

Wellbeing for Great Deans

Sustaining Wellbeing and Preventing Burnout



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ACCCA Great Deans

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Getting to know you and your teams



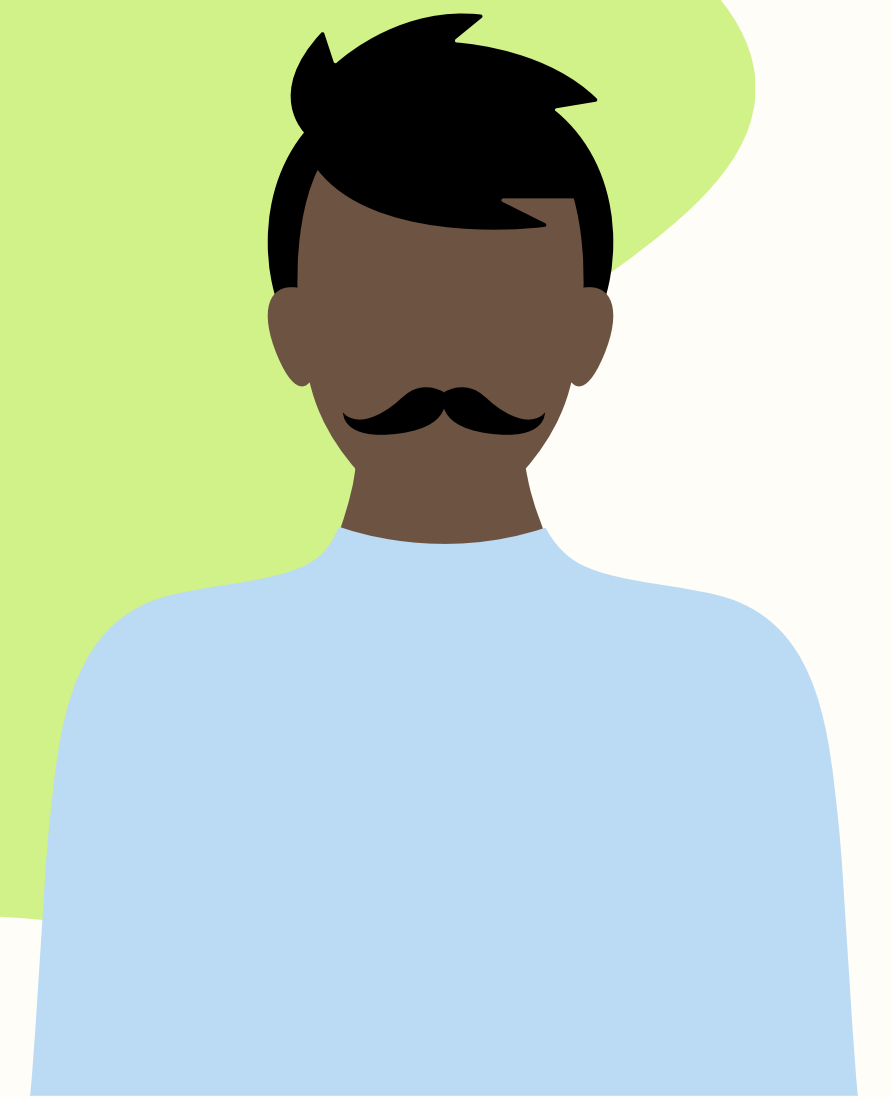
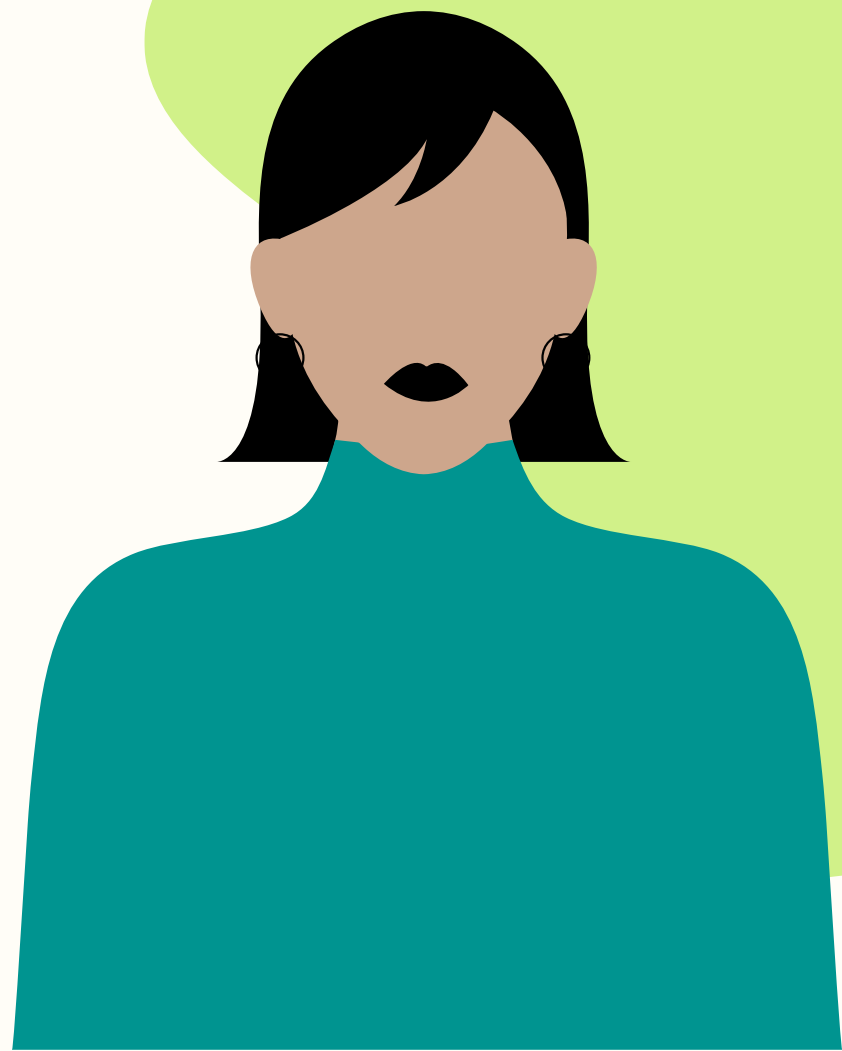
Learning Agenda



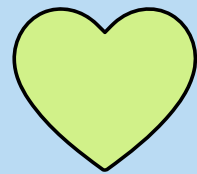
What we'll share this afternoon

- What are wellbeing and burnout?
- Why do they matter?
- How are we doing?
- What works?
- Sustaining wellbeing for you and your team
- Call to Action

What is Wellbeing?



Wellbeing Definitions Vary



"Wellbeing includes the presence of positive emotions and moods, the absence of negative emotions, satisfaction with life, fulfillment, and positive functioning."

Center for Disease Control, 2018



Wellbeing is the set-point individuals seek amidst fluctuating challenges they face and resources they have.

Dodge et al., 2012

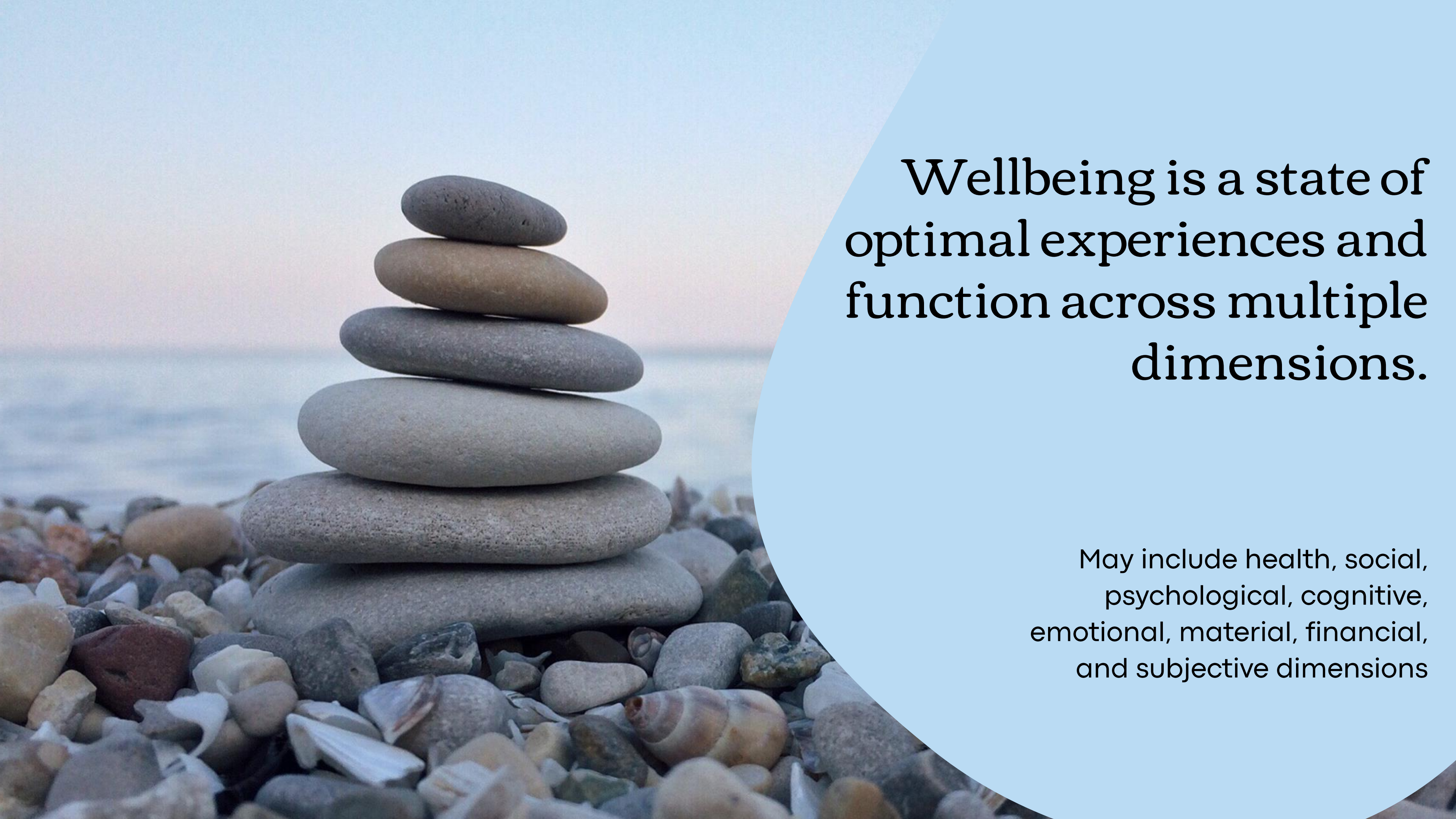


Happiness ~ Meaning

Subjective ~ Objective

Asset ~ Deficit

and many others



Wellbeing is a state of optimal experiences and function across multiple dimensions.

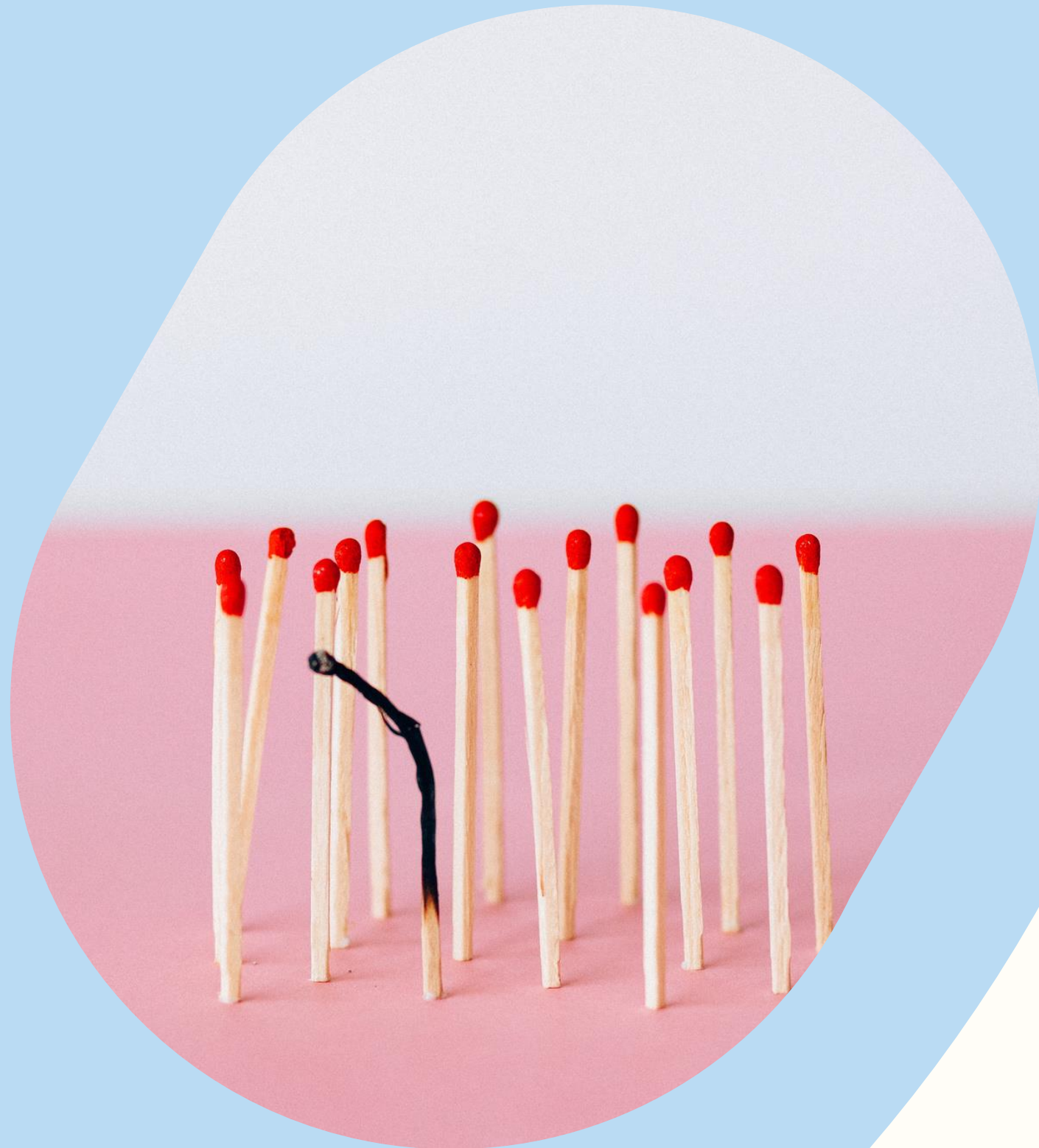
May include health, social, psychological, cognitive, emotional, material, financial, and subjective dimensions

What is Burnout?

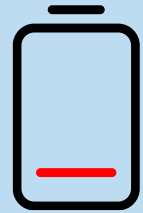


Defining Burnout

"Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed."

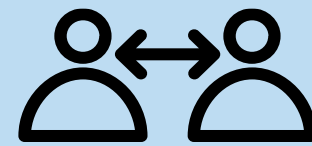


3 Dimensions of Burnout



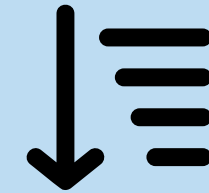
**Emotional
exhaustion**

Individual dimension



**Depersonalization,
or cynicism or
negativism towards
one's job**

Motivational and
interpersonal dimension



**Reduced perceived
professional
efficacy**

Self-evaluative dimension

Why does this matter?

Negative Effects of Burnout

1

Wellbeing and Health Outcomes

- Mental and physical health impacts
- Cognitive impairment
- Spillover effects outside work

2

Job Performance

- Decreased work engagement
- Absenteeism
- Increased turnover intent

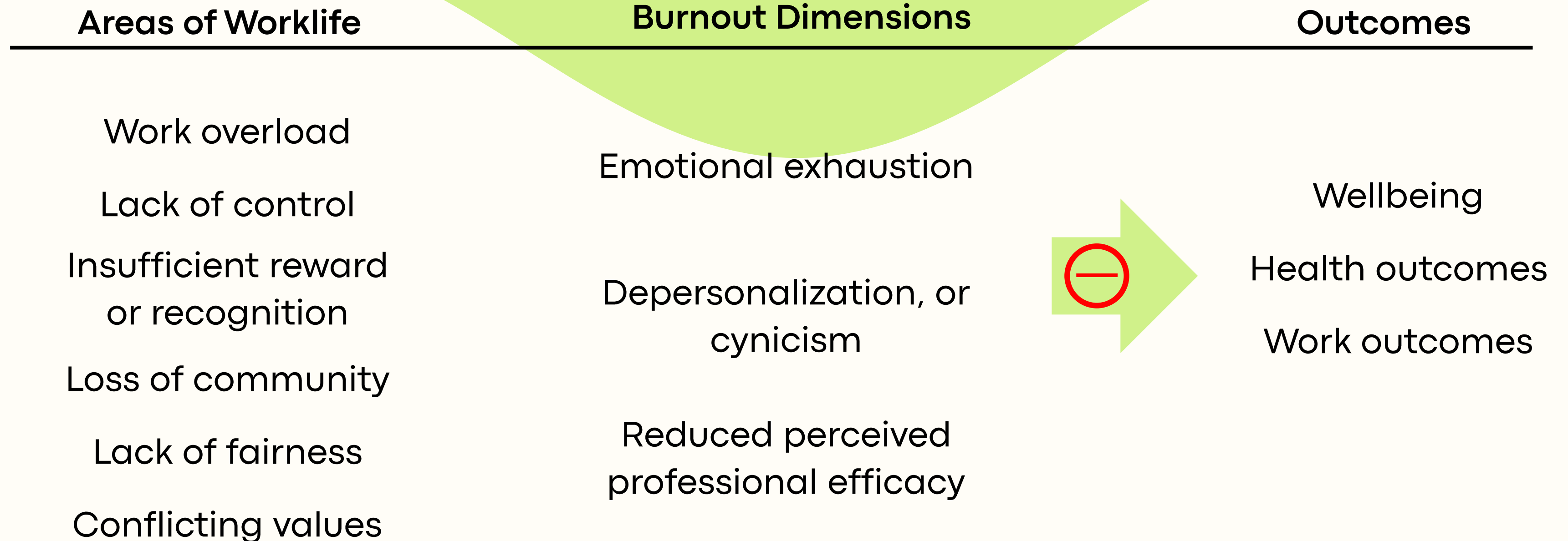
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Organizational Performance

- Decreased productivity
- Decreased organizational commitment
- Increased turnover

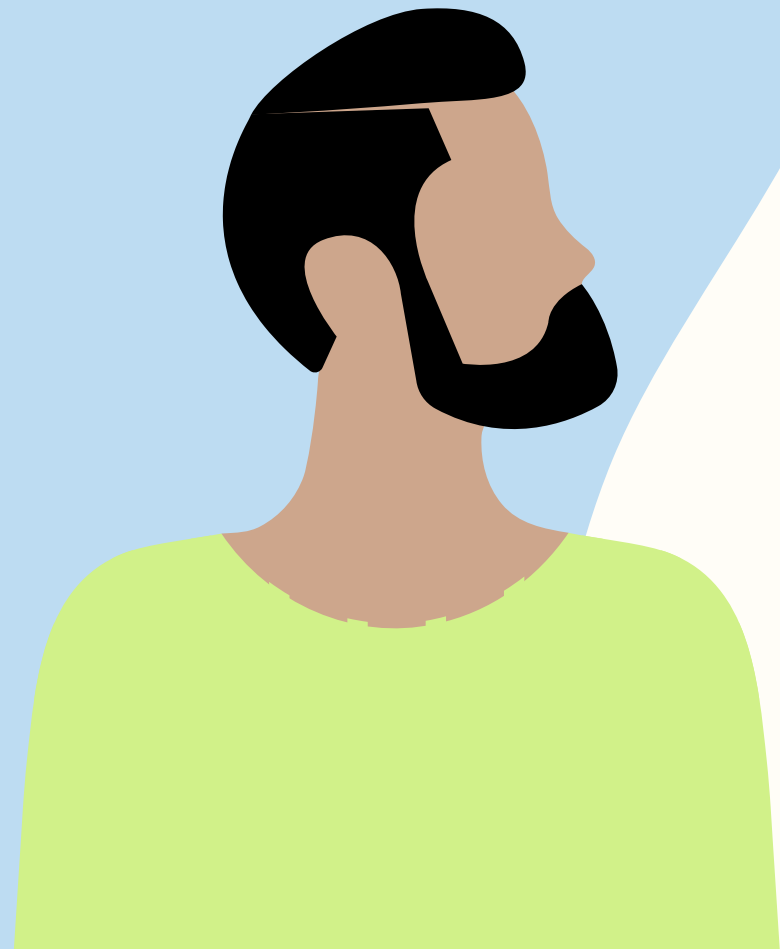


How Does Work Relate to Burnout Dimensions and Wellbeing?



Adapted from Maslach & Leiter, 2016

Wellbeing in the Workplace



"In addition to the many impacts on the health and well-being of workers themselves, workplace well-being can affect productivity and organizational performance."

US Surgeon General, 2022

Wellbeing, Effectiveness, and Organizational Support

Community College
Administrators During the
COVID-19 Pandemic

What did we want to learn?

Wellbeing and administrators'
beliefs about their professional
efficacy during the pandemic

Demographic differences

Practices implemented that
supported administrators' wellbeing

How Are We Doing?

High levels of occupational stress during COVID-19 decreased wellbeing



We feel burned out at work

- 55% at least once a week
- 25% several times a week
- 18% every day

...yet only 21% have become more callous

We feel exhausted on a regular basis

- 72% mentally exhausted
- 54% physically exhausted

...yet 60% can still concentrate quite well

Our wellbeing decreased

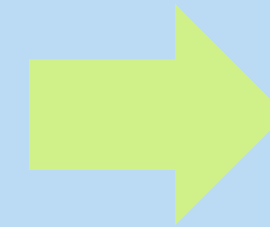
- 74% reported lower wellbeing

...yet only 50% reported decreased effectiveness

What Influences Our Perceived Effectiveness?



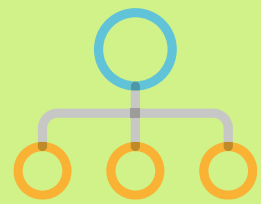
Exhaustion
Burnout
Fatigue
Lower wellbeing



Low
effectiveness

Decreased
effectiveness
since pandemic

Demographic Differences in Perceived Effectiveness



Direct reports

2 or fewer

or

6 to 10



Dependents

2 dependents

or

3 dependents



**Higher ed
experience**

5 to 10 yrs

or

21 yrs+

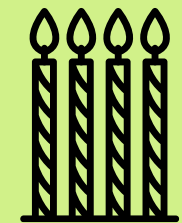


Dependents' Age

5 yrs or younger

or

13 to 17 yrs old



Age

Under 40 yrs

or

60 yrs+

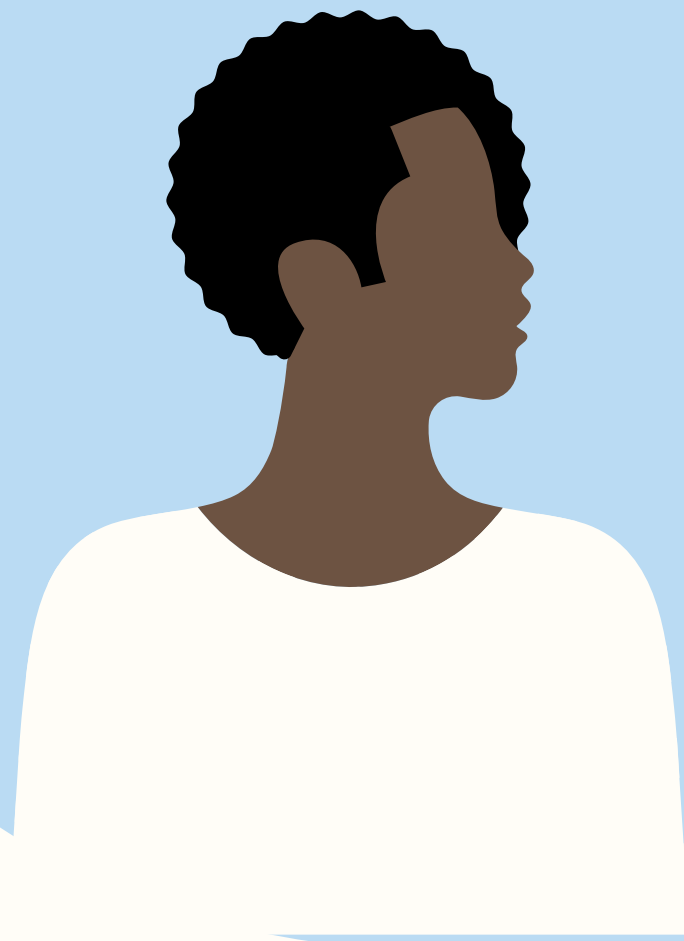
What is Surprising?

No significant differences in perceived effectiveness related to

Role

Years in the Role

Hours Worked Per Week



Focus on Equity

Demographic differences in measures of wellbeing, effectiveness, and organizational support raise issues and merit attention

Low Effectiveness

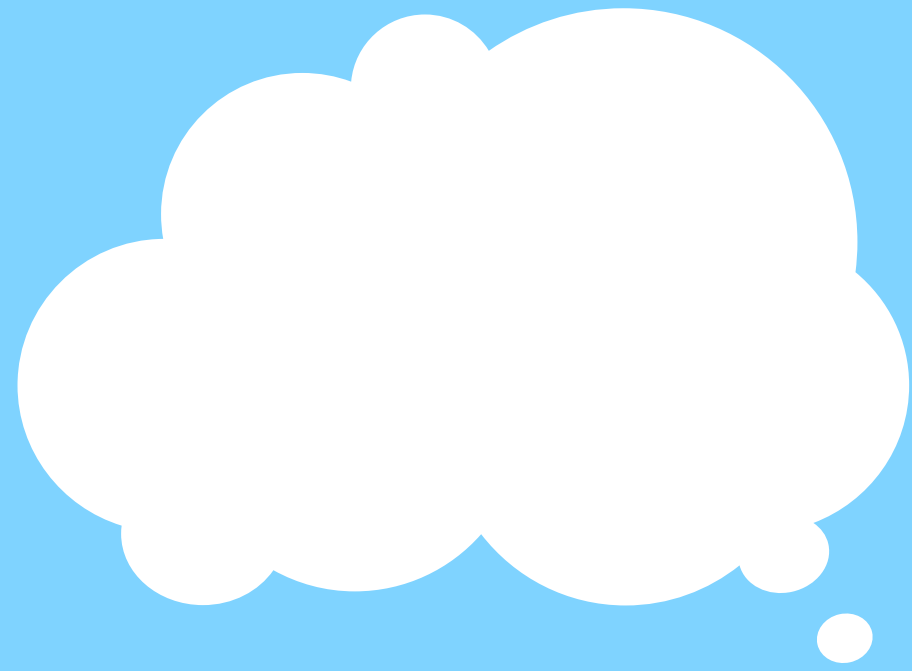
- Dependents aged 5 and younger
- Two dependents
- Two or fewer direct reports

Fatigue

- Higher for women
- Highest
 - Under age 40
 - Dependents aged 5 yrs and younger

Organizational support

- Lack of a supervisor or person who cares about them reported most by Black and African Americans
- Lack of materials and equipment to do their work reported more by women



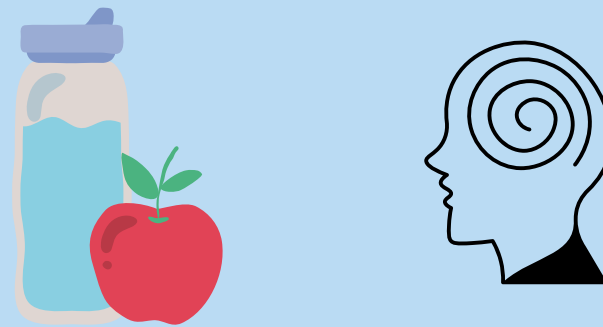
Organizational Approaches to Support Wellbeing



Primary

Prevent workplace stressors

Social support, work redesign,
increased autonomy and
decision making



Secondary

Manage existing stressors

Training on coping
strategies, meditation,
mindfulness, health
promotion (fitness, diet)



Tertiary

**Heal negative effects that
have already occurred**

Counseling, referrals to
Employee Assistance
Program

Policies, Practices, and Strategies: What Was Implemented? What Was Most Effective?

Direct Supervisor

Encourage self-care, balance, time off

Remote/flexible work

Check-ins

Support and encouragement

Caring and empathy

Communication

Organization

Remote work

Flexible work

Wellbeing training, activities, and resources

COVID policies and testing

Necessary tools and tech support



Important Voices from Administrators

Barriers to participation in
wellbeing practices

Workload increased

Wellbeing practices that did
not address needs of
administrators

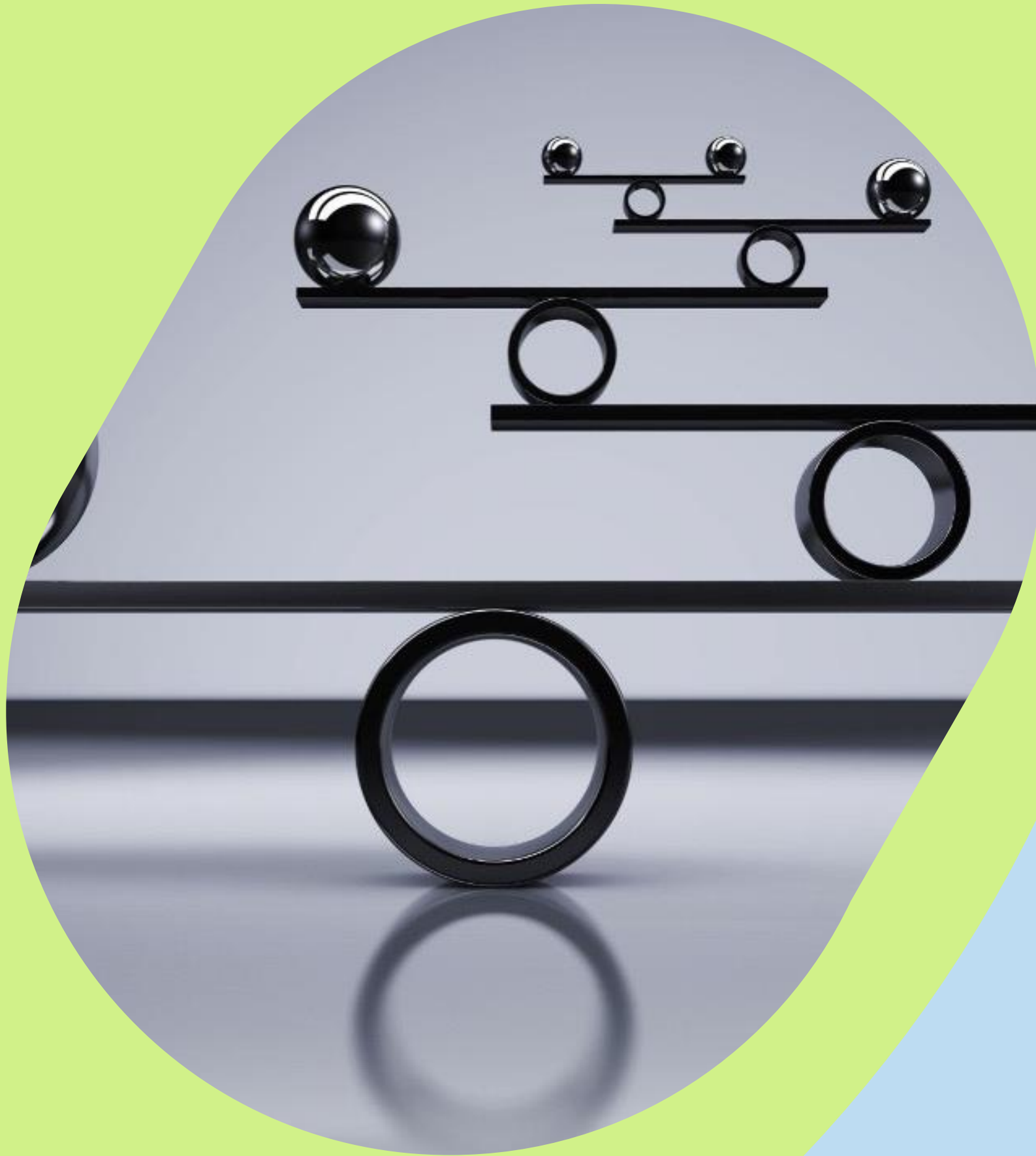
Ineffective strategies or no
strategies

EQUITY-CENTERED RECOMMENDATIONS

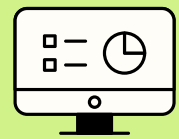
Sustainable and Equitable Policies and Practices for Remote and Flexible Work

Professional Development Focused on the Supervisor Relationship

Wellbeing Programming with Supporting Structures and Responsive to Administrator Needs



Widespread and Continuing Post Pandemic



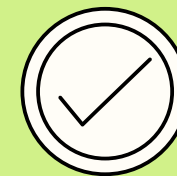
Nearly half of employees are always or often exhausted or stressed; 83% are emotionally drained



Managers struggle, too



Continued discrepancy between executive and employee perceptions of wellbeing



Top stressors: heavy workload, stressful job, long work hours



70% of managers say organizational obstacles prevent them from doing more to support wellbeing of their team

Sustaining Wellbeing as a Dean

Lead with empathy

1

- Check in with each team member
- Be compassionate to their challenges
- Be flexible and open to different ways of working
- Encourage use of workplace wellbeing benefits

Lead by example

2

- Ensure team members take breaks and take time off
- Model healthy behaviors
- Establish firm boundaries
- Be open about your own wellbeing; break the silence

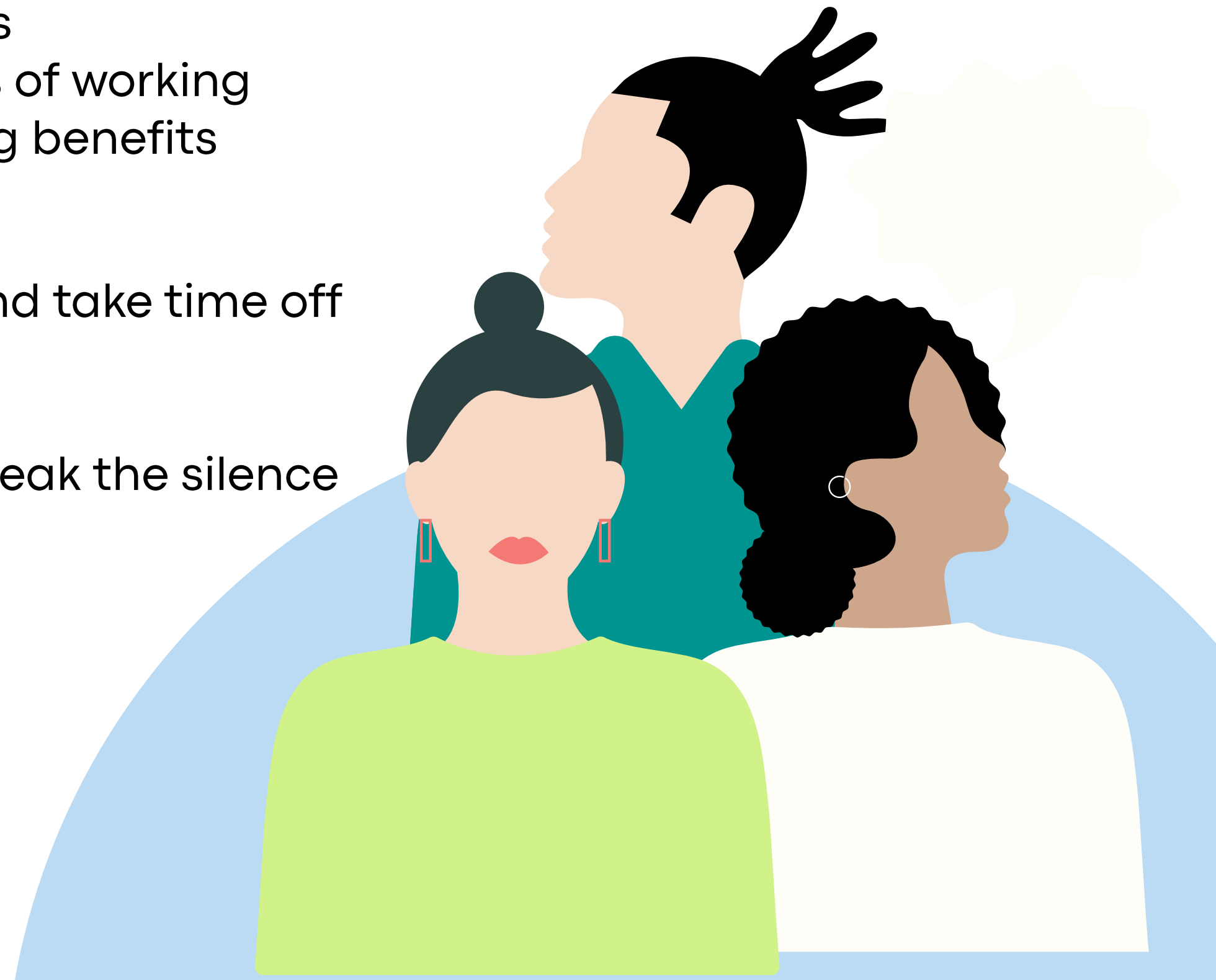
Lead inclusively

3

- Be mindful of bias
- Treat all fairly and equitably

4

Strive to make workloads reasonable



Call to Action

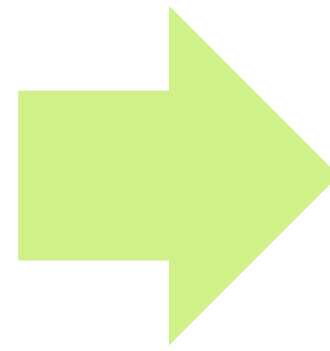
Shift our Mindset about Wellbeing and Work

Legacy Thinking

Wellbeing = finding balance between work and life

Wellbeing = responsibility of the individual

The best solution is to offer perks and benefits



Forward Thinking

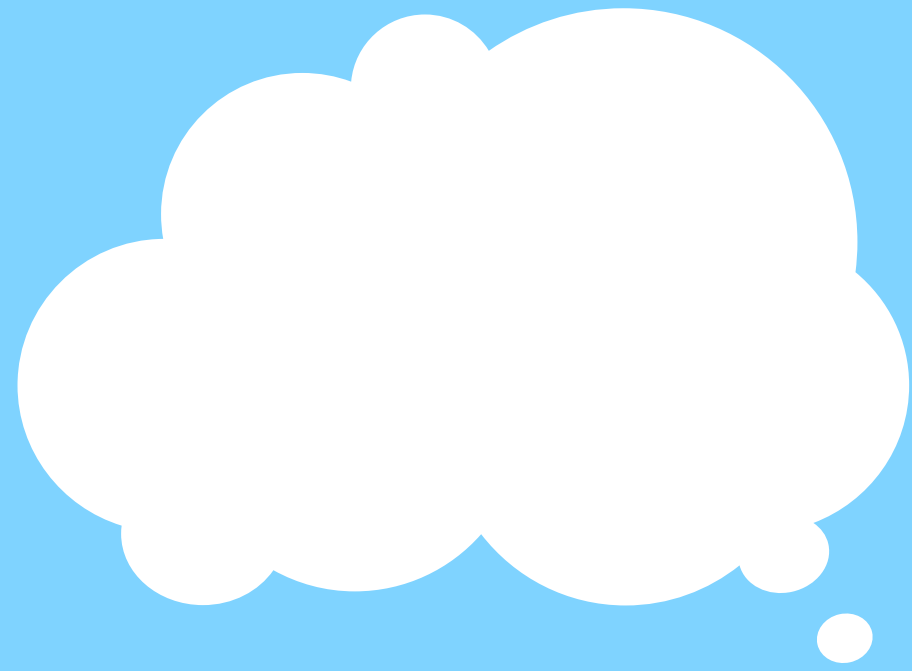
Work is a determinant of wellbeing

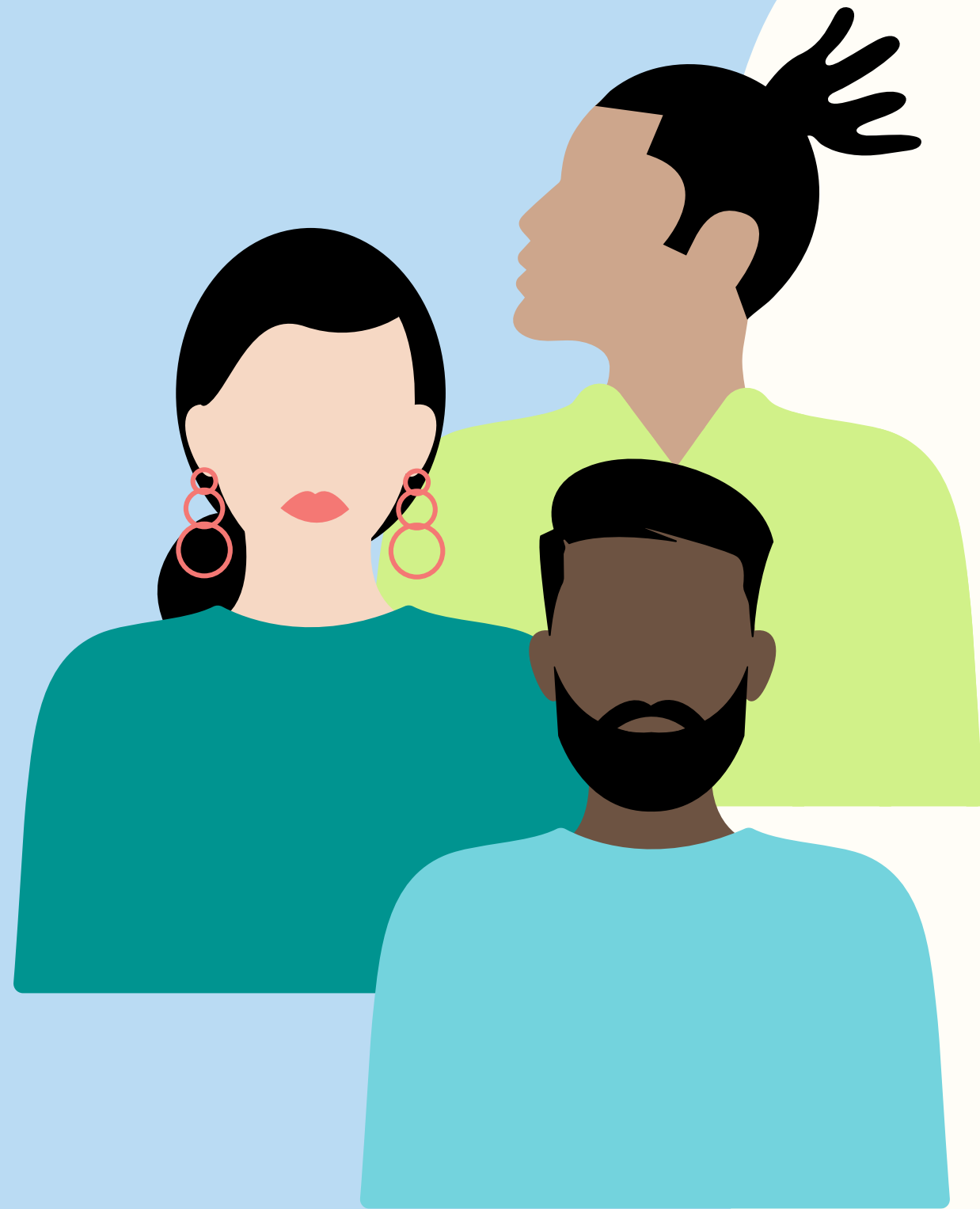
Wellbeing = shared responsibility

→ your leadership skill set

Organizational structures affect wellbeing

→ norms about how work is done





Thank you!

Contact me if you have any
questions.

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