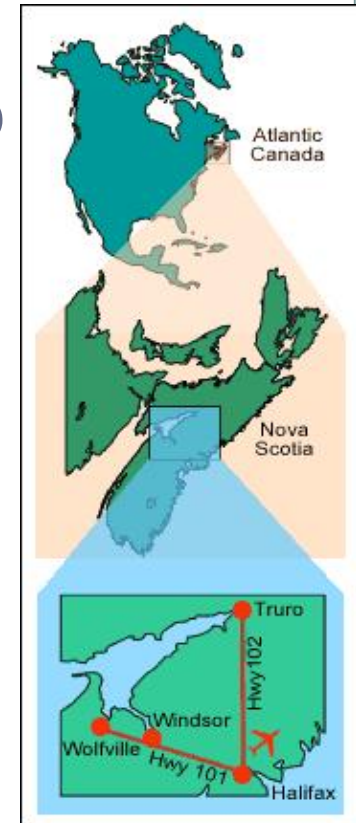# The Social Context of Burnout

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OCCUPATIONAL HEALTH

ACADIA UNIVERSITY

Burnout and Relationships

- Strained Relationships Contribute to Burnout
- Experiencing Burnout Contributes to Strained Relationships
- The Burnout Experience Occurs Between as well as Within People

Civility & Incivility

- **Civility Confirms Core Motives (SDT)**
  - Belonging
  - Autonomy
  - Efficacy
- **Incivility Thwarts Motives**
  - Exclusion
  - Limitation
  - Undermining

Working Relationships

CIVILITY, INCIVILITY & BURNOUT

Relationship Constructs

- **Civility**
  - Attention
  - Appreciation
  - Accommodation
- **Incivility**
  - Intensity
  - Intention
  - Visibility
- **Psychological Safety**
  - Confident of Coworker & Supervisor Support
  - Confident to Explore New Ideas

Civility/Incivility

- **Dimensions**
  - Active v Passive
  - Positive v Negative
- **Meta-Comment on Relationship**
  - Intent to Help/Intent to Harm
  - Inclusion/Exclusion
  - Status Comment
- **Reactions**
  - Reciprocate
  - Complement
  - Ignore
  - Redefine
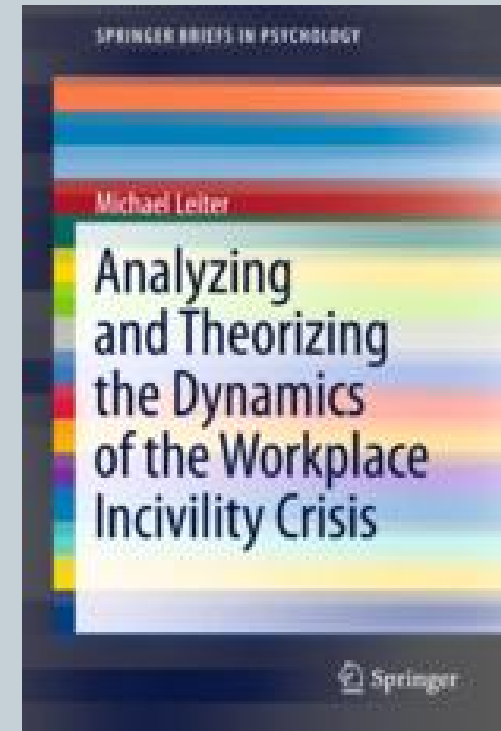
Civility and Burnout

- Supervisor Incivility with Strongest Relationships
- Cynicism: Strongest Connection w Civility/Incivility
- Efficacy: More Connected to Positive

	Incivility				
Burnout	Supervisor	Coworker	Instigated	Civility	Psych Safety
Exhaustion	.36	.26	.19	-.33	-.31
Cynicism	.42	.28	.30	-.40	-.38
Inefficacy	.10	.10	.16	-.33	-.29

Based on Survey of 1800 Canadian Hospital Employees

Civility, Engagement, & Burnout

- ## Impact on Energy
  - Social Encounters as Resource v Demand
  - Incivility as Illegitimate Demand with Emotional Effects
  - Respect as Confirmation of Efficacy & Belonging
- ## Impact on Involvement
  - Incivility Diverts from Core Mission
  - Civility & Respect Confirm Shared Values
- ## Efficacy
  - Colleagues Confirming Sense of Efficacy
  - Disrespect Challenging Competence

Civility Clusters
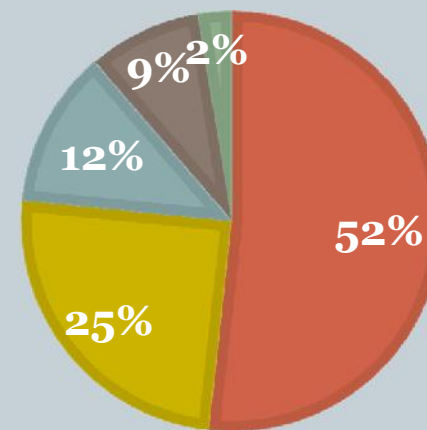
- ## Individual Perspectives on:
  - Civility
  - Respect
  - Coworker Incivility
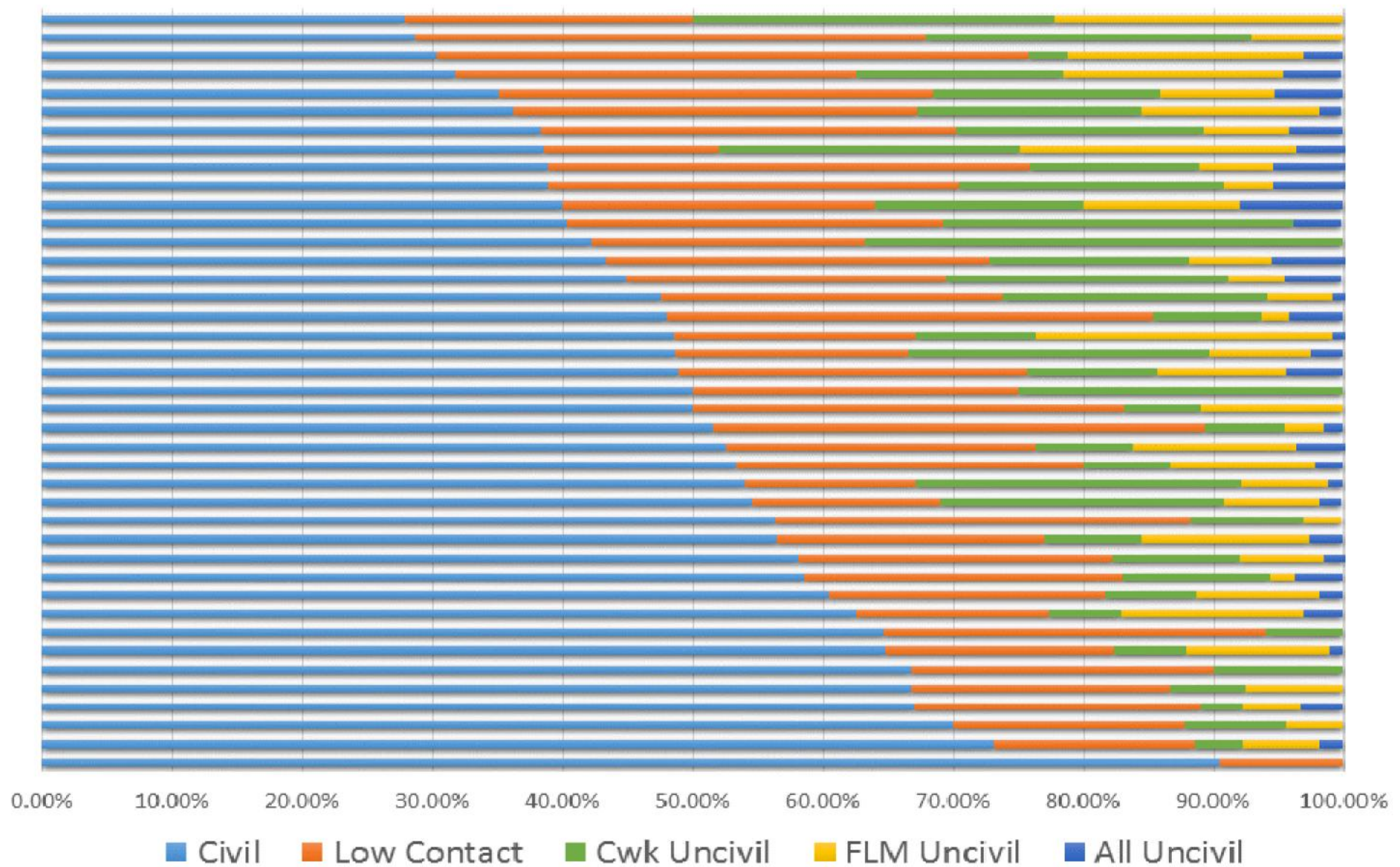 - Supervisor Incivility
- ## Civil Profiles
  - Civil
  - Low Contact
  - Coworker Uncivil
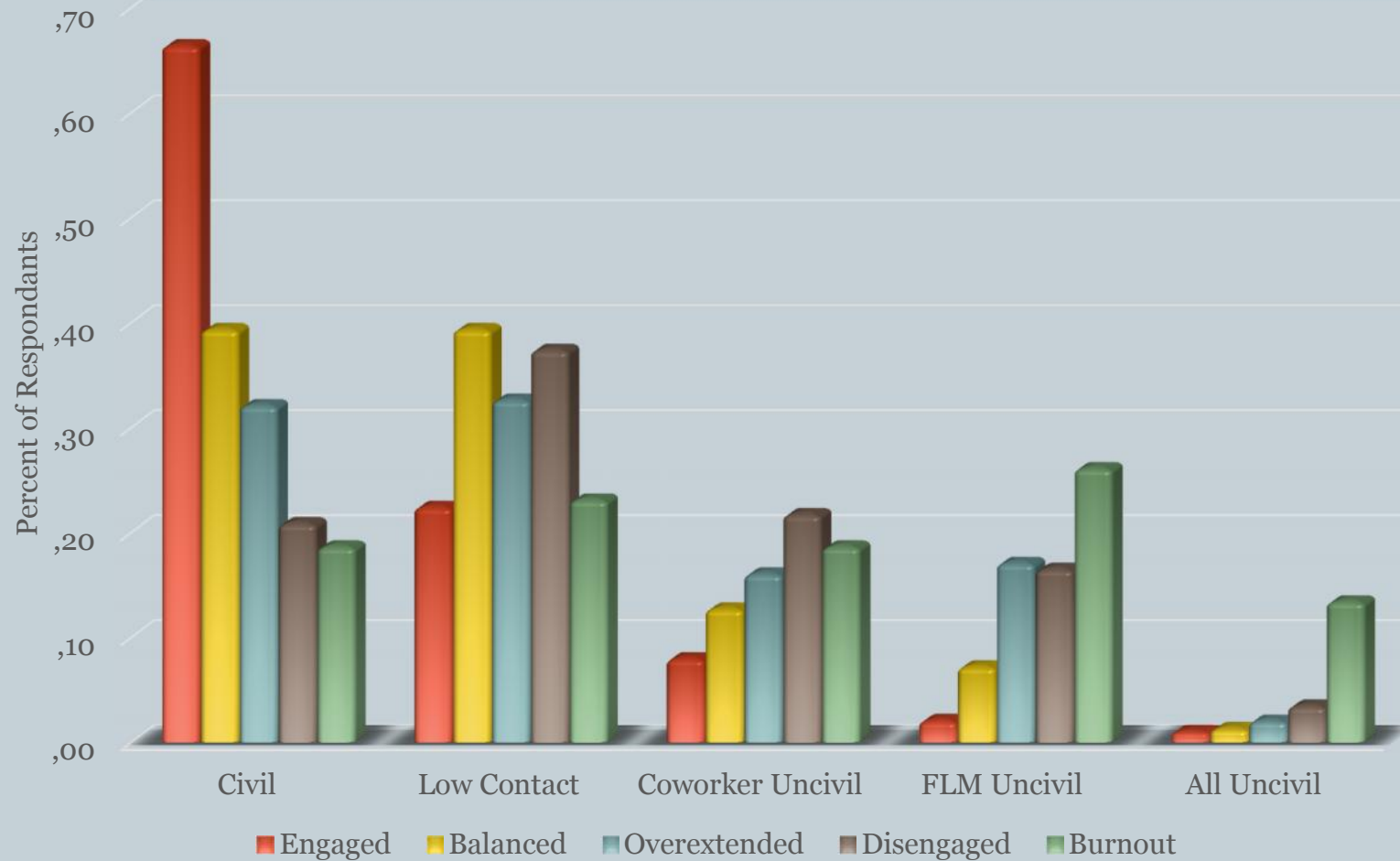 - Supervisor Uncivil
  - All Uncivil

CIVILITY PROFILES

- Civil
- Low Contact
- Cwk Uncivil
- FLM Uncivil
- All Uncivil

9% 2%

12%

52%

25%

Civility Profiles by Unit

Legend: Civil | Low Contact | Cwk Uncivil | FLM Uncivil | All Uncivil

Civility Profiles with MBI Profiles

Workgroup Intervention

CREW

Civility, Respect, & Engagement At Work
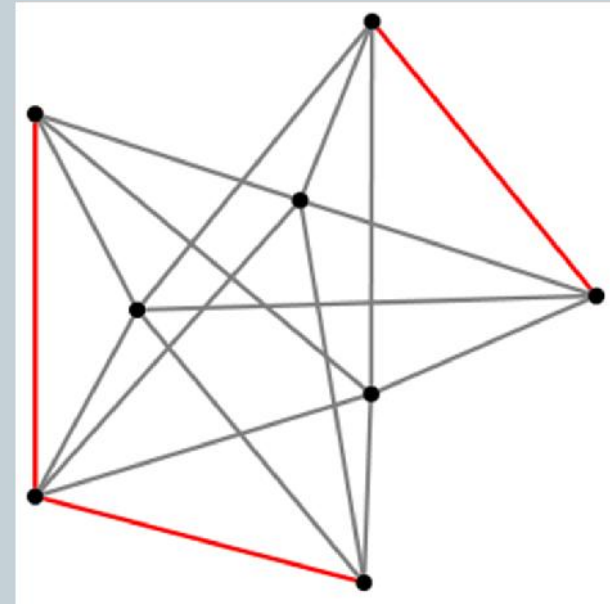
Dysfunctional Workgroups

- **High Individual Intention**
  - Bullying
  - Abusive Supervision
- **Low Individual Intention**
  - Incivility
- **Group Intention**
  - High: Organized Counterproductive Work Behavior (CWB)
  - Low: Unfocused, Random CWB
- **Intervention Challenge**
  - Introduce a New Social Order
  - Establish a Self-Perpetuating Process
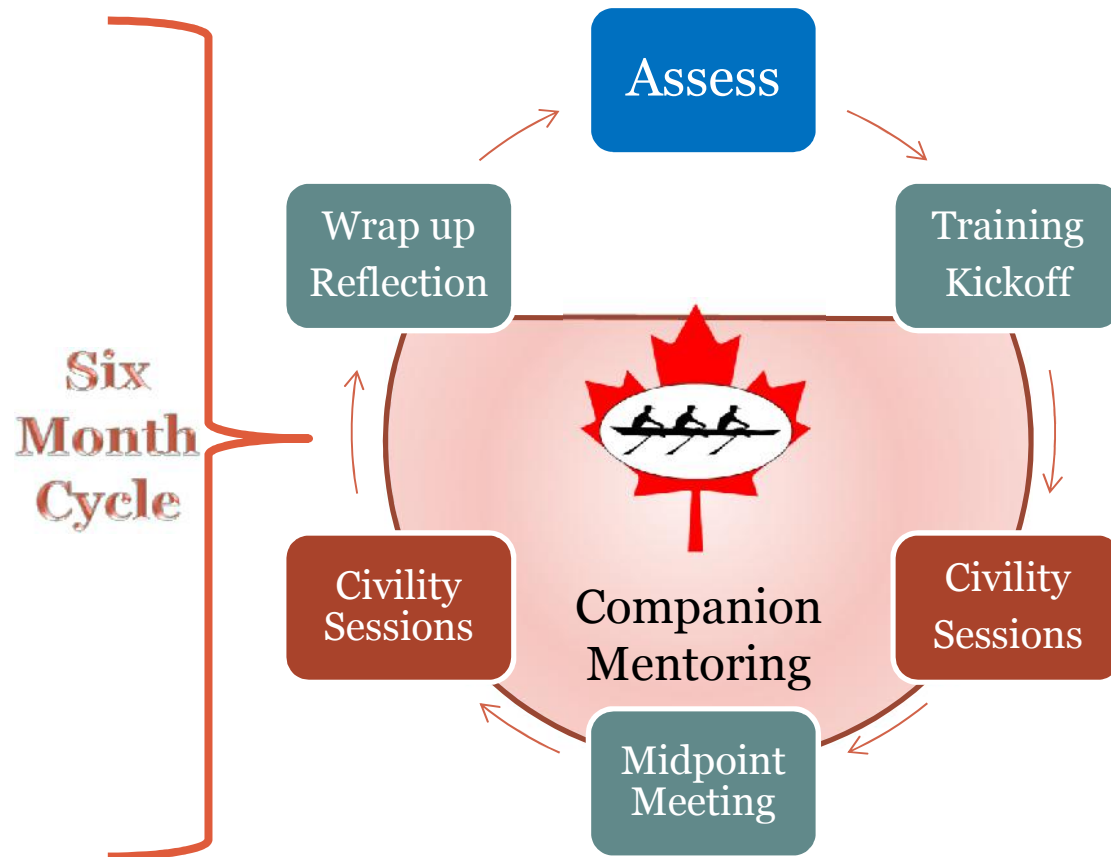 - Adapting Strategy Choice to Intention

Intervention Conundrum

- ## Contrasting Dynamics
  - Problems Arise Effortlessly
  - Solutions Require Focused Effort
- ## Costs of Action
  - Time, Energy, & Talent
  - Divergence from Task Time
  - Long-Term Commitment
  - Opportunity Costs
- ## Need For Vision
  - Create a Vision for a New Social Order
  - Translate into Behavior
 - Assure Ongoing Participation

CREW Process

Assess

Training Kickoff

Civility Sessions

Midpoint Meeting

Civility Sessions

Wrap up Reflection

Companion Mentoring

Six Month Cycle

- Assessment
- Commitment
  - People
  - Values
- Training
  - Skills
  - Enthusiasm
- Implementation
  - Civility Sessions
  - Mentoring
- Evaluation

www.workengagement.com

Improving the Social Environment

- Civility & Respect as Core Values
- Problem Solving Framework
  - Relationships as Topic of Conversation
  - Identify Shortcoming of Present Situation
  - Identify Goal Behaviors
  - Introduce & Practice Desired Behaviors
  - Bias towards Action
- Leadership Capacities
  - Assuring Psychological Safety
  - Assuring Shared Workplace Culture

Civility

Respect

Solving

Lead

Less Burnout
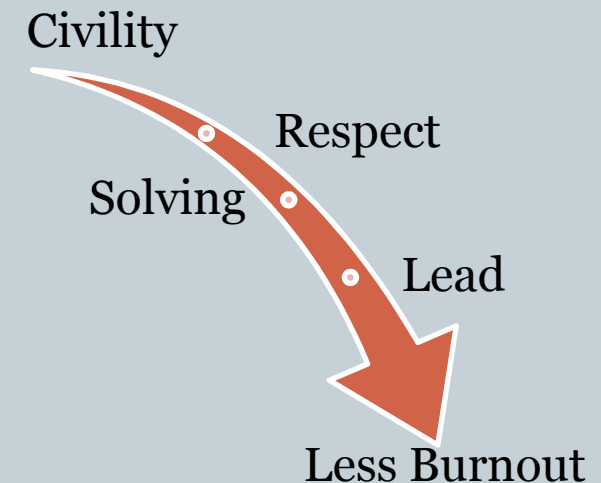
Active Ingredients

- ## The CREW Community
  - Dialogue Among CREW Leaders Across the Country
  - Knowledge Sharing: Timely, Relevant, and Fun
- ## Mentoring
  - Companions
  - Training and Follow-up
- ## Evaluation
  - Contrasting Before and After
- ## The Toolkit
  - Training Manual
  - Resource for Sessions

Evidence Base for CREW

A SENSE OF COMMUNITY

Canada Version of CREW

- Five Hospitals in Ontario and Nova Scotia
  - Wave 1: Eight CREW Groups (N=252)
  - Wave 2: Seven CREW Groups (N=226)
  - Control: 26 Units No CREW (N=874)
- Hypothesis:
  - Improvement for CREW
  - Steady for Control
  - And it stays that way

Leiter, M. P., Laschinger, H. K. S., Day, A., & Gilin-Oore, D. (2011). The impact of civility interventions on employee social behavior, distress, and attitudes. *Journal of Applied Psychology, 96,* 1258-1274.
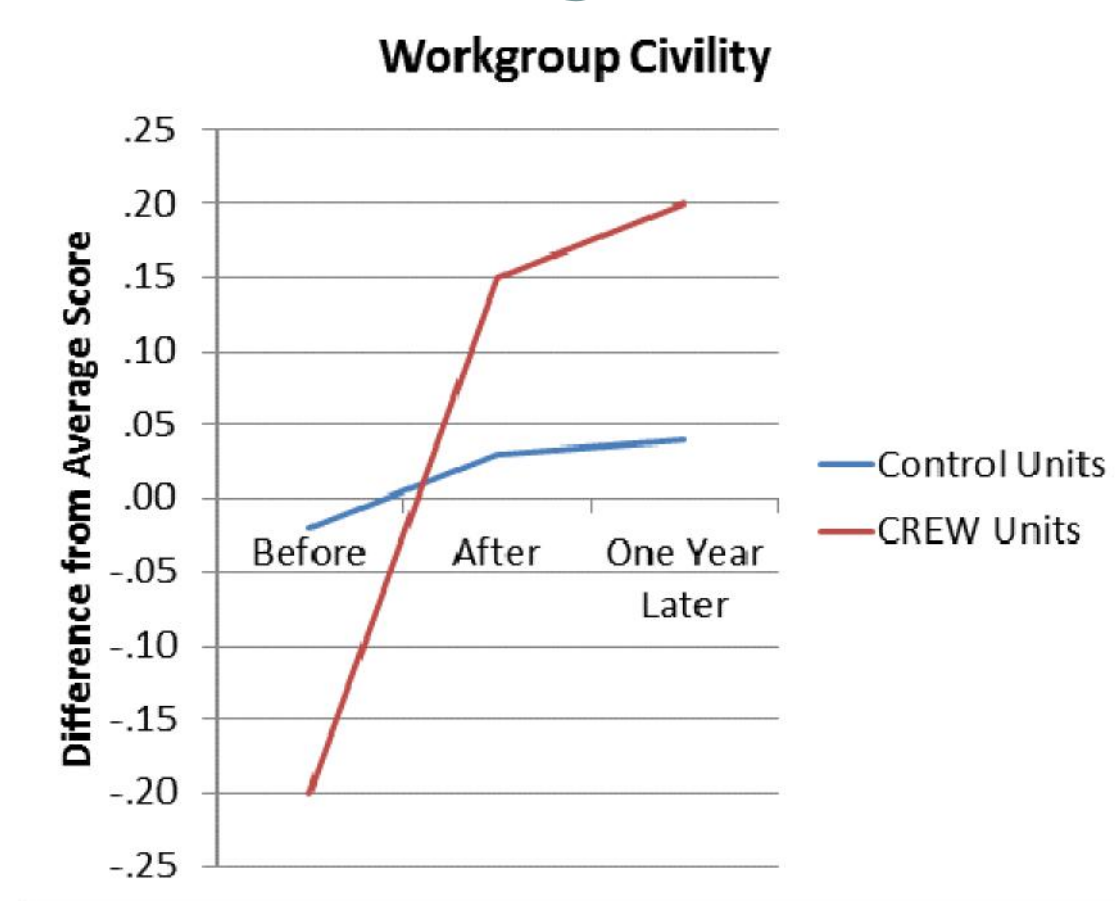
Leiter, M. P., Day, A., Laschinger, H. K. S., & Gilin-Oore, D. (2012). Getting better and staying better: Assessing civility, incivility, distress, and job attitudes one year after a civility intervention. *Journal of Occupational Health Psychology, 17,* 425-434.
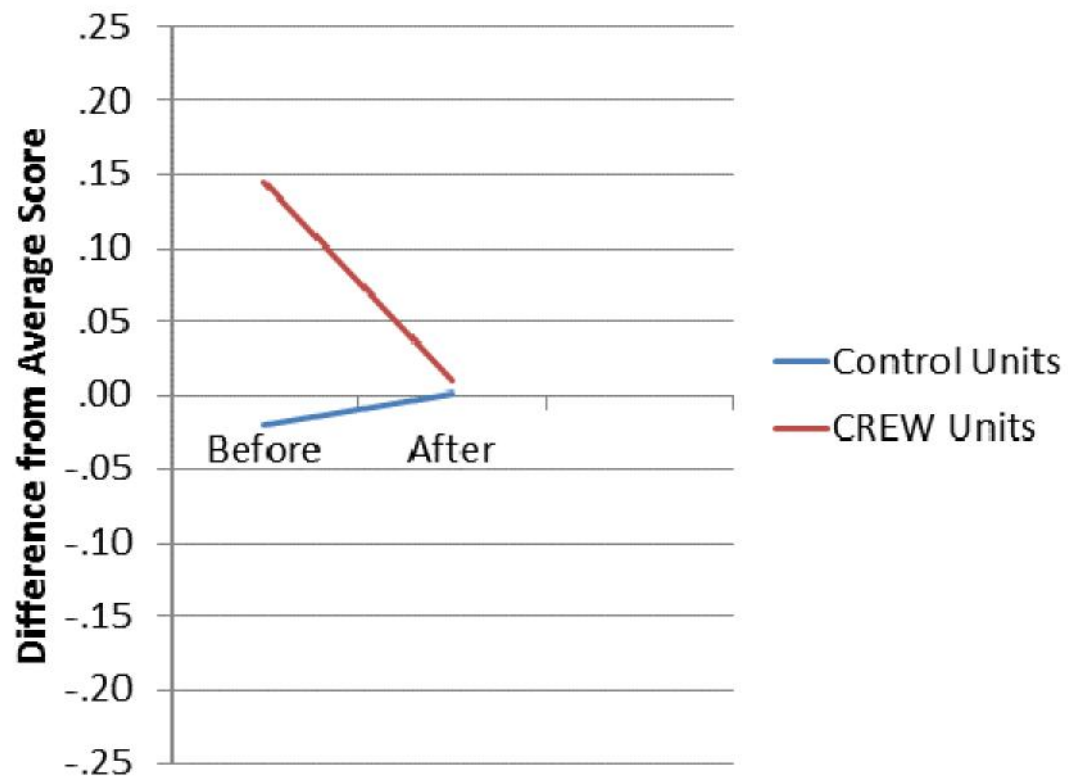
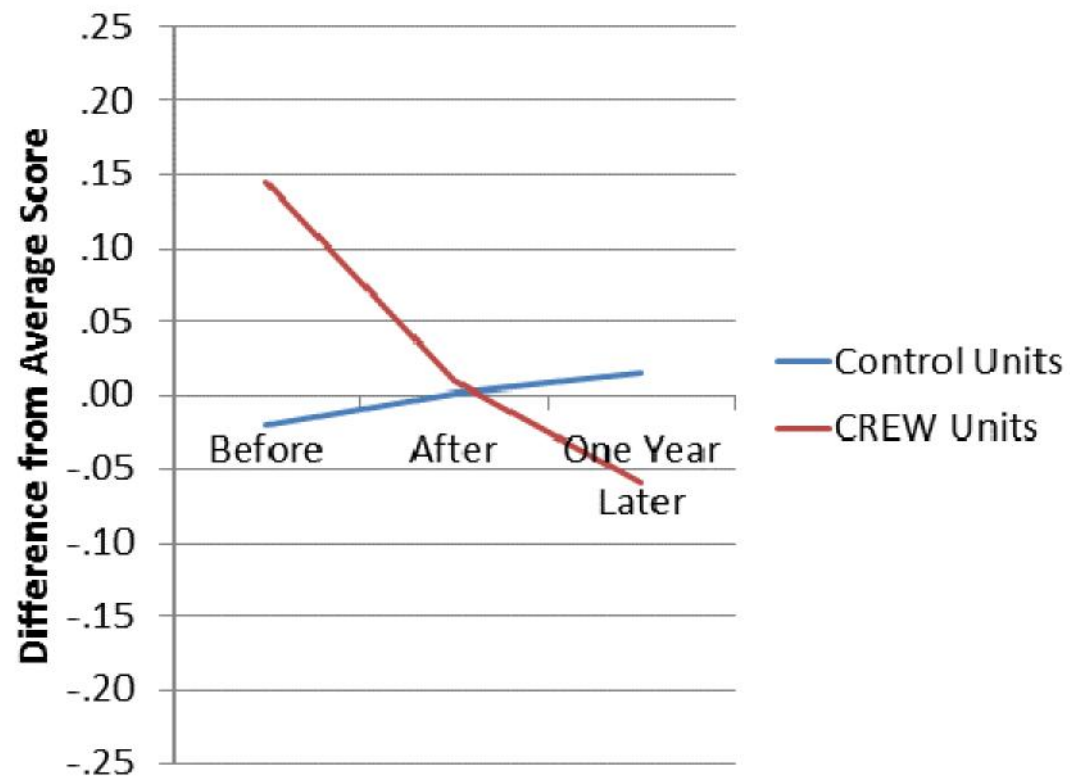# Impact on Civility

Workgroup Civility
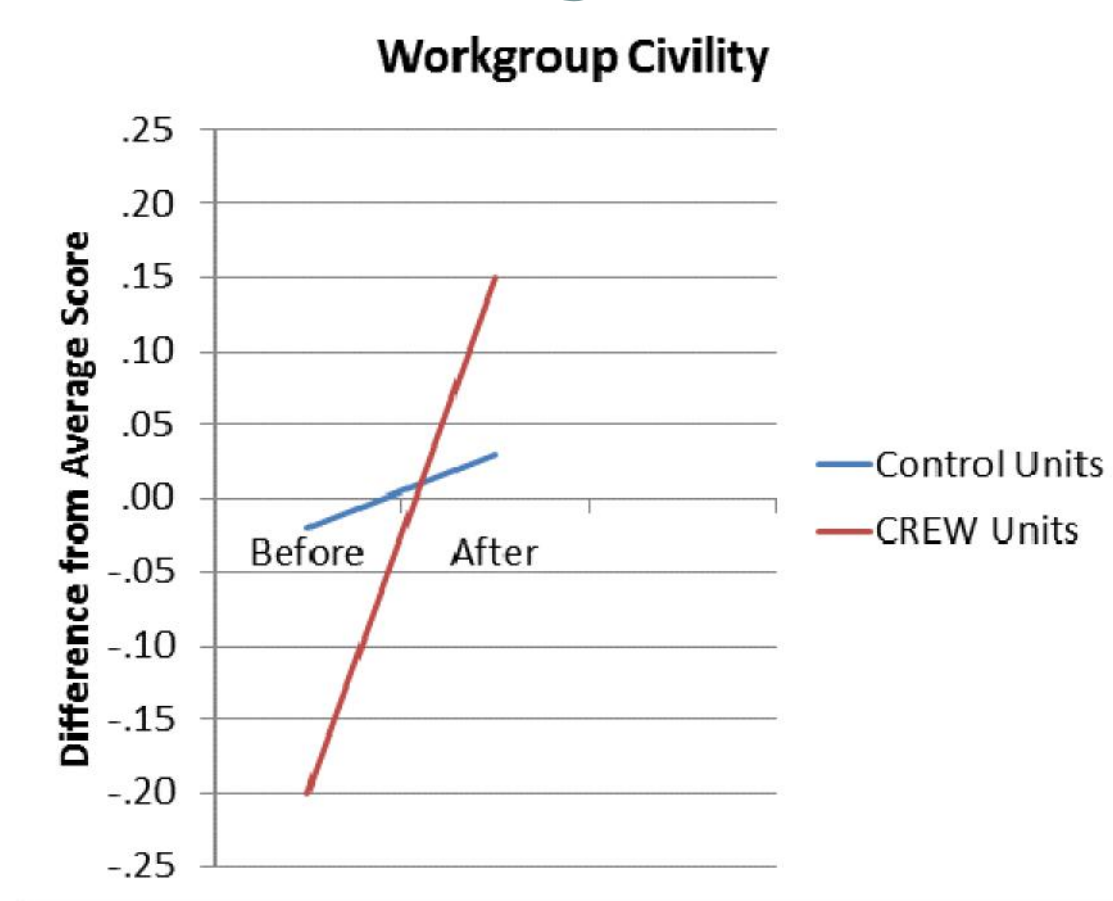
Impact on Civility

Burnout & Illness

Civility, Engagement, & Burnout

- Change: Time 1 to Time 2
  - Coworker Civility
  - Supervisor Incivility
  - Respect
  - Cynicism
  - Job Satisfaction
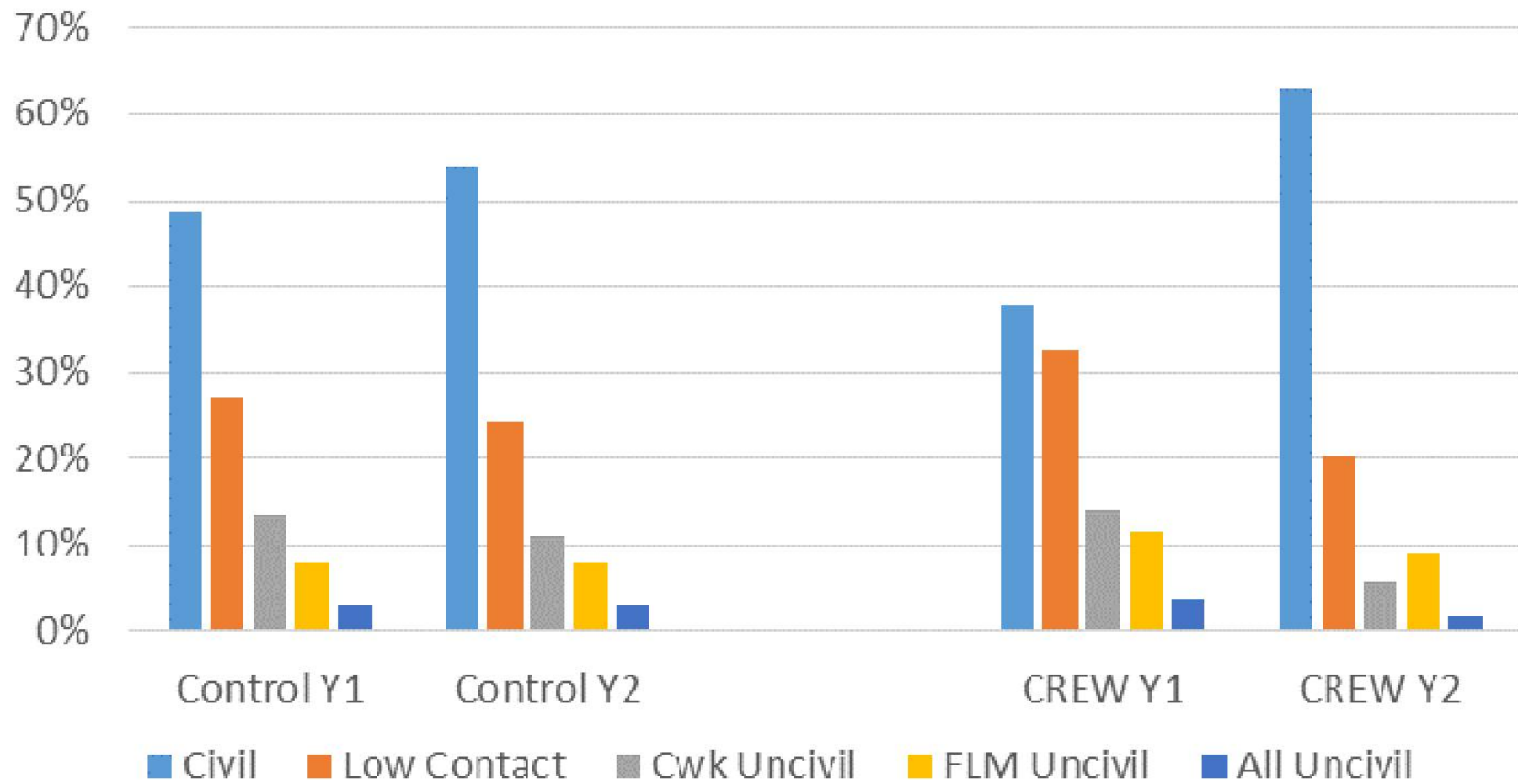 - Management Trust
  - Absences

  - Leiter, Laschinger, Day, & Gilin-Oore, 2011

- One-Year Follow-Up
  - Augmentation
    - Exhaustion
    - Cynicism
    - Physical Symptoms
  - Steady State
    - Civility
    - Respect
    - Control
    - Management Trust
    - Job Satisfaction
  - Lost Momentum
    - Absences

  - Leiter, Day, Gilin-Oore, & Laschinger, 2012

Civility Type & CREW

Alternative to CREW

- ## Limitation
  - CREW is expensive
  - CREW most appropriate for highly distressed workgroups
- ## Workshop Format
  - Making a Value Statement re Working Relationships
  - Workgroup Format
  - Pre and Post Assessment
  - Customizing Activities

Essentials of Civility Improvement

- Action Oriented
  - Developing New Behaviors
  - Behaving Differently: Leaving Your Comfort Zone
- Reflexive
  - Civility as Topic of Conversation/Agenda Item
  - Recognizing One's Contribution
  - Tracking Behavior and Experience
- Shared
  - Improving Civility as a Group Project
  - Working on Both Sides of an Encounter

Example: Respectful Behaviors

- **Civil and Respectful Behaviors List:**
- Paying attention -- every act of kindness is, first of all, an act of attention
- Acknowledging others -- acknowledging others' existence, their importance to you, their feelings and the things they do for you
- Think the best of others -- approaching others assuming they are good, honest, sensitive, etc.
- Listen
- Be inclusive -- being accepting of others and welcoming individuals into group
- Speak kindly
- Don't speak ill of people
- Accept and give praise
- Etc.

Example: Objectives & Process

- **Objective:**
- To have group members identify respectful behaviors and commit to increasing those behaviors in the future.
- **Materials:**
- Paper on which to outline civil and respectful behavior list. A flipchart, if space permits, or a clipboard, if in a brief huddle.
- Marker or dark pen to help others see what is written.
- **Process:**
- Engage in group discussion.
- Introduce the topic of respect as a core element of civility.
- Note that a lack of respect is a major stressor at work that undermines relationships among teamwork. In contrast, active expressions of respect affirm the recipients' place within a work team as valued and productive members.

Example: Action

- **Action:**
- Ask participants to identify examples of how people express respect to one another within their work group.
- As people contribute examples, make a list.
- As people contribute examples, check off those examples on your list that match the group's examples.
- Note examples from the original list that have not been suggested by the group. Are they missing or not mentioned?

Conclusion

- ## Psychological Connections with Work
  - Overextended
  - Disengaged
  - Burnout

- ## Workplace Social Dynamics
  - Intentional: Group CWB & Bullying
  - Unintentional: Random and Incivility

- ## Implementing Change
  - Teaching and Practicing New Social Behavior
  - Group Level Process
  - Value-Based Vision

Contact Information

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