



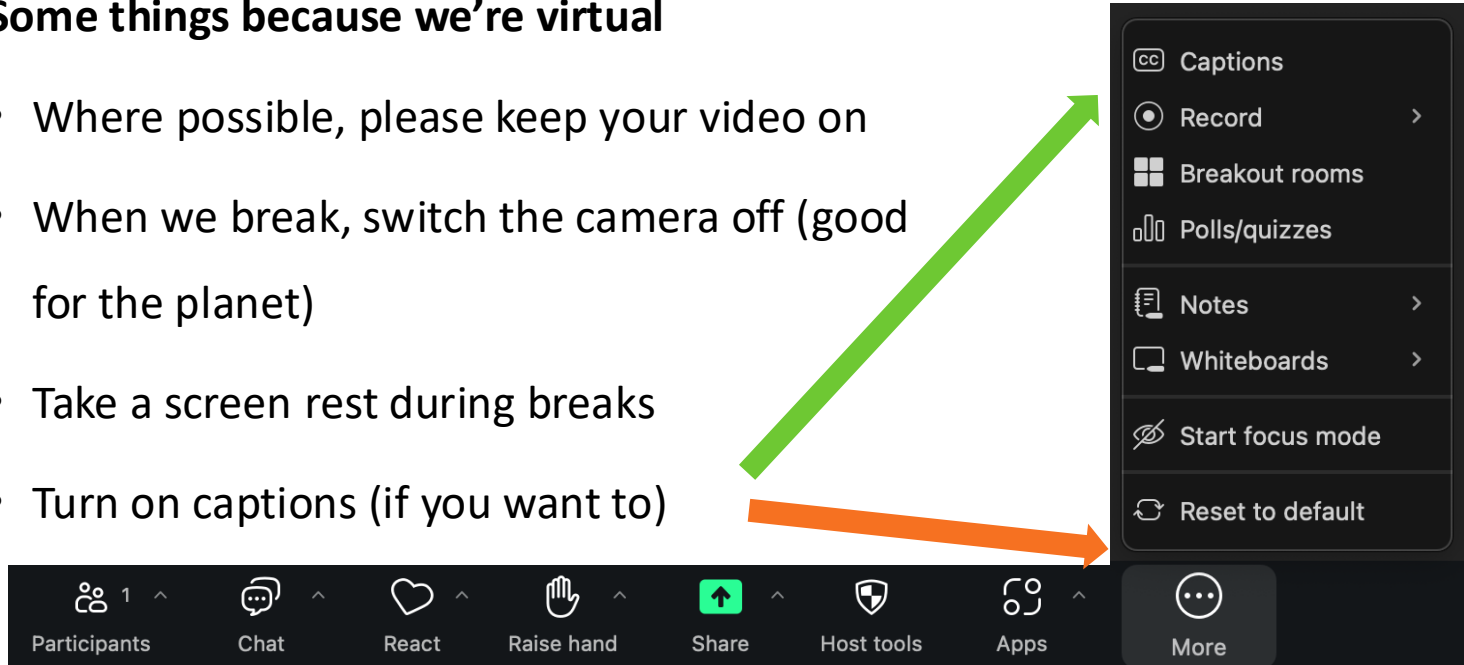
13 November 2024 – George Knight, Training Consultant

AVOIDING BURNOUT

Working together, with tech!

Some things because we're virtual

- Where possible, please keep your video on
- When we break, switch the camera off (good for the planet)
- Take a screen rest during breaks
- Turn on captions (if you want to)



With the end in mind...



Prepare



Train



Targets



Implement



Teach

Key takeaways

- Navigating burnout with your team
- Spotting signs and asking questions
- Looking after yourself

Tell us about burnout...





*76% of people experience
burnout on the job*

Stress & Burnout

- **Stress**

- Emotions can be over-reactive
- Loss of energy
- Can lead to anxiety
- Primary impact is physical

- **Burnout**

- Emotions can be blunted
- Loss of motivation, ideals, and hope
- Can lead to detachment and depression
- Primary impact is emotional

Wellbeing and Work

Principles of Wellbeing in Work

1. Health
2. Good work
3. Values
4. Social
5. Career development
6. Lifestyle
7. Financial wellbeing

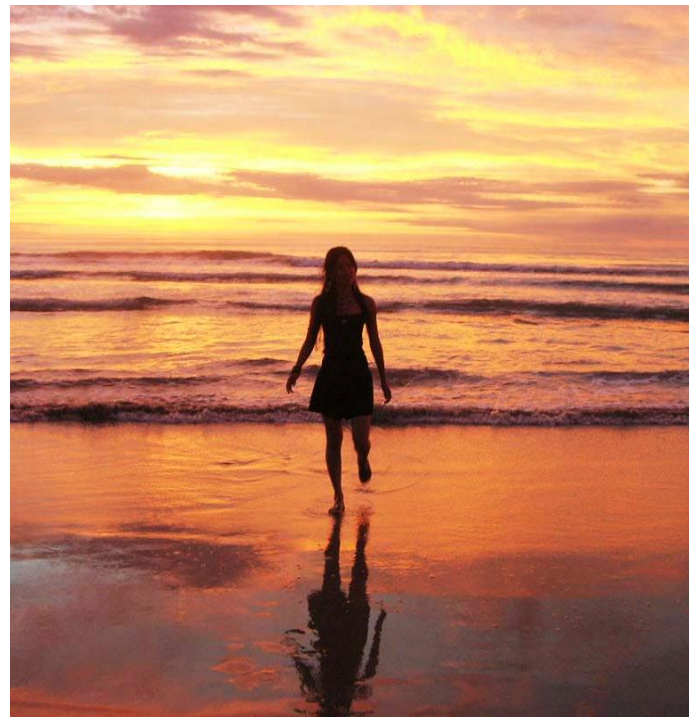
TASK: What can we do for Health?

- Wellbeing group
- MHFA (10%)
- Access to counselling
- Online coaching (development and support)
- Going for a coffee
- Wellbeing hour (time back for whatever you want)
- Wellbeing days (take on to do whatever they want)



1. Health

- Promotion of health
- Safe processes/facilities
- Trained managers
- Managing disability



Promotion of health



- Staff meetings
- 1:1s
- Wellbeing team
- Mental Health First Aiders (MHFA)

Presenteeism

- Give people permission to be off sick
- Lead by example



2. Good work

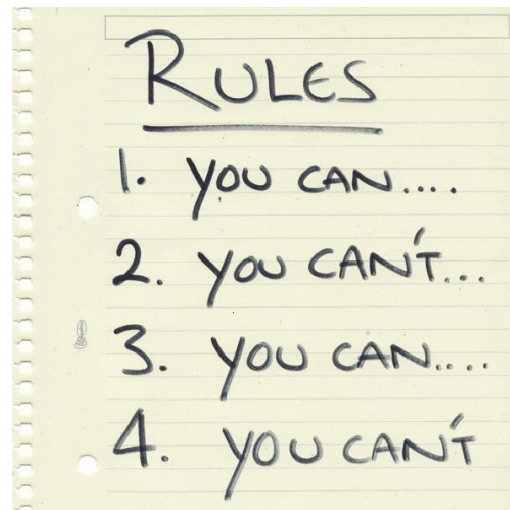
- Working environment
- Good line management
- Work demands
- Autonomy



Setting targets and expectations

It's all about...

CLARITY
CONFIDENCE
PERMISSION
PROTECTION



Can you define your role in 3 tasks?

- Mine are:
 - Write training
 - Deliver training
 - Sell training
- DSC Customer Service team:
 - Answer phone calls
 - Answer emails
 - Deliver positive service

These become targets

- Me:
 - 80 days of training per year
 - £72,000 financial target
 - Writing training... subjective discussion
- CS:
 - Answer phone calls within 10 seconds
 - Answer emails within 1 working day
 - Achieve 90% positive feedback

TASK: Define your role

- What three activities define your role?
- What targets do these activities have?



TASK: Define your role

Activity

- Finances
- Payroll
- Bank reconciliation
- VAT returns

Target

- Clean audit
- Paying on time
- Enable monthly statements
- Completed correctly

Setting expectations

- What is expected from individuals?
 - Can be dictated by policy and procedures
 - Can be unspoken expectations

dsc Expectations

- Expected to be at a 09.30 check-in call
- Expected to wear a name badge in the office
- Expected to have the camera on in virtual meetings
- Expected to treat colleagues with respect

BREAK

Performance is
Potential minus Interference

Your job is to remove the
Interference

The Human Manager

80% human

- Empathy
- Humility
- Humanity

20% manager

- Consistent
- Effective
- Feedback

Defensive behaviour

Mindful language

Constructive feedback

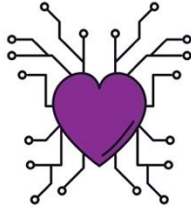
Hold up the mirror

3. Values

- Clear mission and objectives
- Hiring for values
- Inclusion and diversity



helping you
to help others



Vision

An independent
voluntary sector
at the heart
of social change

Our mission

To be an agent
connecting givers,
influencers and
service deliverers



Values

Empathy
and
Excellence

4. Social

- Employee voice
- Consultation
- Involvement in decision making

5. Career development

- Coaching 1:1s
- Training
- Skills utilisation
- Succession planning



Succession planning

- Acting in absence policy
- Process mapping
- Shadowing





YOU ARE NOT A LEADER

UNTIL YOU HAVE PRODUCED ANOTHER

LEADER

WHO CAN PRODUCE ANOTHER

LEADER

Subal Banks

6. Lifestyle

- Physical activity
- Time in nature
- Seven Practices for Wellbeing





food



water



air



sunlight



movement



mindfulness

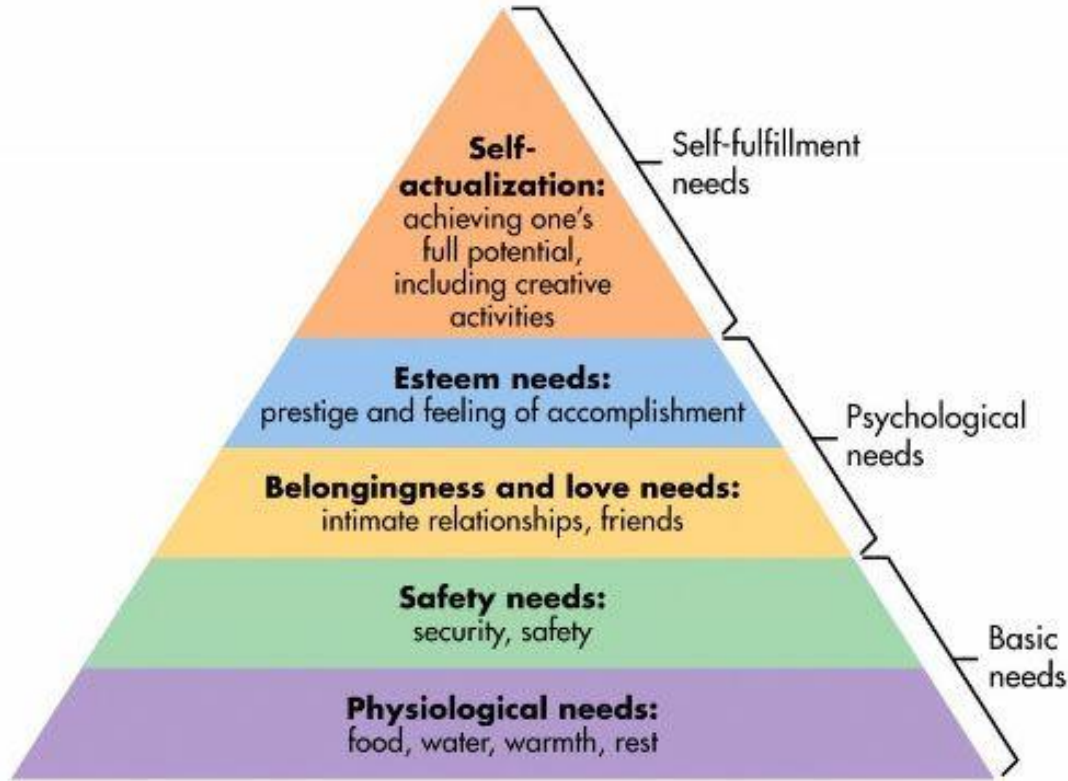


sleep

7. Financial wellbeing

- Living wage
- Employee assistance program (EAP)
- Signposting

Maslow's Hierarchy of Needs



TASK: Maslow

- How can we use Maslow's Hierarchy of Needs to support our teams?



Spotting the signs

- Long-lasting sadness or irritability
- Extremely high or low moods
- Excessive fear, worry, or anxiety
- Social withdrawal
- Dramatic changes in eating or sleeping habits

CAUSAL

MHFA Crisis Response

- **A** – Approach, start a conversation
- **L** – Listen nonjudgmentally. You could start with “I noticed that...”
- **G** – Give reassurance, provide hope
- **E** - Encourage professional help
- **E** – Encourage self-help



Managing performance

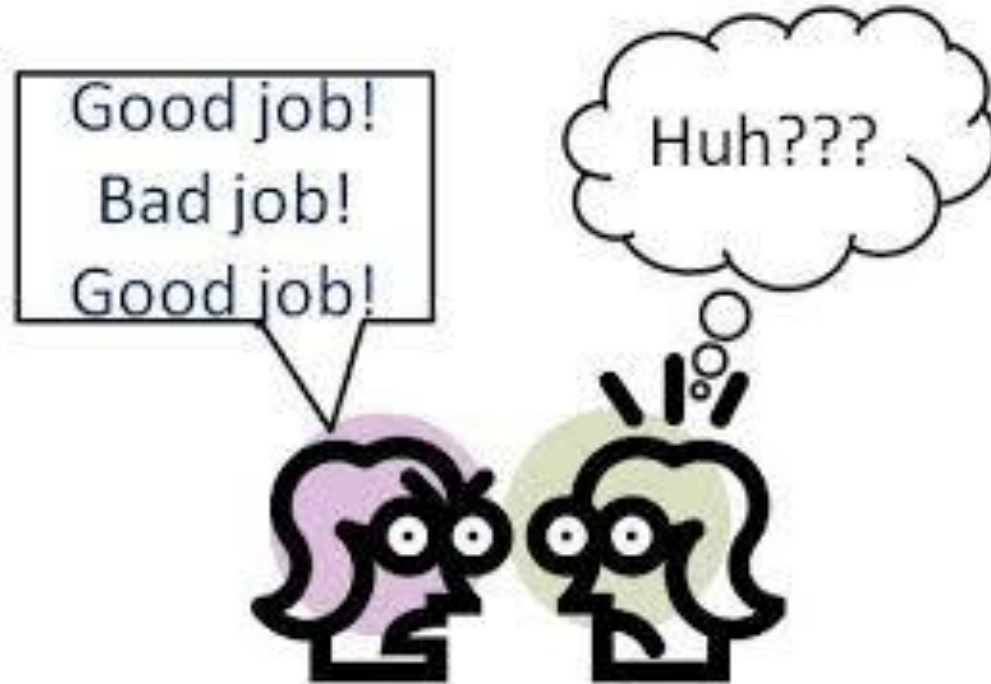
CAUSAL



Thoughts on feedback

- Think of a time when you were given feedback and it was delivered well.
 - What did the person do or say? How did you feel?
- Think of a time when you were given feedback and it was NOT delivered well.
 - What did the person do or say? How did you feel?

Feedback sandwich



How do you put yourself in a position to give feedback?

- Emotional deposits
 - Positive feedback = £10 deposit
 - Constructive/negative feedback = £100 withdrawal



Specific

Measurable

Achievable

Relevant/Realistic

Time-bound



Beginning	Middle	End
Use an active verb	State what is to be achieved	End with a measure
Increase	Number of visits to clients	By 10% over previous year
Produce	Newsletter for clients	4 issues within the year
Broaden	Newsletter readership database	By adding 20 new clients during first quarter
Recruit	Client volunteers to help with newsletter	4 volunteers by end of Q2
Identify	IT training courses	List by end of Q2

10 feedback tips...

1. Be timely
2. Be specific
3. Explain importance
4. Have positive intent
5. Own your own feedback
6. No 'he said, she said'
7. Be aware of your body language and language
8. Support and Follow Up

Ask and listen

**Nothing about them
without them**

Delegate authority



Three different scenarios:

- A colleague says they are too busy to report on their project.
- A colleague keeps coming in late. Despite apologising, their lateness means they keep missing part of the morning meeting.
- A colleague is uncontactable all morning, missing two video meetings.

Looking after myself

Mindfulness practice

- Growth mindset
- Law of attraction
- Gratitude



Growth mindset

- To FAIL
 - Find Another Important Lesson
- Become a lifetime learner
- Spend time with your hobbies

"Failure is an opportunity to grow"

GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try new things"

"Failure is the limit of my abilities"

FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like to be challenged" "I can either do it, or I can't"

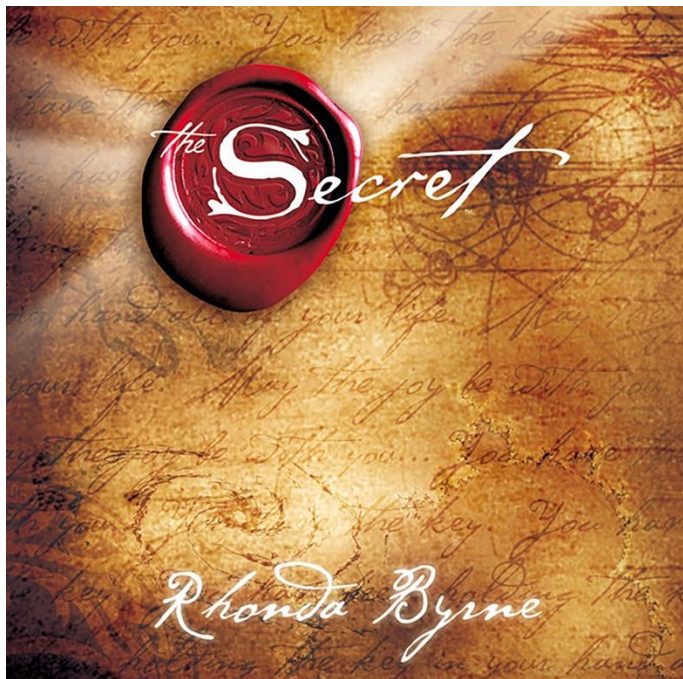
"My potential is predetermined"

"When I'm frustrated, I give up"

"Feedback and criticism are personal"

"I stick to what I know"

Law of attraction



- Think with the end in mind
 - Where do you want to be in 1 year?
 - 5 years?
- Talk to your subconscious

TASK: Goals

- Consider what goals you could work towards this year
- Some of mine:
 - Eat a salad made entirely of wild food
 - Volunteer with an eco-community
 - Qualify from my Bushcraft level 4
 - Host 10 episodes of DSCs Charity Questions podcast



Gratitude

- Your only job is to be positive
- Be true to yourself
 - Feel your emotions
 - Choose whether to recognise them
- Speak gratitude aloud or write it down



Visualisation

- Set yourself positive goals
- Reframe critical thoughts
- Talk aloud your important thoughts and feelings



Talk positively to your subconscious

Morning routine

- Start with one of the Seven Practices
 - Food, Water, Air, Sunlight, Movement, Mindfulness, Sleep
- Start with deep work
 - Projects, Fundraising, Admin etc
- Avoid distracting tasks
 - Emails, Messages, Twitter, Instagram etc

What is deep work?

Work that encourages us to be focused
and remove outside distraction

TASK: Morning routine

- Consider what your morning routine might look like
- Some ideas:
 - Walking in nature
 - Coffee in the garden (no distractions!)
 - Reading a book
 - Deep work



Signposting

- 24 hour, every day
 - Samaritans | Call: 116 123 | Visit [Samaritans.org](https://www.samaritans.org)
 - Shout | Text: 85258 | Visit [Giveusashout.org](https://www.giveusashout.org)
 - NHS | Call: 111 | Visit [111.nhs.uk](https://www.nhs.uk)
- 5 pm to midnight, every day
 - CALM | Call: 0800 58 58 58 | Visit [Thecalmzone.net](https://www.thecalmzone.net)

Active listening

*“I know you believe you understand
what you think I said, but I’m not sure
you realise that what you heard is not
what I meant”*

Robert McCloskey

Mirroring

- We fear what is different and we are drawn to what is similar
 - Repeat 3 key words back to them
 - Builds rapport



Questioning

*“Judge a person not by the answers
they give but the questions they ask.”*

Voltaire

*“You cannot change someone's
mind without asking a question.”*

Adam Grant author of Think Again

Coaching questions

- Open questions
 - What have you tried already?
 - What one thing could we have done differently?
 - What's stopping this project from success?
 - What was the thought process behind that?

How to say NO

- HOW
 - How would you like me to that?
 - How can we do that?
 - How would that work?
- WHAT
 - What would that look like?
 - What specifically would you like me to do?
 - What could stop that from working?

Homework

- Listen/watch some of the best questioners out there:
 - Oprah
 - Jeremy Paxman
 - Alan Carr
 - Joe Rogan

Debra Allcock Tyler



IT'S IN MURDER MANAGEMENT

The no-fibbing guide for new managers



dsc
directory of social change

Debra Allcock Tyler



THE PLEASURE AND THE PAIN

The no-fibbing guide to
working with people



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Prof Steve Peters

CREATOR OF THE **GROUNDBREAKING** MIND MODEL



The mind programme that helped me win my Olympic Gold
Sir Chris Hoy

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A LEADER,
THINK LIKE
A LEADER

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WITH A FOREWORD BY JIM COLLINS,
author of *Good to Great* and co-author of *Great by Choice*

Stephen R. Covey



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Key takeaways

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- Spotting signs and asking questions
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START

STOP

CONTINUE

START

STOP

CONTINUE

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