

The
MYTH
of
Employee **Burnout**



**Leadership Development
Program**

Participant Workbook

Table of Contents

Introduction	3
Lesson 1: Understanding Burnout	4
Personal Engagement Graph	5
Lesson 2: Finding The Root Cause(s)	6
Lesson 3: A Look In The Mirror	7
Lesson 4: The Business of Burnout – Part 1	8
Lesson 5: The Business of Burnout – Part 2	9
Lesson 6: The Business of Burnout – Part 3	10
Lesson 7: A Leader’s Role in Burnout – Part 1	11
Lesson 8: A Leader’s Role in Burnout – Part 2	12
The Last Word (final meeting)	13
About Matt Heller	14

Introduction

This workbook is the companion to “The Myth of Employee Burnout” book, which contains stories and strategies that can help you realize what causes employee burnout, as well as what to do to eliminate it.

The outcome of reading the book is only as strong as your dedication to the principles inside. At the end of most chapters, I have included questions to ask yourself about the topics in that chapter and how they specifically apply to you. Ideally, these questions will serve as a starting point to additional discussions. To get the most out of the book, answering those questions openly and honestly will yield you the best, and most lasting results.

This workbook allows you to document your answers in one place to serve as a reference in the future. It also allows you to personalize the information and resulting action steps to your business and situation

I wish you the absolute best on your journey to eliminate burnout in your organization. Should you need additional assistance or if you have questions along the way, please feel free to contact me at anytime.

Thanks for reading!

Matt Heller

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Lesson 1:
Understanding Burnout

Reading (to be done prior to your first meeting):
Forward, Chapter 1 & 2 - pp 11-22

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

What is the “myth” of employee burnout?

How much effort should we expect from our employees?

How could a leaders’ engagement level impact burnout?

How long does it take for burnout to set in?

Assignment: Start Tracking Engagement

1. On page 5 of the Myth of Employee Burnout Participant Workbook, record your current engagement level. Revisit this at each week, comparing your level of engagement to that of your employees.
2. Read chapter 3, complete page 6 in this workbook.

My Engagement Level: Each week, rate your personal engagement level (1 = low, 6 = high.) Compare this to the engagement level of your employees.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
	Date:	Date:	Date:	Date:	Date:	Date:	Date:	Date:
6								
5								
4								
3								
2								
1								

Document your reasoning for the engagement rating above

Week 1	
Week 2	
Week 3	
Week 4	
Week 5	
Week 6	
Week 7	
Week 8	

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Lesson 2:

Finding the Root Cause(s)

Reading:

Chapter 3 – pp 23-30

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

What is the definition of burnout?

What do fatigue, frustration, and apathy look like in your world? What are your “burnout behaviors?”

What causes stress among your employees?

How do they define overwork?

What is your version of intense activity, and how much is too much?

Assignment: Observe employees

1. Watch for physical signs of fatigue and frustration. Try to identify the things causing prolonged stress. Define intense activity in your department. Think about ways to minimize those factors in your area.
2. Read chapter 4, complete page 7 in the Myth of Employee Burnout Participant Workbook.

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Lesson 3:

A Look In The Mirror

Reading:

Chapter 4 – pp 31-35

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

Who has the single greatest influence on the environment your employees occupy while at work?

Why do we think that other (outside) influences play a greater role in employee burnout than we do?

What are you doing that would cause prolonged stress, overwork and intense activity among your employees?

How could you change the way you influence your staff to eliminate some of the stress, overwork and intense activity?

Assignment: Take note of things you might be doing to cause burnout

1. Inventory your actions and interactions with employees. How many of those actions could, if repeated, cause an employee to lose motivation? Examine what you can do differently.
2. Read the Recruiting, Hiring and Training portions of chapter 5 (pp 36-54), complete page 8 of the Myth of Employee Burnout Participant Workbook.

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Lesson 4:

The Business of Burnout – Part 1

Reading:

Chapter 5 – pp 36-54

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

Do your recruiting and hiring processes reflect your company values and expectations? What can you do to ensure you are getting the right people in the door?

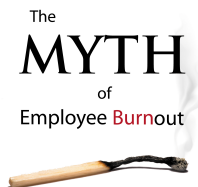
Does your training reflect and support your company values and expectations? What could you do to make that relationship stronger?

What opportunities can you offer your employees to learn and grow?

Assignment: Examine training practices

1. Align all facets of training practices with company values and goals.
2. Look at ongoing or development training opportunities for yourself and your team.
3. Read the Recognition and Reward portion of chapter 5 (pp 55-65), complete page 9 of the Myth of Employee Burnout Participant Workbook.

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Lesson 5:

The Business of Burnout – Part 2

Reading:

Chapter 5 – pp 55-65

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

Why is recognition such a critical component in overcoming burnout?

What does it take to get your leadership team on the same page regarding recognition?

What are some of the critical elements of effective recognition?

Assignment: Examine recognition practices

1. Align all facets of recognition practices with company values and goals.
2. Practice recognizing employees. Look for things that your team is doing well.
3. Read the Discipline and Termination portion of chapter 5 (pp 66-81), complete page 10 in the Myth of Employee Burnout Participant Workbook.

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Lesson 6:

The Business of Burnout – Part 3

Reading:

Chapter 5 – pp 66-81

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

Is your termination process built on the same standards and expectations as the other areas covered in this section? What can you do to align these elements more closely?

What kind of situations or conversations are you avoiding? Are you doing this for short-term gain, at the expense of long-term success (and less burnout)?

Assignment: Examine termination practices

1. Align all facets of termination practices with company values and goals.
2. Talk with your supervisor about the process of termination at your company.
3. Read the Communication, Feedback and Build a TEAM portions of chapter 6 (pp 82-102), complete pages 11 in the Myth of Employee Burnout Participant Workbook.

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Lesson 7:

A Leader's Role In Burnout – Part 1

Reading:

Chapter 6 – pp 82-102

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

How would you rate the effectiveness of how you communicate with those around you? What feedback have you gotten about how you and your communication style is perceived?

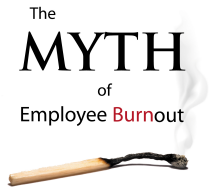
Are you providing enough feedback to your teams? How would they answer that?

Are your teams committed to and working towards a shared goal? What are the obstacles you need to overcome?

Assignment: Examine how you communicate and build a team

1. Take inventory of your communication habits. Are they producing the results you want?
2. Practice providing developmental feedback with a peer. How did it go?
3. Observe how employees work together. Take appropriate action to address any issues.
4. Read the Playing Fair, Planning and Reversing Burnout portions of chapter 6 (pp 103-119), complete pages 12 in the MYTH of Employee Burnout Participant Workbook.

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Lesson 8:

A Leader's Role In Burnout – Part 2

Reading:

Chapter 6 – pp 103-119

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

Are you or any of your leaders playing favorites? What can you do to minimize favoritism, whether real or perceived?

How will you address the areas in your company and your performance that are impacting burnout?

If burnout is already happening, what are the elements that caused it in the first place?

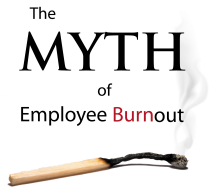
What can you do to eliminate or minimize the factors that created the situation?

How can you sincerely communicate the value that each employee brings to the organization?

Assignment: Plan what YOU can do to overcome burnout

- Examine company processes to ensure everyone has equal opportunity.
- Read chapter 7, begin action planning by completing page 13 in the Myth of Employee Burnout Participant Workbook

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Lesson 8:
The Last Word

Reading:
Chapter 7 – pp 120-122

My engagement level this week: _____ (1-6; plot this value on the chart on page 5.)

Congratulations! You are now armed with the knowledge and skill to overcome burnout and have worked through the steps it takes to identify and eliminate it.

But that doesn't mean your quest is over! The next step is to figure out what to tackle first. Once you have fixed this first thing, revisit these steps and plan your attack on another area of your business that is causing burnout.

What do you want to do (first)?

When are you going to do it?

How will you know when it's done?

Who will help you?

What are the action steps you need to take to get started?

- 1.
- 2.
- 3.
- 4.

A Final thought...

Each employee and situation presents a great opportunity to put your new skills to the test. Don't let them or yourself down by squandering even one of those opportunities – they're counting on you!

Matt Heller– Performance Optimist Consulting

Matt Heller, ICAE, wasn't planning on getting a summer job at an amusement park when he was in college, but his Mom suggested it because she thought it would be fun. 32 years later, Matt still loves the sound of a carousel organ, the smell of roller coaster grease and the screams of people enjoying a great ride.

While working in operations and HR at companies like Canobie Lake Park, Knott's Camp Snoopy, Valleyfair and Universal Orlando Resort, Matt developed a passion for helping others succeed and achieving their goals. He identified that the best way to assist other companies was to help them prepare and cultivate their leadership teams, so in 2011 he turned his passion into Performance Optimist Consulting which is driven by one simple goal: help leaders lead. He uses his people-centric approach to focus on leadership development, guest service, and employee engagement.

As a leadership coach, keynote speaker, or workshop facilitator, Matt has established a proven track record for being able to relate to any audience and give them solid tools they can use immediately. No matter the size of the group, Matt brings a fun and conversational style to each interaction or presentation.

Matt is also the author of two books geared specifically to the attractions industry. ***The Myth of Employee Burnout*** tackles the difficult topic of maintaining employee motivation and engagement, while ***ALL CLEAR! A Practical Guide for First Time Leaders and the People Who Support Them*** outlines specific strategies both for people who are moving into a leadership role as well as the management teams overseeing the process.

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