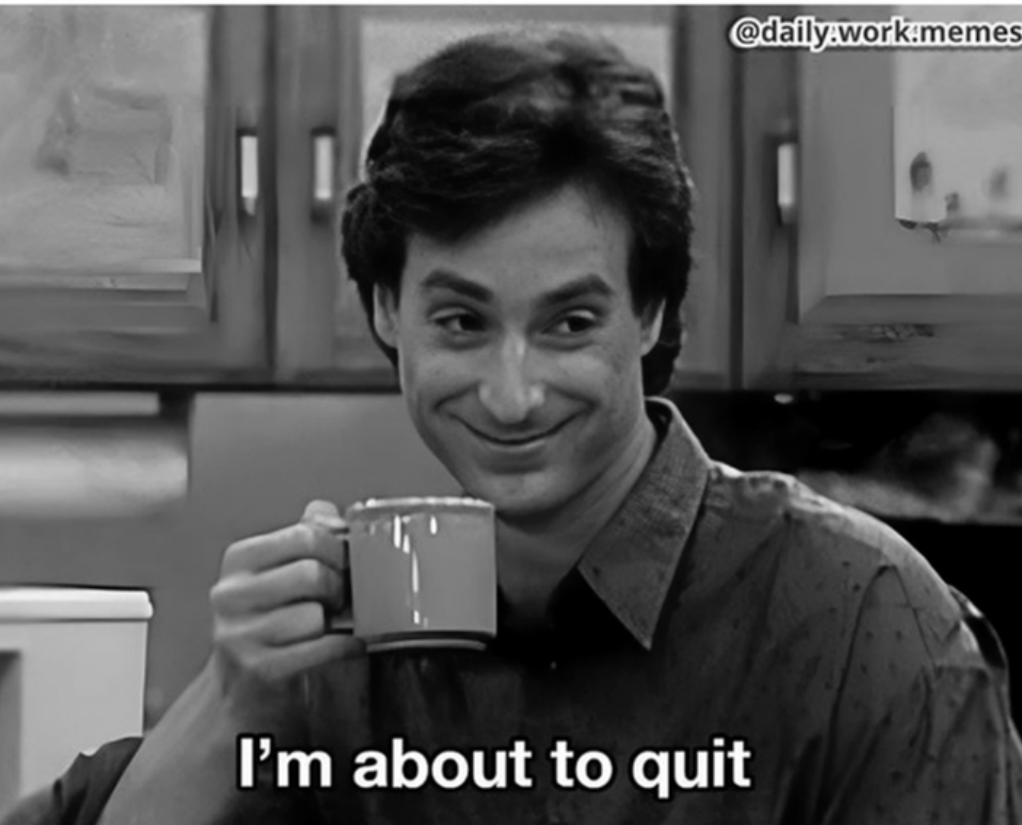
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Burnout Check-In

Coworker: This is the first time I've seen you smile at work, what's up?

Me:



Me coming to work full of life and ready to succeed:



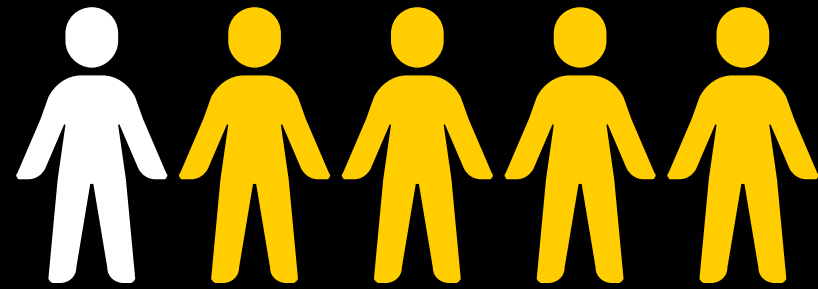
a little burned out but doing my best



Objectives:

- Assess how institutional culture shapes employee burnout and pinpoint key contributing factors.
- Utilize research to assess strengths and growth opportunities in your institutional and departmental culture.
- Develop organizational strategies that proactively reduce burnout and foster well-being for your institution.

WHY IS THIS IMPORTANT?



Approximately 1 in 5 counseling center positions were vacated in 2021–2022, and 78.1% of counseling center directors reported difficulty in recruiting for open positions. Work conditions were a top reason staff left college counseling centers (Gorman & Scofield, 2023)

Brewster et al. (2022) explored the “intrinsic interconnection between staff and student well-being” (p. 548) and suggested that promoting an institutional culture of well-being will have an impact on staff, with a positive reciprocal impact on students.



Social Exchange Theory

“What is different, however, for us in the alternative institutions is that we usually are fighting a battle on at least three fronts—we are contending with the ills of society, with the needs of the individuals who come to us for assistance, and with our own personality needs.”(p. 73)’

Freudenberger (1975)

Organizational Culture Scan

Formal Signals



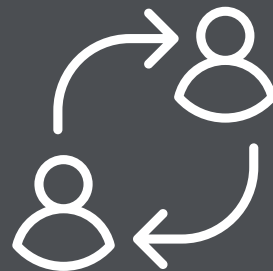
**Climate/Burnout
Surveys**



**Performance
Evaluations**



**Caseload/Productivity
Measures**



Sick Leave & Turnover

Informal Signals

1:1 Supervision

Closed Door Check-Ins

**Humor or
Sarcasm**

Peer Conversations

In-passing

**Explicit
Language**

Implicit Language



IF YOU WERE ASKED
TO ASSESS YOUR
ORGANIZATIONAL
CULTURE OVERALL,
HOW WOULD YOU
RATE IT?



KEY FACTORS CONTRIBUTING TO BURNOUT

WORKLOAD

LACK OF EQUITY

LACK OF CONTROL

VALUES CONFLICT

LACK OF REWARD

LACK OF COMMUNITY

Assess:

What are your institutions' strengths and opportunities?

Workload:

What are the hours of operation?

Are their unexpected hours on nights and weekends?

Are individuals completing tasks on nights and weekends? Emails? Documentation?

Do people communicate when they feel overwhelmed?

“The demands of my work are manageable.”

Do supervisors arrange a lighter workload when life stressors threaten performance?

Equity:

Whose voices are heard?

How do individuals receive promotions?

Are there individuals dedicated to consideration of DEI initiatives?

Is there an atmosphere of trust, sincerity, and emotional respect?

Is performance evaluation two-way?

Assess:

What are your institutions' strengths and opportunities?

Control:

Are employees empowered to make decisions autonomously?

Are employees part of larger departmental and/or institutional decisions that impact them?

Do employees have to ask for permission?

Are specified work hours negotiable?

Values:

Do indicated values align with day to day practices?

Do departmental or institutional values align with the individuals' values?

Do individuals feel connected to a larger purpose?

Are individuals able to find meaning in what they do?

Assess:

What are your institutions' strengths and opportunities?

Reward:

Are staff told when a job is well done?

Are accomplishments celebrated in ways that are meaningful to the individual and/or group? (Ex. Joy language)

Are there awards and recognition, beyond financial, for employee contributions?

Is the process fair and consistent for recognition?

Community:

Do people feel comfortable psychologically safe seeking help from peers or supervisors?

How is trust developed?

How is conflict handled?

Are there opportunities for collaboration?

Are there opportunities for connection, formal and informal?

What are the biggest issues contributing to burnout at your center?





Staff in supervisory roles
experience less burnout
than general staff. Why?

**EMERGENCY
WE'RE
MANAGING**

the org's response to widespread
but is free access to a wellness app



What is one small shift I can make as a leader to improve organizational culture?

Work Group(s)



Flexible Work Opportunities



Individual Needs



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Questions?

Interested in connecting
with us?

Reach out!

Email

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Attendance Check Out Code

58646

Also, please remember to complete the session evaluation in the app by clicking on “External QA/Survey.” Thank you!

Resource Page

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