

Preventing Staff Burnout

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Today's presentation is Preventing Staff Burnout presented by Paul Singer and Gail Griffith. Paula Singer is owner and operator of -- founded in 1983 per individual is -- annualized approach has success with a impressive client list. With expertise in organization development, strategic planning an -- bring specific focus to each project

Gail Griffith has enjoyed a 35 career in libraries with over 25 years as a public administrator Library in it in Maryland. Since 1992 she is consulted with libraries around the country on strategic planning and organization design projects. Often with the singer grew. She is also a skilled trainer particularly in the areas of leadership development and teambuilding.

I am now happy to introduce Gail and Paula.

Hi everyone. This is Gail. Paula, are you there?

Perhaps it's just Gail. [Laughter]

Welcome -- welcome.

I am hearing a little feedback. Gail, this is Chuck. We have lost Paula. I'm hoping she will call back.

Great. I will keep going. Today Paula and I want to talk with you

about burnout and stress and the difference between them. These symptoms and stages of burnout, some of the causes, as things you can do about it. Designing jobs to help prevent burnout and strategies to help you and others recover. So first we would like to know who is in the room and I believe Chuck you are going to pop up a slide for folks. So we can see.

If you would take a moment to answer what your role in libraries might be.

Chuck, when you have collected the answers I am not seeing things happen in real time. So if you could give us a sense of who the participants are that would be helpful.

It seems to be slowing down quite a bit right now. I will close it and give you the information.

Great.

Have about 15 more seconds.

That is great.

Okay. It looks like about 40% of us our -- our supervisors.

Gale, can you hear me?

Paula, you are back.

Welcome back.

Hi everybody and I will get the next slide as soon as I have it. Jail, whether you finish what you were doing. I am sorry.

We are just recapping the poll results to find out who is in the room. Paula, I'm delighted that you are one of the people in the room now.

We see there are a lot of supervisors but also a lot of frontline staff and some library directors with us as well.

So Paula --

We are going to ask you and I see there are a lot of people participating -- why did you decide to join us today? Why did you choose this webinar? Please answer to let us know.

I am not seeing anybody in the chat are,

Me either.

Is no one chatting?

Managers. Gay. -- Yeah.

We are concerned about burnout.

Staff shortages are doing it.

More with less.

Burned out and ready to move on. I am trying not to look at this as a prison sentence until I can leave. We will find out some ways to help you with that. And technology, that is certainly doing it. Too much to do and not enough people to do it. And general interest. It's of interest. Because it is so undeniable that there is more stress in our lives today than ever before. The pace of change continues to accelerate and Sunday's weekend barely tread water. Much less get ahead of the challenges that keep coming at us.

We see on many of you have mentioned shrinking resources and many of you have said can only do more with less for so long. I don't know if anybody our seeing coworkers laid off. We have seen that as a number of libraries. Ongoing budgetary concerns. Yes, they are weighing on our staff. Public employees including library employees have been laid off and they are seen as undervalued and underappreciated. It's hard to start giving 100% of your time and energy when you are not feeling appreciated. I know Gail and I are seeing this 24/7 on how we escape from that. You all have made a number of other -- [Indiscernible] with a teaspoon. Being aware of earnout problems. We are really glad that you have joined us.

Gail will now talk about the difference between stress and burnout. I know we've been talking about stress for years, and burnout is as somebody mentioned a new topic.

Gail.

We talk about stress and burnout in the same breath a lot and that makes us think that sometimes we don't make a distinction but

there is one. Chuck is going to pop up a nether poll slide for us and we are going to ask you to look at each one of these for statements and choose whether you think the person saying it is stressed out or burned out.

I've so much to do and so little time I just have to push through to get it all done.

Stressed out or burned out?

I just want to shut myself in my office and never come out.

Stressed out or burned out?

I have been working 24/7 for the past month. I am exhausted and I need to take some time off.

Stressed out or burned out?

I cancel my vacation this year to get this work done and nobody appreciated my sacrifice.

Stressed out or burned out?

So check is in a moment -- you could feed us back the results. We -
-

We still have quite a few people answering.

It's hard to take the pulse with 260 some people.

They are answering each question.

This is going to be interesting.

I think we are stressing him out.

[Laughter]

We are sorry.

They have about 20 seconds left and then I will share the pool.

We understand you don't have the context in which somebody might be saying this but these statements are really typical of either being stressed out or being burned out.

In a moment we will see what you think.

It should be posted now.

Don't see it yet.

Their regard. -- There we go. Most people say the answer to number one is stressed out. You are right. Burnouts is number two. Number three you are much more divided on and the answer there is stressed out. Number four most of you call as burnout and you are correct. What is the difference? Statement number one and number three are both of stressed out. If you look at them, the person saying them is aware that they need time off your -- or

when they say they have to push their it implies that there is another side and they will come out. These statements number two and four, those people are disengaging and sacrificing themselves without appreciation. We will talk more about that in a bit.

So burnout. It's a very painful affliction of good people who are trying to give their barest -- very best. It's a state of exhaustion caused by excessive and prolonged stress without a balance of healthy, positive the input needed to recover from stress. Burnout reduces your productivity, that's your energy, leaves you feeling increasingly helpless, hopeless, cynical, and resentful.

Eventually you may feel like you have nothing more to give. This is different from those days we all have when we might feel a little overloaded or unappreciated or when all those balls we are keeping in the air art -- aren't even noticed by anybody much less rewarded. It might be hard to drag yourself out of bed to face one more day. When those days are in isolation that is stressed. If you feel like this most of the time you are flirting with burnout.

In his but burnout, the high cost of achievement, Herbert [Indiscernible] from the first phase of wanting to prove yourself and do a good job to an escalating set of emotional, behavioral, and physical symptoms that accompany the realization that doing a good job according to your own definition or that of others is virtually impossible.

There are some ways that stress and burnout are very different and the slide summarize a lot of them. Hans sell Yahoo conducted important research on stress in the mid-20th century noted that stress is just a demand on us. It has both positive and negative aspects. As he said the absence of stress is that. Stress in itself is neither negative or positive. We all experience it. Most of us are

able to balance those periods of peak stress with periods of recovery. So that we have a chance of maintaining an even keel. Some people are really good at this and most of us have a little trouble with the balance from time to time.

Burnout is something a little different and long-term. You can see -
- Paul and I will give you examples. There's one bullet here that that stress is characterized by over reactive emotions.

I have an example. Somebody said, I can't believe that drama queen in the [Indiscernible] department. Saying she has more work to do than we have. Who is she kidding. Obviously she hasn't seen my to do list.

Burnout on the other hand has a blunt emotions. More like this.

It really doesn't matter how much work they pile on. Side. None of it is any fun anymore. Just one more thing to do. I can't even remember why I ever wanted to work on a library.

Stressed is characterized by a loss of energy, something like a hunch -- just worn out by working all day at this desk. Those customers just keep on coming. But burnout is characterized by a loss of motivation, ideals, and hope like this. Must -- most of these customers want to complain. As if I care.

I would never say that.

We would never say that. Probably not.

Was stressed the primary damage is visible. Your staff member or

you make it every virus that is around because your resistance is lowered and you might be taking a lot exit -- sick time. With burnout the primary damage is emotional. Your relationships over because you become cynical and disengage from others.

I want to make the comment in response. We had the title and author in the resource estimate -- section at the end of the PowerPoint. Everybody we side you will be able to find there.

So stressed by in large involves too much, too many pressures that demand too much of you physically and psychologically. Stressed people can still imagine though that if they can just hit everything under control they are going to feel better. Burnout on the other hand is about not enough. Being burned out means feeling empty without motivation, and beyond caring.

People experienced burnout often don't see any hope of positive change in their situations. So it excessive stress it's like drowning in responsibilities. Burnout is about being all dried up.

Gosh, it sounds hard.

It sounds horrible.

There are some rather predictable stages of burnout and here's what it looks like. For the burger we talked about earlier and a lot of others who were in our citation list have written about four stages of burnout represented by those dark errors on the left. John Morris think out in her book fried break these out to be more granule -- granular and we put those on the right.

Restage. Physical mental and emotional exhaustion. How do we

get here. Most people on the road to burnout -- burnout begin with high ideals. We tend to be in helping professions, working for the good of a community or a cause, or maybe we are a caregiver. We find ourselves working like a maniac to change the world or provide a needed service or these days to save an organization or an institution that is threatened. When working like a maniac because they lifestyle and not just temporary, we put our own needs of last more and more often. This kind of exhaustion sets us up for the next stage. Shame and doubt.

We feel we ought to be able to handle things and people trust us to keep on doing what we have been doing. Because we have always done it so well. But we are not sure we can. We are starting to wonder when those around us Wells -- find out we are just posing because it's getting to be too much for us. Our work might not be up to par and we don't know why. Maybe if we just work harder. In short we are feeling vulnerable and insecure and we also notice our value system changing. Maybe we never missed one of our kids at soccer games before but now we have to work late in order to keep up so we stop going to the games. Or reuse to love reading for pleasure. Do remember that?

There is no time for it anymore because we are working so hard. And that takes us to the third stage, cynicism and callousness.

Because we have spent a while in those feelings of shame and doubt, some of us feel there is one thing left to do. But on the heavy armor at that comes with attitude. Look out for number one. In the short run that often works because if we are abrasive enough people start avoiding us. That happens until we have turned every one of our human connections poisonous.

That sure makes it easier to disengage from our social network.

Beta-1 anything to do with us.

Whether that means not going to lunch with our work friends anymore were not contributing on a working board dropping out of the club. Addiction start to creep when -- in and we find ourselves using eBay or TV or ice cream or other substances to excess. Morphing into an addict is our unconscious mind solution to solving problem. We are isolating ourselves from others and whether it's with heavy armor or just stepping away.

If that weren't bad enough, there is a fourth stage. This is the stage in which our coping structure seems to be coming totally unglued. The inner and seen is that we feel in this stage it looks a lot like depression.

We feel past caring about things and people. And finally, we may experience the physical and mental collapse. Like this field surgeon who suddenly can't figure out where to start the incision or the experienced rider who can't make the words come.

So now that you know more about burnout, here is an assessment that you and your colleagues can use to determine whether you are in danger of burning out. Your handout number one if you downloaded it matches the slide and also has a little more information about how to score yourself on the assessment. You can also use the questions that are on the screen and count up the number of answers and the columns that most apply.

Don't worry, we won't ask you to report it.

No. Not at all. It's just for you but we are going to give you a

minute or two to have a look and assess yourself.

Are you going to see the Jeopardy theme, Paula? At

1% of their -- people are saying their supervisors are making it worse.

I hope you can use some of the information that we are sharing today with her.

Gail, we gonna say something?

I was going to say that sometimes even a good leader forget the impact of their own work style or expectations on people. Because it is very easy if you are the supervisor or the director that your expectations of yourself may be very high and that causes the expectations of others to be high and they sometimes may not feel as comfortable coming to you as it looks like you might think they are a slacker.

So one of the things a supervisor can do is really tried to be alert and aware of what is happening to others around them.

And to take care of themselves as well. Somebody said where is the supervisor is burnout. A good leader should be taking care of him or herself to. Later in this webinar we will be talking about tips on how to do that. Maybe you can share that with a good leader.

Burnout is serious. It is serious. More serious than Gail and I realized the before we started doing research. A lot of people are

being diagnosed as being depressed and taking meds for depression. It is burnout and the drugs sort of mask it with their things you can do to prevent and either recover from burnout.

Actually, burnout is not something that happens all of a sudden. It takes -- it's a gradual process that takes over and ask -- extended period of time and because it doesn't happen overnight and it creeps up on you you can get there without really seeing what is happening. The burned-out person is awful but -- often the last person to know.

That is why good colleagues and social system can be helpful. If anybody wants to share their insights from reviewing or taking the assessment, please go free to do that in the chat box. We see here the causes of burnout are being identified as work related, causes personality traits that we have individually, and the kind of lifestyle that we leave. There is interplay between the three of them. It

There are many causes of burnout. Often burnout stems from our job. But anyone who feels overworked and undervalued is at risk for burnout, from the hard-working librarian who hasn't had a vacation or a raise in two years to the frazzled, stay-at-home mom struggling to take care of the kids and the house work and perhaps her aging dad. Something many of us are facing.

Burnout is not only cost by stress work or too many responsibilities, other factors contribute. Including your lifestyle and certain personality traits. What you do in your downtime and how you look at the world can play just a bigger role in causing burnout as can work or home demands. Let's start with personality traits. We will get to work but let's start with personality traits.

Use the chat to tell us what some of the personality trait you think and contribute to burnout.

Bingo.

[Laughter]

That was the first thing on my list. That is a big one. Apathy would be [Indiscernible].

Somebody is getting way ahead, an extra long lunch helps us recognition for good work.

That is something we will talk about.

That's talk about the personality traits. Lack of resilience. That is such a big one and being an over achiever is certainly as well. Taking things too personally like wow, is that the truth or what.

It is so true. I think they are really nailing it. Even gone beyond the big four that we saw.

I see that Ilene said in flexibility. Isn't that the truth? When you are not flexible, you don't have any room to maneuver or negotiate and you are taking it all in and that is a personality trait that is very much going to lead to burnout. The perfectionist think that nothing is ever good enough and yet the research is showing that when we learn how to back off a little and do a good job -- a good enough job it doesn't have to be perfect, the learning is better and it leads to not only a more balanced life but often times higher caliber work and more creative work.

And of course the meeting to be in control, having a negative view of yourself, and being a high achieving type a personality will do it. What about the lifestyle causes?

Lifestyle -- the choices that we make about how we balance life and work. Use the chat to tell us a little bit about the choices you think lifestyle can contribute.

Working on raising children.

Trying to do both. Over committing. Out, everybody is going -- is

Sedentary. Sitting too much. Bad diet. No hobbies. That is so true. I used to think hobbies were for sissies. Hobbies are so important. Working through breaks and lunch. Not taking breaks. It is another thing that was the macho man kind of natural woman -- that -- natural woman.

We are definitely seeing you going way beyond again our basics of all work and no play and being too many things to too many people. Taking on too many responsibilities and not getting enough sleep or go that was mentioned. Lack of close relationships. Friendships and even though they take time that is one of the highest helpers in preventing burnout. Not saying no is a big thing. I don't know if I saw too many people saying that. We tend to say yes too much and we don't say no too much and we don't protect ourselves enough. Finally, one I will add is too much partying. There are some people that are partying too hard he. -- hardy.

Trying to burn the candle at both ends. This will be a cause of burnout.

Good, let's move onto the work-related causes and I know you guys are all on it. What are some of the work-related causes of burnout?

Too many meetings. That is so true. One of the things we started to do was part of our meeting standing up. So people are going to say that for so long your telling people that the meeting is going to last 20 minutes and I find sometimes there are many times that is all you need rather than having a two-hour or one-hour meeting. Too many bosses. Not having clear expectations on the reports to what and when. No appreciation. That is a big one.

That is a big one. Definitely also one of the key -- doing more with less.

Somebody said not enough meetings.

Maybe that is a communication issue.

Lack of recognition for accomplishments. Poor delegations and boundaries. Not enough focus at meetings. That is that you're. That is important. You hit it on the head. The nail on the head. Let's look at what Mark Gore can and that is one of the resources, looks at before hours of work-related causes of burnout. Lack of results, reward, recognition, and release. You might not have money because none of us do but you certainly can record nice -- it you can recognize people if they are not the boss. You can even recognize her boss or go what are some of the ways that you can in your work environment help minimize absolutely create help rewards recognition and release. What can you do to recognize others? What can you do to clarify job expectations? What can you

do to help have more control over your work?

Looking at these, what are eight -- communicate some ways to minimize the workplace causes of burnout?

So, looking at that, what can you do.

You can acknowledgment is others contribute to the whole. That is good.

Gale, next slide.

Thank you. Isn't it amazing how just the same thank you is so important and a little bit of candy or chocolate is a little bit of recognition. Pat on the back certificate. I think we have a client who used to xerox his hand on a piece of paper and fax it over to somebody out in the branch were people who were doing a good job. That -- get some air and go for a walk.

These are really important wonderful ideas. Mental health day. I think sometimes we do need a break or go walking clubs is good. Staff of Sunday's. -- A fun days. Look on many of these are of no cost. Praising a coworker in front of other people. A lot of things you can do with the resources that you have.

It's really amazing. The other part of this is to look at how do we design the job so even before -- I love this crazy hat day. Birthday celebrations.

How can we decided -- design the job so we can prevent burnout. Because it's important to think about it in advance. The first thing

is really let's look at reality. These are really important. What about our expectations and priorities and is the job doable. These first two items are so critically important that in the current climate. Many of you have written about shrinking staff but the same or in some cases more to do. People often need help figuring out what the job is now. Many of us the jobs have changed. Because the shrinking resources.

People often need help figuring out the job and also what are the priorities that are most important because they are changing as well. It is absolutely not realistic to think that staff can set our own priorities in a vacuum. Supervisors and staff need to be working together to decide what actually needs to be done and to what level of perfection or go when you are doing more with less it can all be a plus or even a minus. Sometimes we have to start looking at good enough. What are the expectations and what are the priorities are, don't expect staff to figure it out on their own. It needs to be a joint conversation.

Remember that the people who are most at risk for burnout want to do it perfectly. It is the perfectionist personality. It's the person with the high standards and the high ideals you want to do everything to its highest level who is most at risk are, those are the folks that are not often going to self identify.

That is a good point, Gail. The other thing that we have noticed is that people who want to go from D+ work to a level work. It takes them just as long to get that little bit more and deciding whether it's worth it is a conversation that needs to be had. The other thing we have learned is -- other people don't notice. If people can let go of that need of being perfect, more can get done and with greater ease. So building in control.

You can building in control of the job identified in -- identifying the things you can control. Somethings you can't and some you can. Figuring out which you can and taking control of them makes life so much easier and really minimizes the burnout possibilities. If you supervise people, help staff identify things they can control and let them do it. Set the bookends of the job. What are the parameters. What are the resources going in and expected outcome and let them do it and control the process on their own. Having control creates resilience which some of you were brought up in Gale will be talking about in a few minutes.

Divers find the task. Doing the same thing over and over. This can be pretty boring and is a straight shot to burnout Virgo so four or more --.

Tasks can be diversify. Maybe the person can be attending to merchandising or spending 10 or 15 minutes cleaning or straightening up will make aid big difference. In -- a little difference in how the job is to -- design that a big job and how the task is done.

So think about this. A person with artistic temperament for example will burnout much more quickly as a branch manager. And extroverted personality is not going to laugh -- at last very long in tech processing. It would be a hard hall to be sitting there with detailed work. An introvert will go home and pull down the shades after a long day at a busy desk. How can we make sure that we are selecting people for a job that is going to get them and won't -- taking steps in advance to prevent the burnout.

Support collaboration. I know that I often say when I was a kid, collaboration was called cheating. You don't look at somebody else's work. You don't copy off of them or asked for ideas. You

have to answer the questions yourself. That is not true anymore and we know that we get much better work when we share ideas and collaborate.

We also learn from the research that the more social connections people have, the less risk of burnout. We want people to have these connections with others. It's important to encourage and support staff working together on projects and committees and in study groups. And as many of you have said, get feedback and recognition. And remember, you can also recognize your supervisor and give them feedback on the great specific feedback that they gave you because it all leads to the more you do it the more you get back and it starts becoming a cultural norm and it can start with you.

Finally, I want to talk for a second about holistic approaches. To breaking the pattern of burnout.

The more holistic your whole person approach is to have a place in the library as well. It used to be thought we are just about work but we don't just bring our work to the library. We bring our whole selves. Some of the things we can do is try to promote balance and the culture and the library culture. It's okay to have a life outside of work. Do things like build in fun and humor. Like crazy hat day and the chocolate. Look for funny things. Have fun. Bringing humor and laughter everyday and give you are also serious, have a contest if you need to do it until humor and laughter become fun.

We will have fun. [Laughter]

If that is the way you have to start, you have to start and I know you're all busy but taking a few minutes a day to laugh -- even just

come in and start laughing with the people in your area. I think it will lighten you up and million volts.

Medic -- meditation and exercises something we are seeing in libraries. We have seen yoga at work and Simba classes. Can I suggest that you don't have to meditate big time but think about taking five minutes a day when you wake up or maybe five minutes of your lunch break and close your eyes and shut down your mind that is going 1,000,000 miles an hour. It won't be natural in the first day but it will after a while. Take a minute and breathe. Decide that from now on you are going to take 30 seconds and stop what you are doing maybe once an hour and take a breath and drop your shoulders and relax them a little bit.

You know Paula, we didn't talk about this that something you said just reminded me. Of an affirmation that one of my colleagues learned from a nun when she was in Catholic school.

For what it's worth this one used to have them practice saying I may you can eat and precious individual doing the very best I can right now. That sounds to me like an anti-burnout tool.

It sure does. Say that again.

I am a unique and precious individual doing the very best I can right now.

That is nice. Something that I hope some of you will take with you. Just once a day for a minute.

I'm engaged and unrealistic self-assessment.

Some of this have a pattern of self-defeating thought patterns that are not be most helpful to us. Let me tell you about this. Many of us -- and it goes back to that perfectionist personality -- set unrealistically high goals and underestimate our own performance.

Then what do we do. We beat ourselves up. So if you or anyone else you know it's like this, ask yourself or the other person if there is another way to respond to that situation. Do you really need to be that -- beat up yourself? Wasn't the project good enough? Didn't people really see a lot of value from it?

There are many other ways to respond. John Perry think I'll in bride shares that this kind of pattern is negative and, self-critical and hopeful and blaming. Getting stuck in the same place over and over again. Depression and burnout. Recognizing the pattern is a huge first step. Then the person can work on it.

Thinking patterns take time to change but it can be done and it takes time and with practice it can be done and lead to a much healthier and happier life.

Gail is going to talk about prevention tips now.

We found these in the research. You had mentioned some of them. Powell as -- Paula has mentioned some of them. When we first looked at them I took a look at them and said oh my gosh. I should be doing more of this. Especially number one, unplug and make stock.

How often do you unplug from the 24/7 world. Turn off all of your technology. Go to a quiet place and get a bit of perspective.

Likewise purging what is not necessary is hard to do also. From spending my whole career in libraries, one thing I've noticed is we never really say no to very much. We just keep taking on more thanks. Being able to set boundaries and say I need to do exactly what is going to help me meet this goal right now -- it really does help. You may need the help of someone to do that.

As Paul and you all had mentioned before, play is really important. Bringing your creative side to work and allowing yourself to have some fun and some physical exercise. It changes your brain. It changes your brain. In a good way.

Paying yourself first has to do with all those things that you typically learn in a stress management course. Healthy eating and exercising and sleeping habits and that sort of thing. It's what we tended to last. What we sacrificed when we start to work too hard. I love the idea of taking number five -- it taking time every week we you do something not -- not related to work.

Number six is my favorite. Cultivate beginner's mind. The saying goes like this. In the beginner's mind, there are many possibilities. In the expert's mind, there are few.

Opening yourself to more ways of looking at things.

Paula, and some of you mentioned resilience earlier, and we like the idea of breathe -- a resilience. It is our goal to be more resilient. We can look at resilience as the opposite of burnout. Building our coping reserves so it's not depleted by that negative input. We can see all the inputs that people have. Filtered through our personality and temperament factors and what comes out is either burn out or resilience. It has to do with balance. Resilient people absorb high

levels of change and still maintain their effectiveness. They stay relatively calm in unpredictable environments. They grow stronger from changes rather than the old depleted by them.

Brazilian people base the same fears as -- resilient people face the same fears as everyone else when they face change. They are no less susceptible to stress. They are able to maintain their effectiveness as well as their physical and emotional stability while achieving most of their objectives.

They face no less in the way of challenge when confronting that -- crisis but a typical re-grain -- regained their equilibrium faster. The same strategies for preventing burnout that we talked about will help to build resilience.

Here is another way of looking at it. Using the strategies that we have talked about, we are building stress hardy personalities. We will be able to control the things we can, let go of the things we can't control, see change and adversity as challenges, and maintain or perhaps increase our level of commitment without experiencing a negative impact.

Okay, we believe that if you chose to attend this webinar of your own free will, it's not too late for prevention. Some of you may have been sent here because you may be the last to know. Your coworkers may be staging an intervention to send you here. So if it is too late for prevention or if you have already gained knowledge that you are burned out and you are in recovery and beginning to recover, use the strategies. As Paula said earlier, slow down. Take a breath.

I like that. That is different from a sigh. A sigh is what powerless

people emit. When they are feeling when they have no control. A breath is a way of getting control isn't it.

Yes.

Look for places to get support if you are finding it hard to get support that is effective from coworkers or at work, especially if you put up that armor and poison some of your relationships. Many organizations offer an employee assistance program to help you get some perspective and move forward. Reevaluating your own goals and priorities and that is at work it is a conversation with your supervisor as well as having time to evaluate your personal goals and priorities.

The fourth bullet is a knowledge your losses. We put that forth but it's not the least important. It's one of the most important things.

And one of the hardest.

It is. It is important and it's hard. Because burnout brings a lot of losses along with it and those losses can go on -- unrecognized and unrecognized losses trap a lot of your energy. Group Louvain wrote a book called keeping the fire were and she talks about the tremendous amount of emotional emotional control it takes to keep yourself from feeling the pain of those losses. So when you recognize them and allow yourself to grieve those losses, you are with releasing the trapped energy and open yourself up to healing. It is an important thing to do.

Selling short, whether you are just beginning to feel the burn or whether you have had coworkers and friends express their concerns to you about you, here are some ways to begin turning

things around. Notice that they all require use -- it used adding up and raising your hand. Taking the initiative to actively address problems. Somebody earlier in the chat said you need to look at your job description periodically. Getting that clarified that your supervisor is a you know what the priority is and what needs -- what your supervisor thinks is no longer in your job that you may still be doing. And vice versa.

Asking for new duties if you are feeling in a rut. -- rut.

Taking some time off. I ought -- I once had a supervisor that said if you have accumulated more than 100 hours of annual leave time without taking time off, you need a vacation. I always remember that. It was early in my career and I thank her for planting that seed in me. Because so often we put off vacation because we think the job won't be done without us and other people take their vacations and the job gets done.

Finally, recognize that others may see your symptoms more severely than you do.

And -- in the intervention? Of

Yes. Like an intervention. When somebody says we think you are burned out, you may -- that ought to make you sit up and take notice. Exactly what am I doing that I am not aware of.

Why can't I take a day vacation or a weeks vacation? What is going on here. I am a librarian not a trauma Dr.

I see a lot of our folks are already giving us some feedback on the action plan that we popped up on the slide. It is hand out number

two. There are a couple of questions on it. What is one thing you will do to help prevent burnout in your workplace? If you have an idea you would like to share, please put that into chat.

The second one is for you and personal. What is one thing that you will do for yourself so that you can keep from burning out at work?

Let's see what people are saying.

I shut my door. That works sometimes.

I see Suzanne saying she doesn't take any days off because she feels too guilty leaving her staff to cope. Let me say that it's probably harder on your staff when you don't take the day off as if you take some time off you will come back more refreshed and more able to deal with situations and you will also be setting an example for them to do the same thing. You do want people to take breaks and you do have to model that.

That is right. With Abbas doesn't take a vacation it really sets an impossibly high bar for everybody else.

Taking breaks is something -- variety of work.

Take your bold lunch break. -- A full lunch break. Not at your desk.

Lots of great ideas here.

That does come back feeling charged.

Definitely.

[Multiple Speakers]

Not while you are driving, I hope.

No.

Coconut cream pie. [Laughter].

Go out and ride my horse. What a great idea.

Limiting the time you check your e-mail. I think that is great also.

That by the way is one of my developmental goals. And for all of you who are hooked on e-mail, I can see why trying to do that is really good. Get less hooked on it and put it in its proper place. Not all day.

So in the time we have left, what other questions do you have?

Somebody said they hope the chat is our -- archived. I will be looking at it. Your chat has been terrific.

Wonderful ideas that we want to make sure we have.

Looking at naked houses. Thank you.

I guess you could do that from the library and it's okay.

There was the question. How to best function with administration that is perfectionistic.

So, having worked in administration, my approach might be different from other peoples but I would be looking for one person in administration who I could make a connection with. Who I might have a decent relationship with and maybe share information about burnout with them. Engage them in strategizing ways to make the workplace more burnout proof and they will have ideas to. Adjusted the perfectionism will be a multitude of ideas rather than a criticism. People will shut down when they hear those.

That is a great idea. You can use the slides and do a teach that. Do a lunch and learn and go through it with them.

See what resonates for them.

How to communicate staff feeling of burnout when a new manager deals they are not busy.

That is interesting because the level of busyness is relative. I have seen were places where people felt busy and overwhelmed and a new manager comes in and doesn't understand how they are spending their time and there is sometimes a disconnect because either the manager doesn't see it or the people are doing things that the manager doesn't think needs to be done.

Again, there needs to be some conversation and maybe asking the manager to help with priorities. Letting that person get a sense of how you are spending a typical day or week and then asking for some feedback on that. It could turn into a great conversation about

what work is really important.

And to a level of perfection.

Do you need that extra hour or 10 hours to make it a perfect piece of work when the B+ or A- is good enough and gives you more hours.

There is a question here about broaching the subject if you identify symptoms in a staff member, you supervise.

As somebody who has been a supervisor, I would not hesitate to say to the person how is it going. How are you doing. I would hope that you would have observed some behaviors that you can bring up so that you can say, you know yesterday I saw this or I heard this and I am wondering what is happening with you. So you really can't have a conversation about -- can start the beast -- conversation about the behavior.

So it is 12:59 PM.

In the minute we have left, anything else?

I want to comment on Robin. It taking your own or other coworkers work is not always easy but needs to be done. You're right. They grow tremendously when you toot their horn and we need to do your own horn. That can take you and them very far. It's a 10 second thing and so worth it.

It I guess this is a hot training topic.

It appears to be.

While we enjoyed the discussion everyone and thank you for coming.

Thank you for participating. That is terrific.

I think I lean is going to send you a devaluation so please complete that before you go. I am seeing a lot about food here.

[Laughter]

In addition to the food, please remember exercise and breathing and five minutes of meditation and think small steps. You don't have to do everything at once.

Yes, they pointed out it's lunchtime.

On that note, thank you Gail and Paul up for an interesting webinar and we will be putting a copy of the text chat -- transcript on the webpage this afternoon and we will also have the transcript from the closed captioning up as well. Thanks everybody for attending. Hopefully you feel a little bit better after this.

[Laughter]

We hope to see you at our next webinar. Thanks again.

Thank you all very much.

By by -- Bye, Bye.

[Event Concluded]