



TE OPE KĀTUA O AOTEAROA
DEFENCE FORCE

**Directorate
of
Psychology**

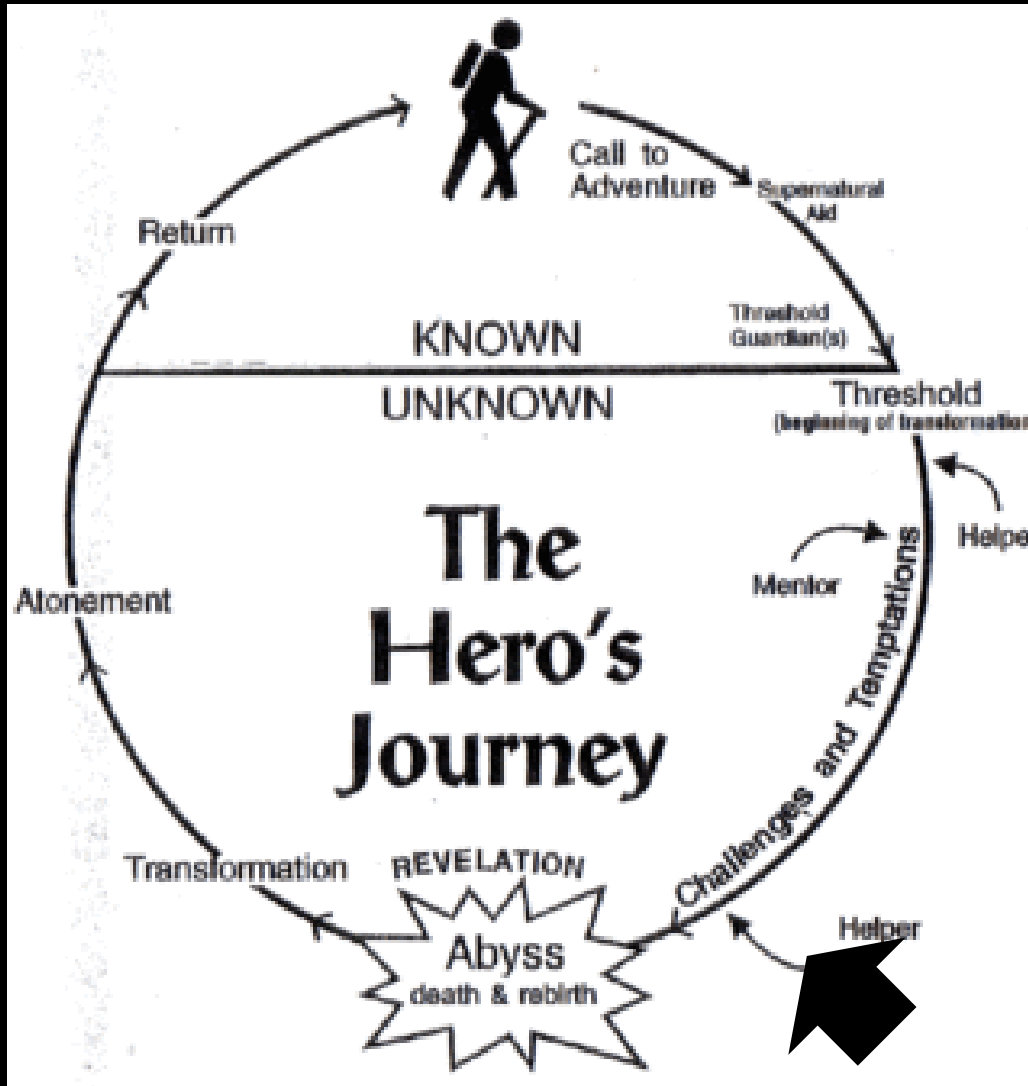
Burnout

**Managing burnout and workload in the
NZDF**

INSERT CLASSIFICATION

Expectation setting

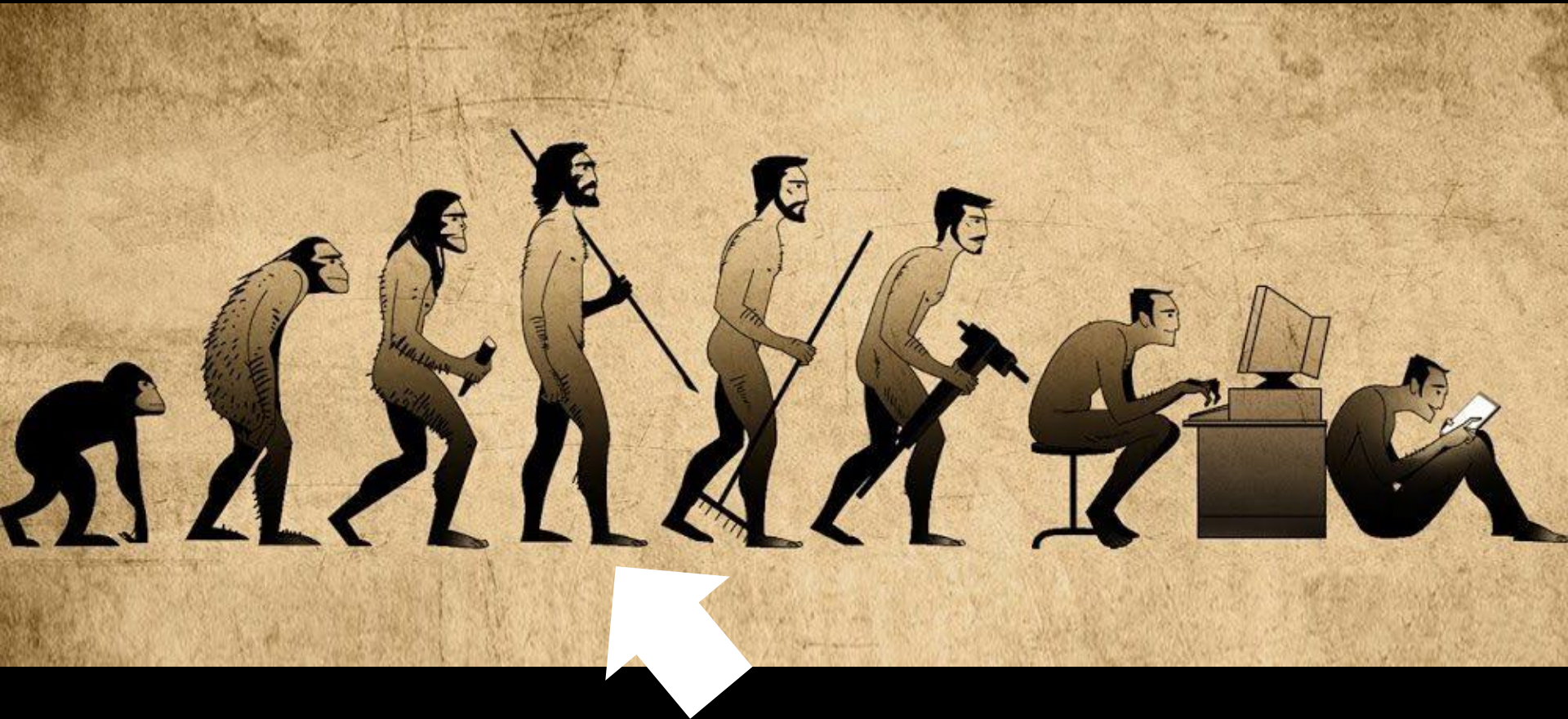
The Scotty Technique: *Under promise...*



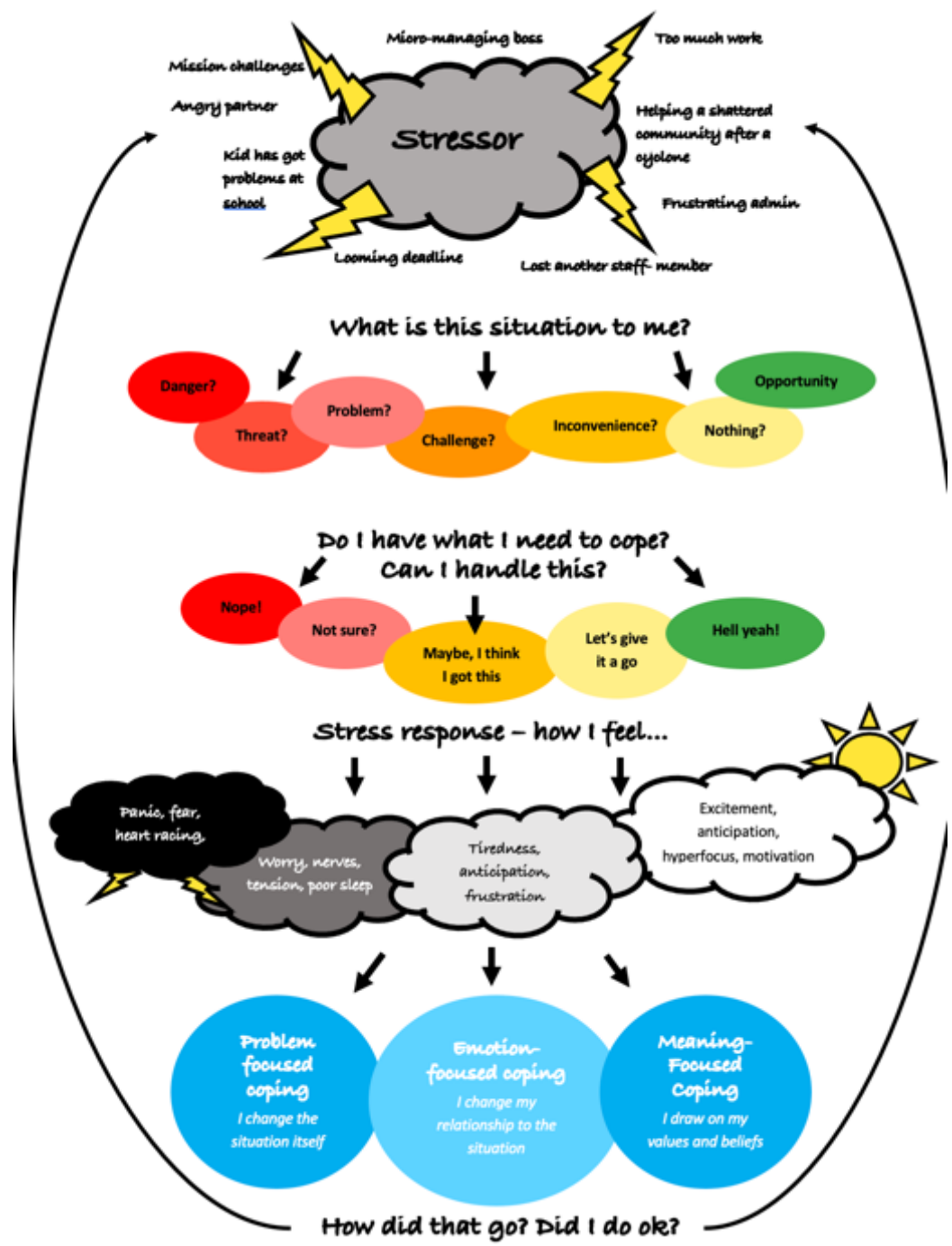
A close-up photograph of Yoda from Star Wars, wearing his characteristic white robe, holding a small green baby Yoda (Grogu) in a metal bowl. Baby Yoda is wrapped in a brown blanket and has a serious expression. The background is dark and out of focus, suggesting an indoor setting with warm lighting.

‘That which you seek, inside you
will find’ *Yoda*

Lets start with stress...



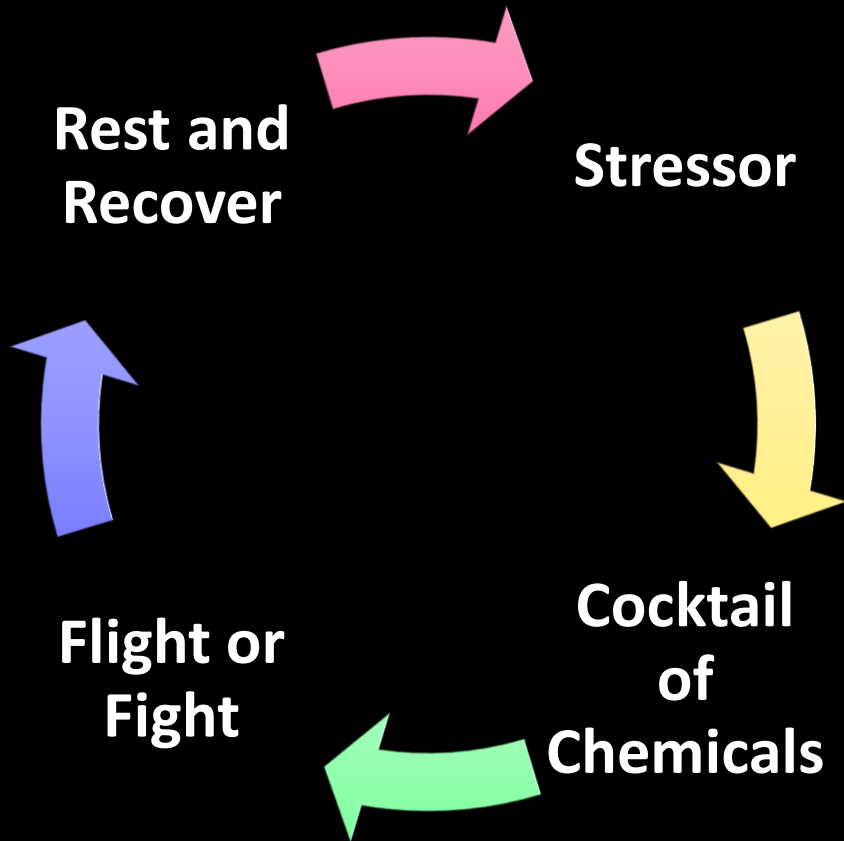




The upside of stress

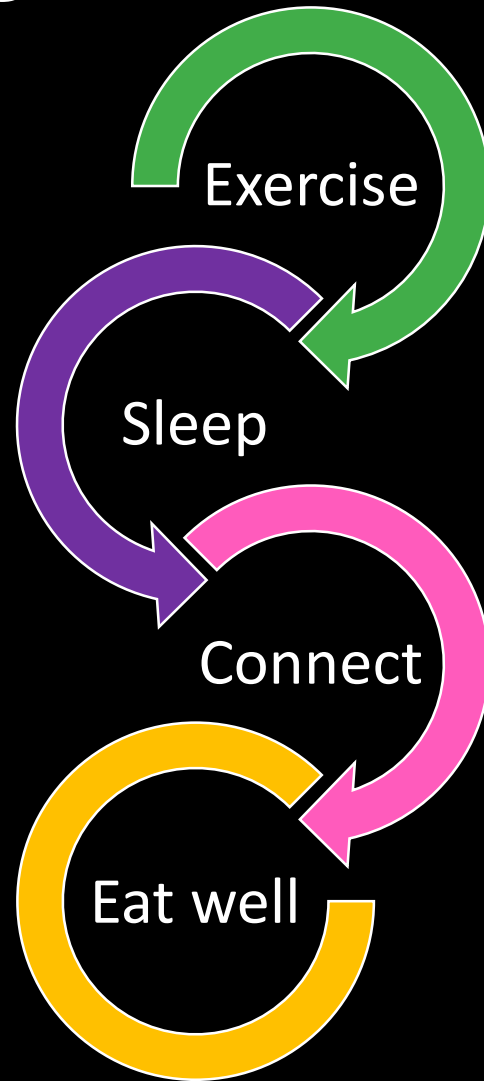


Completing the stress cycle



Being 'ok' is a process

Completing the stress cycle



Being 'ok' is a process



What is burnout?



What is burnout?

- Emotional Exhaustion
- Cynicism
- Feelings of incompetence, lack of achievement and low productivity



Burnout Assessment Tool –Short Version (General)

Instruction

The following statements are related to how you feel. Please state how often each statement applies to you.



Never Rarely Sometimes Often Always

Exhaustion

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I feel mentally exhausted | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. At the end of the day, I find it hard to recover | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. I feel physically exhausted | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Mental Distance

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. I struggle to find any enthusiasm for my work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. I feel a strong aversion towards my job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. I'm cynical about what my work means to others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Cognitive Impairment

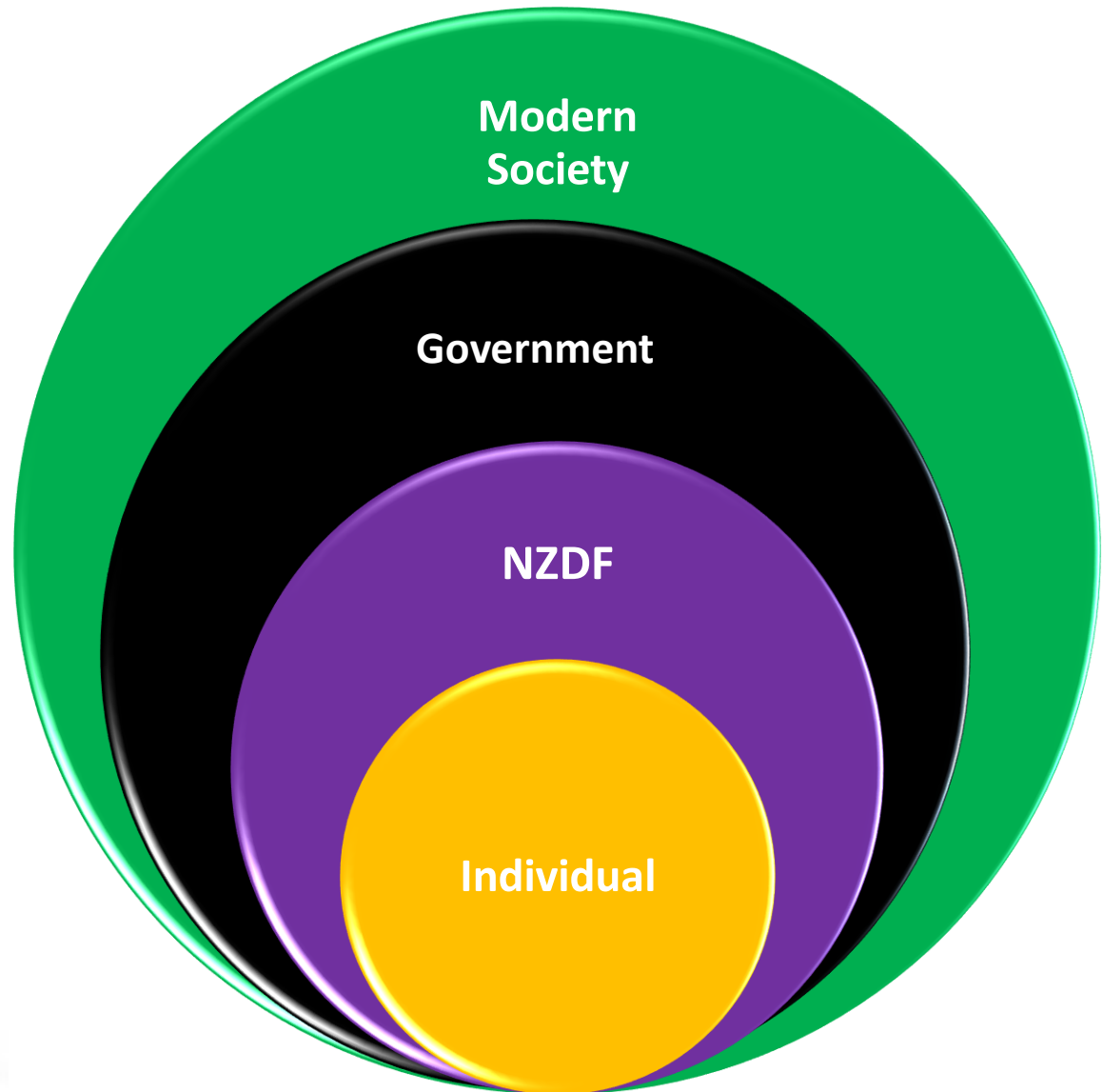
- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 7. I have trouble staying focused | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. I have trouble concentrating | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. I make mistakes because I have my mind on other things | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Emotional Impairment

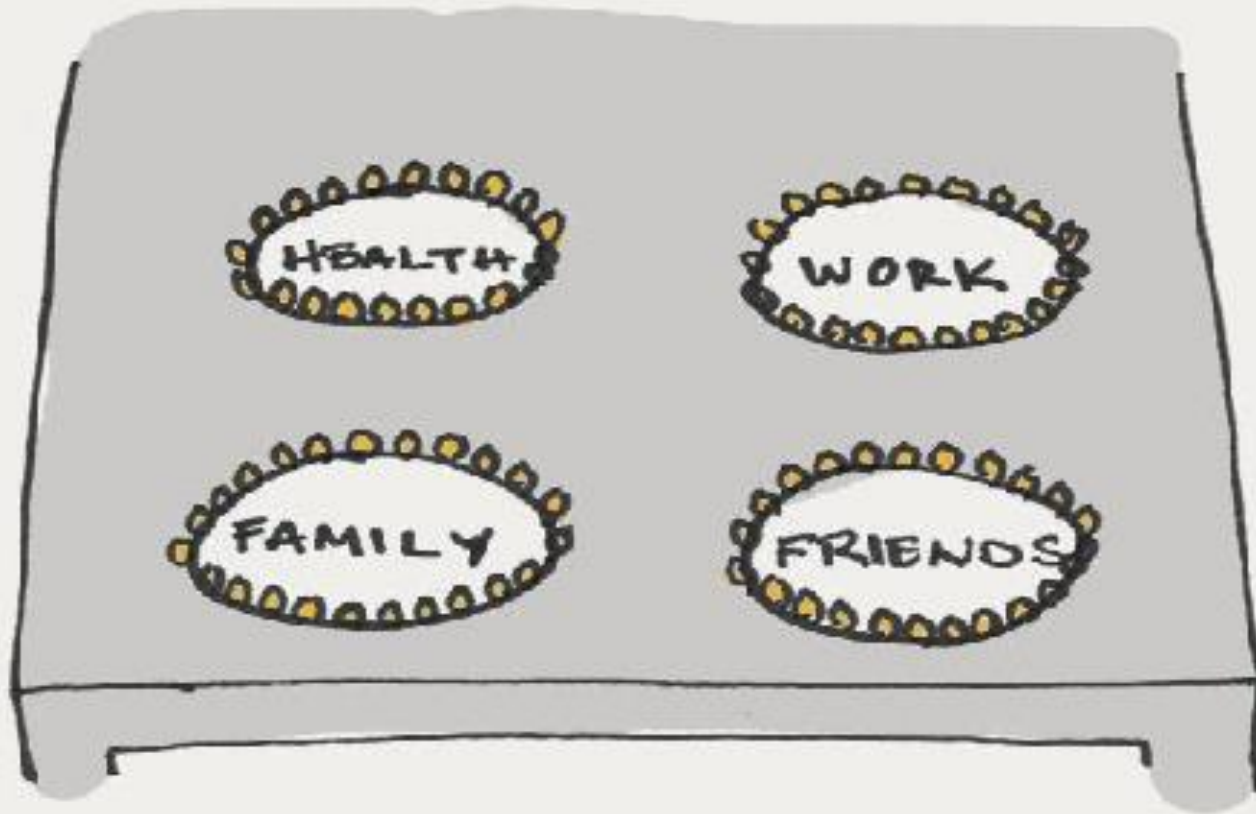
- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. I feel unable to control my emotions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. I do not recognize myself in the way I react emotionally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. I may overreact unintentionally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Get Help

How should we view burnout?







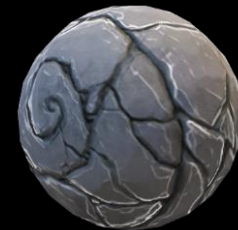
The Four Burners Theory says that “in order to be successful you need to cut off one of your burners, and in order to be *really* successful you need to cut off two”

**How much do you
have in the bank?**



We have a finite amount of Time + Energy + Focus

“Work is a rubber ball, if you drop it it will bounce back. The other four balls – family, health, friends and integrity are made of glass. If you drop one of these, it will be irrevocably scuffed, nicked, perhaps even shattered” *Gary Keller*



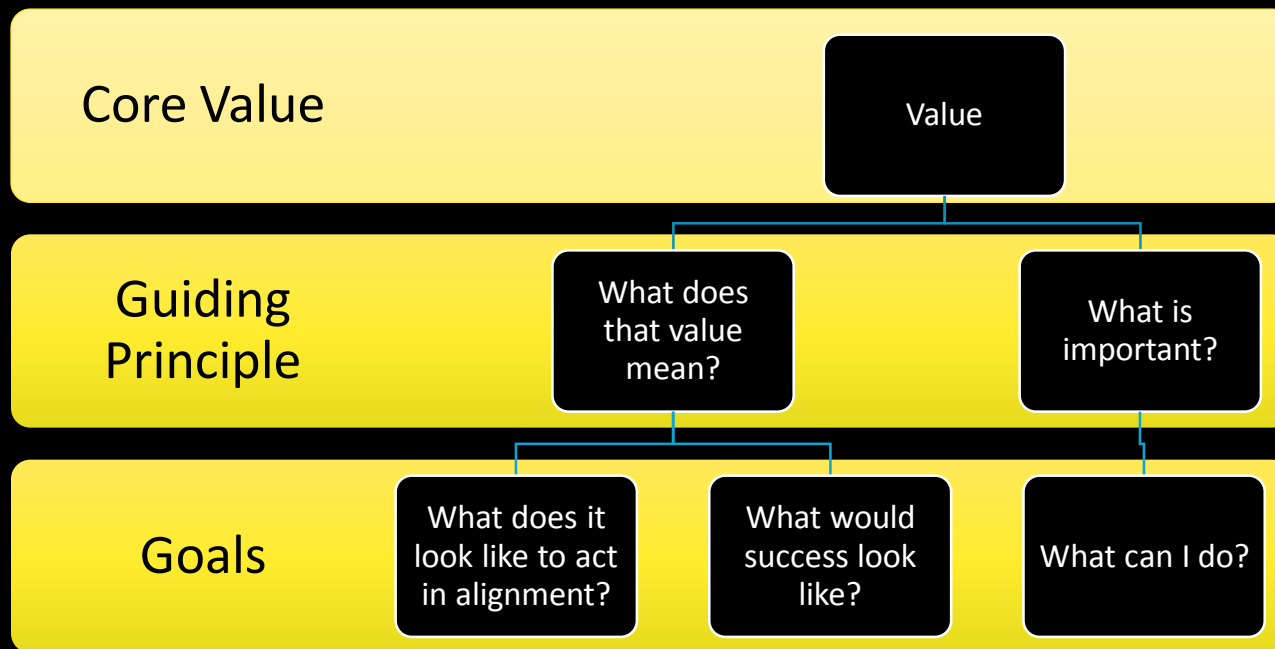
YOU CAN NOT HAVE IT ALL

**WHAT PRICE ARE YOU
WILLING TO PAY?**

Deciding on Trade-offs



Values Exercise



Values

Balance and Simplicity

Guiding Principles

1. Turn down the noise

2. Notice what is burning hot and what is neglected

3. Prioritise Rest and Family

Goals

1. To identify the 3 most important activities and focus on them.

2. To continually check in about peoples expectations and keep them realistic

3. Track/monitor where my energy is being expended and stay tuned to how I am coping

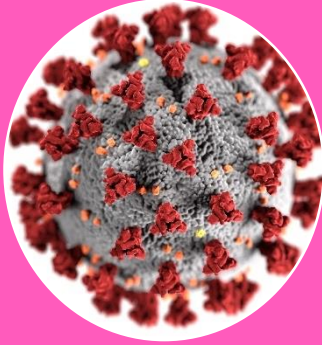
4. Make the weekends partly about Dan & the kids - and partly about me!

The System and Context



New Era

Family structure has evolved
Both parents work
Both parents have household duties
Aging parents
Tech revolution
Changing Needs/desires and values



Aftermath

New understanding of working from home
Impact of Op Protect
Vaccinations mandates
Vulnerable People
Coming out of isolation into freedom



Financial Climate

Incomes are not keeping up with inflation
interest rates rising
Cost of basic food/vegies/gas
The ideal kiwi lifestyle requires two incomes



Resilience and Mental Health

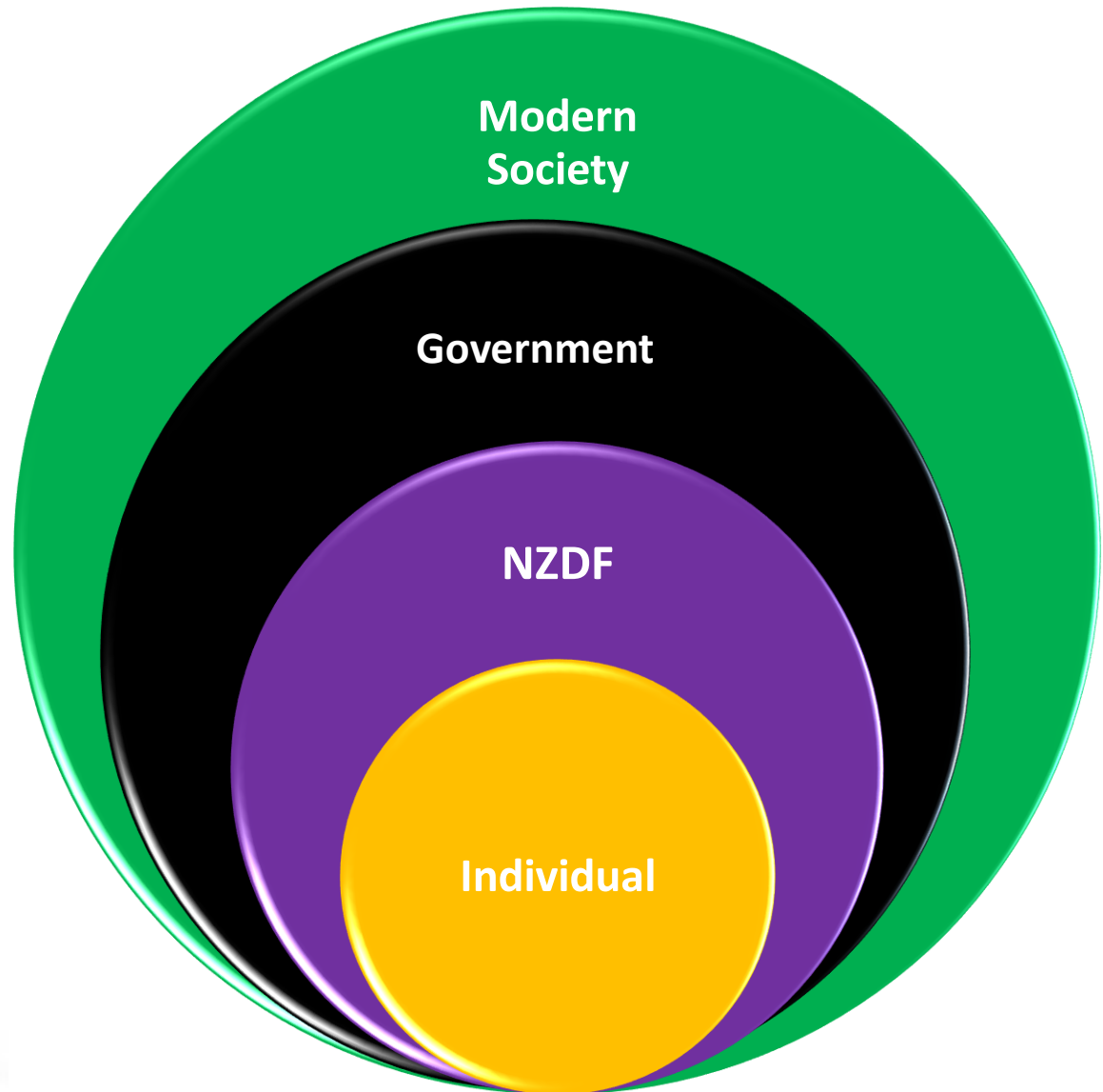
MH issues on the rise
Impact of technology on MH
Higher levels of stress related to more life demands



The NZDF Workplace

Rem not keeping up with competitors
Hollowness due to attrition
Capability projects overlaid with operations overlaid with emergency response support

How should we view burnout?



What should we do about the coal mine?



Demand

Do the demands of our jobs (or family) exceed our ability to cope?

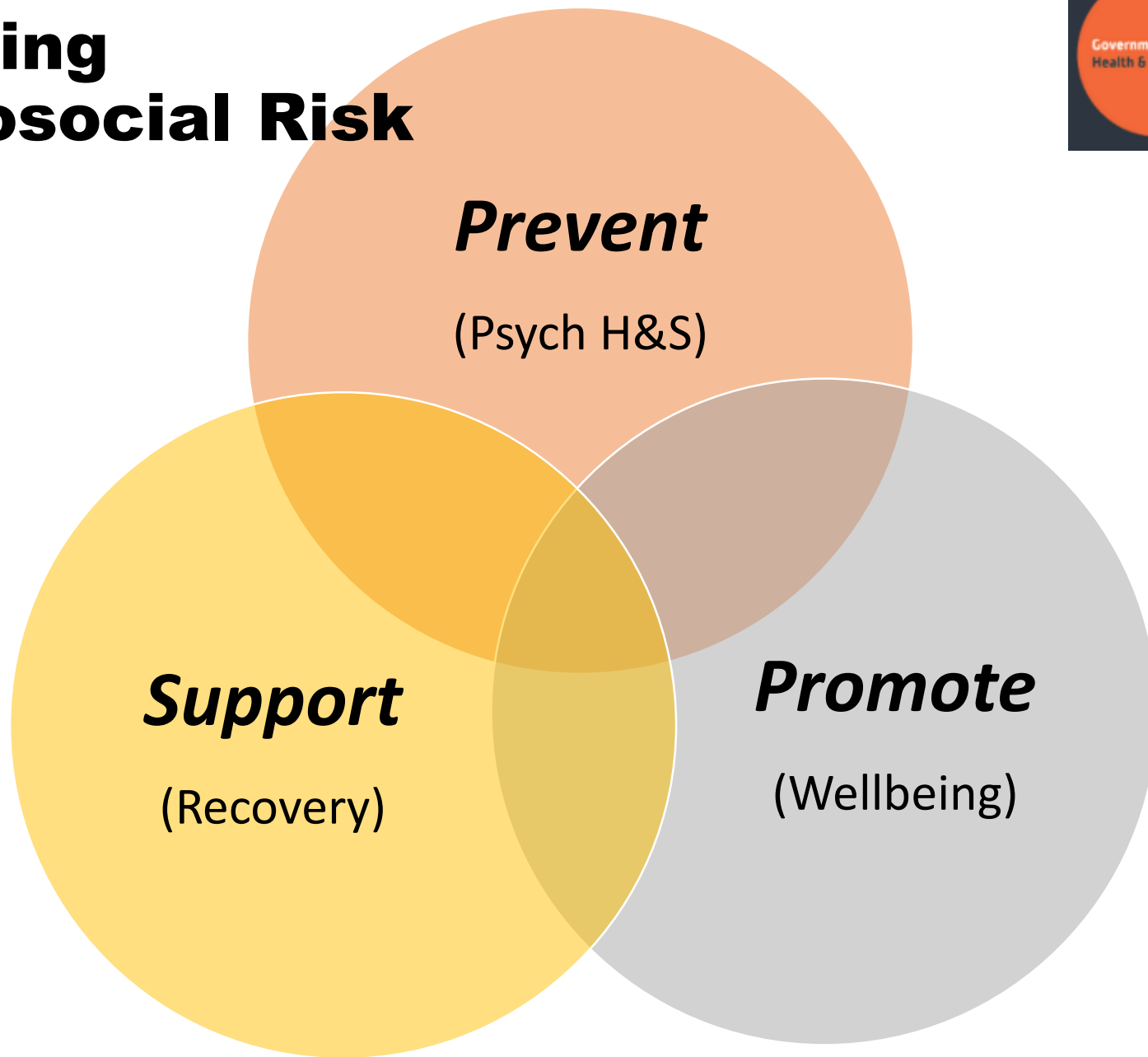
Control

Do we have control over how we spend our time, and how we do our job?

Support

Do we have support from our boss, our co-workers, our family to meet the demands of work and life?

Managing Psychosocial Risk



Prevent

(Psych H&S)

Support

(Recovery)

Promote

(Wellbeing)

Solutions to Mentally Health Work



Prevent

- These are initiatives that address issues at the source.
- They look at the work/workplace factors themselves to prevent problems
- This may include how work is designed, how demands are managed, and how workers are supported to do their jobs.
- These initiatives are preventative



Promote Wellbeing, Build Resilience

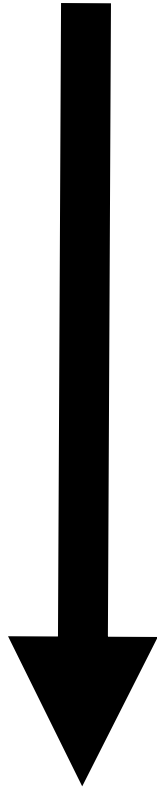
- These focus on helping employees to build individual psychological resilience
- Give tools to deal with issues.
- Do not address the underlying cause of the problem.
- This may include resilience training, peer support, and health education and promotion.



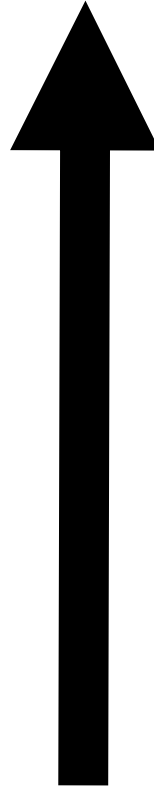
Support Recovery

- These interventions are aimed at reactively improving the wellbeing of employees who are experiencing mental ill- health.
- They provide targeted support for individuals to recover.
- This may include employee assistance programmes, incident support, mental health first aid, and return- to-work programmes.
- These initiatives are reactive

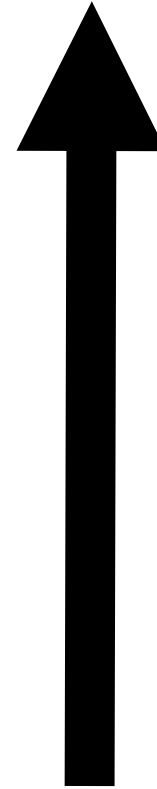
Organisational Response to burnout



Workload



Control



Support

Managing Psychosocial Risk - Prevent



Reduce Workload

- *Review your expected outputs – cut some away*
- *Increase timelines*
- *Increase staffing e.g. fill your gaps with contractors*
- *Plan respite and recovery into your teams work calendar*
- *Plan daily PT into your teams work calendar*
- *Review your FTE Establishment, plan for a sustainable workforce*
- *Redesign the role: create role clarity*
- *Fund technologies and tools that reduce strain (e.g. iPads, applications etc.)*

Managing Psychosocial Risk - Promote



- *Fund external consultants to run resilience and wellbeing workshops for your unit (budget for this – and program it into your calendars*
- *Support & fund promotion activities (e.g. book your whole team into wellbeing week activities and come yourself!)*
- *Be honest and transparent with your team about workload impacts – communicate that you know there is a problem, acknowledge how hard people are working, reward & recognize*
- *Reward your staff who prioritize the wellbeing of themselves and their team*
- *Caution your leaders who don't look after their team (take them aside and coach them)*
- *Get your people on leadership courses (ideally ILD – or external)*

Managing Psychosocial Risk - Support



Role Model and Reinforce

- *Be vulnerable, share when you have reached out for support*

NZDF 4U/ EAP

NZDF Health Website

NZDF Health Centers

Chaplains

Social Workers

Friends, Family, Team

Take-Aways

Individual Level

- Be clear on boundaries and expectations – use the Scotty principle and ‘under promise’
- Take stock – what do you actually care about and want for your life?
 - Make intentional, values based decisions
 - Finding meaning in your job/life is protective
 - Attend to how you spend your energy/time budget
 - Find ways to complete your stress cycle, daily
 - Give yourself some respite
 - Ask for help



Take-Aways

Organisational Level

- Leaders and organisations; be accountable for the burnout around you! Look to the canaries in the coal mine:
 - Use the scotty principle for organisational activities: under promise to government.
 - Review the job demands of each role – is it an appropriate workload for one person? No? You are responsible to change it.
 - Give your people control where you can (people need autonomy & agency)
 - What support do you have in place for your people? Don't outsource your support –be there for your people.





HEI MANA MŌ AOTEAROA
A FORCE FOR NEW ZEALAND

When stressed, which avenger are you?

Range monster (Hulk)

Self destructive alcoholic (Tony Stark)

Stoic, help group attendee (Capt America)

Evil destructive witch (Wanda)

Ego maniac – its all about me (Dr Strange)

Comfort eater extreme (Thor)

Self sacrificing –isolationist (Spiderman)

