

Employee Engagement and Burnout

Maintaining Morale in Changing Times

Thank You to Our Sponsor

CULTURE PARTNERS



The Report

Visit www.td.org/research

Employee Engagement and Burnout

> Maintaining Morale in Changing Times







424 unique organizations participated

For the purposes of this report, ATD used the following definitions:

- **Employee engagement**, as defined by Gallup, refers to the involvement and enthusiasm of employees in both their work and workplace.³
- **Burnout**, as defined by the World Health Organization, is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy.⁴



What are High Performers?

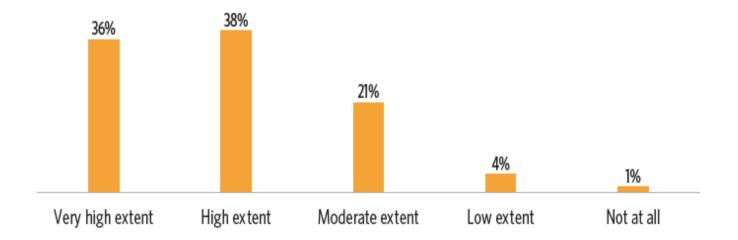
Defining High Performers

This report identifies practices associated with being a high performer. In this report, high-performing organizations are those that met two criteria:

- They reported themselves as performing as well as or better than their competitors in financial performance, customer and client satisfaction, employee engagement, and growth potential for the next five years.
- They strongly agreed that their talent development functions helped them achieve their business goals.

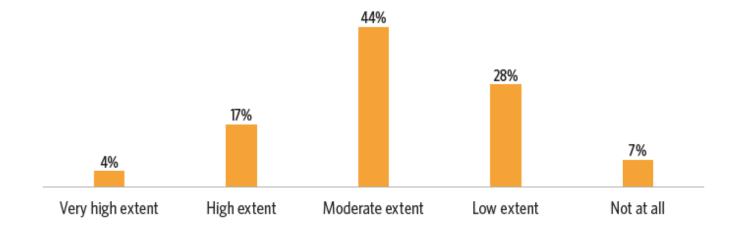


How Important is Engagement?



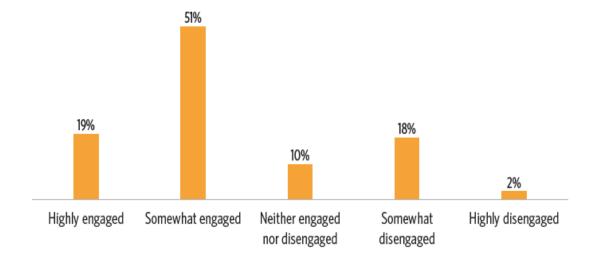


How Effective Are Organizations?





How Engaged Are Employees?









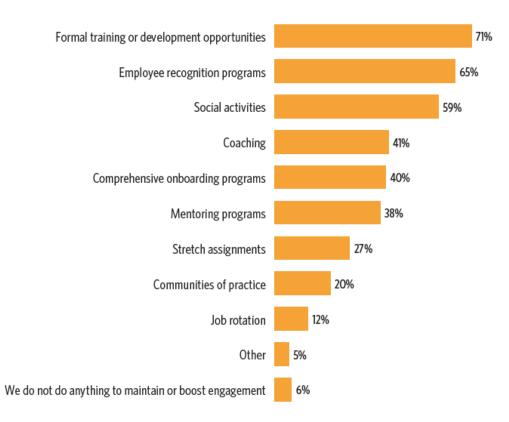


Key Indicators of Engagement





Efforts to Boost Engagement





What are the Biggest Challenges?

	Major Barrier	Minor Barrier	Total
Challenging levels of stress	49%	40%	89%
Leaders or managers lack skills in engagement	50%	37%	87%
Managers are not trained on ways to address employee engagement	49%	37%	86%
Leaders or managers are not held accountable for engagement	529	<mark>%</mark> 32%	84%
Poor internal communication	40%	41%	81%
Lack of opportunity for advancement	33%	47%	80%
Rewards or recognition are ineffective or lacking	26%	49%	75%
Compensation, benefits, and total rewards are not competitive	30%	42%	72%



Structures and Engagement

	Always or Often	Sometimes 📃 Rarely o	or Never
Engagement is an integral part of our success strategy	40%	27%	33%
We engage employees with reward and recognition programs	37%	34%	29%
We have implemented formal strategies to boost or maintain engagement	34%	35%	31%
Programs related to engagement are continuously reviewed and updated	30%	30%	40%
Managers at all levels are responsible for improving engagement	30%	29%	41%



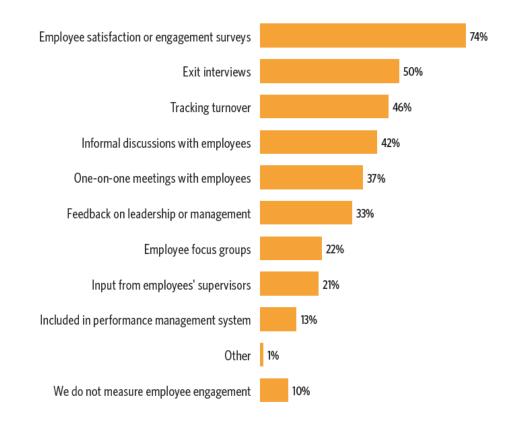
Structures and Engagement

Always or Often Sometimes Rarely or Never

Senior leaders consider engagement when formulating strategy and priorities		<mark>29%</mark>	34%	37%
Senior leaders or managers take effective action to improve employee engagement		<mark>29%</mark>	37%	34%
Employee performance reviews include assessment of how engaged they are	21%	19%		60%
Managers are trained on how to improve engagement	16%	28%		56%
We evaluate managers on their ability to coach workers to boost engagement	14%	24%		62%
Managers are rewarded for improving engagement	10%	21%		69%

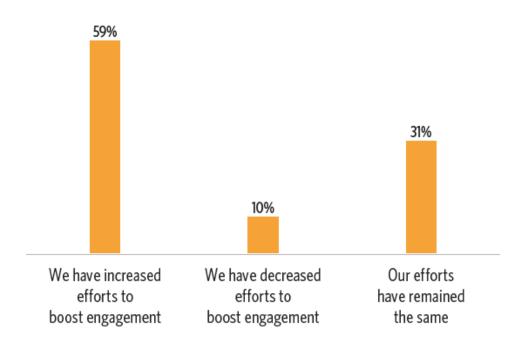


Measuring Employee Engagement



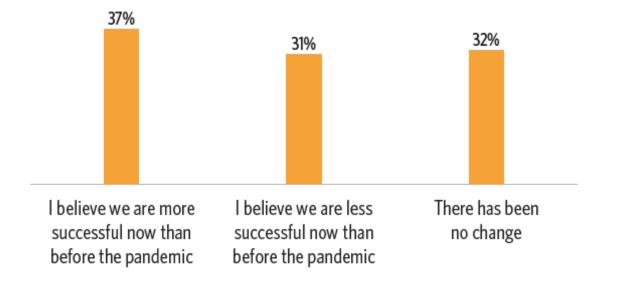


Engagement and the Pandemic





Success of Engagement Efforts



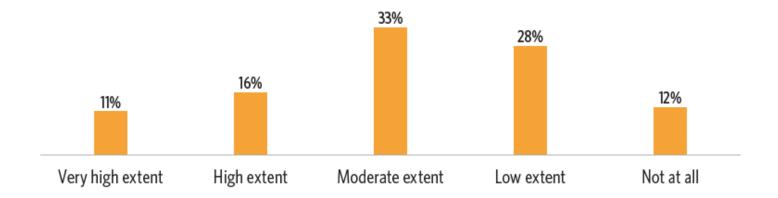






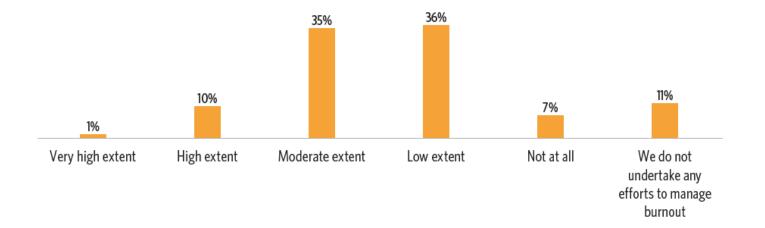


How Important is Addressing Burnout?



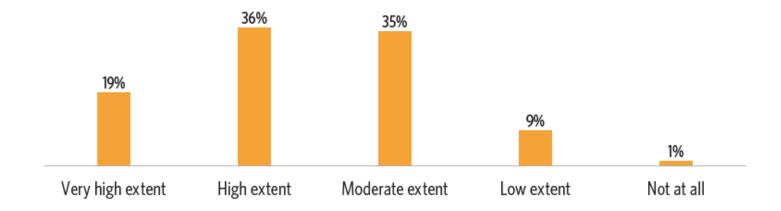


How Effective Are Organizations?





How Burned Out Are Employees?





Key Causes of Burnout

	Major Cause	Minor Cause		Total
Lack of control over projects or workload		56%	33%	89%
Poor communication from leaders or managers	43%		43%	86%
Lack of role clarity	30%	46%		76%
Lack of tools and resources to perform job effectively	32%	42%		74%
Company culture not supportive of helping employees address burnout	35%	38%		73%
Rewards or recognition insufficient or lacking	23%	50%		73%
Compensation, benefits, or total rewards not competitive	25%	44%		69%
Lack of autonomy to do one's job	20%	47%		67%
Hybrid or virtual work environment	15%	46%		61%
Poor relationships among team members	15%	45%		60%

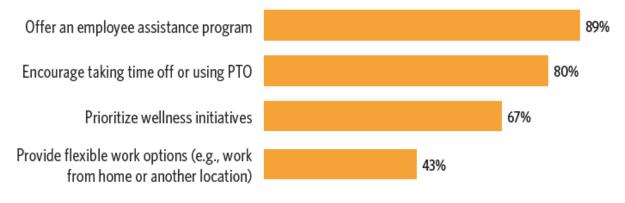


Structures and Burnout

	Alway	Always or Often Sometimes		Rarely or Never	
Company culture is accepting of taking time off			59%	28%	13%
Senior leaders lead by example in modeling a healthy work-life balance	249	<mark>%</mark>	35%		41%
Maintaining adequate employee workload is a priority for managers and leaders	249	6	40%		36%
We have training or development resources on how to address burnout	17%		29%		54%
The organization communicates with employees about burnout and ways to combat it	14%	28	3%		58%
Leaders and managers are trained to recognize burnout	10%	19%			71%
Leaders and managers are trained on ways to address burnout	8%	21%			71%



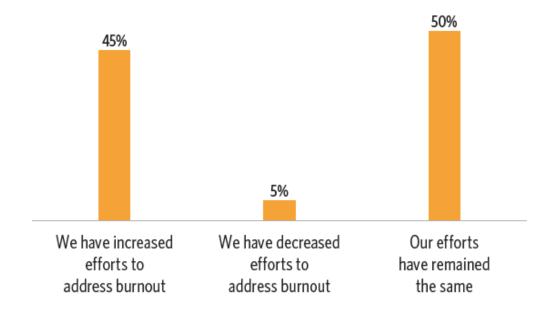
Wellness Initiatives



Percent of respondents answering yes.

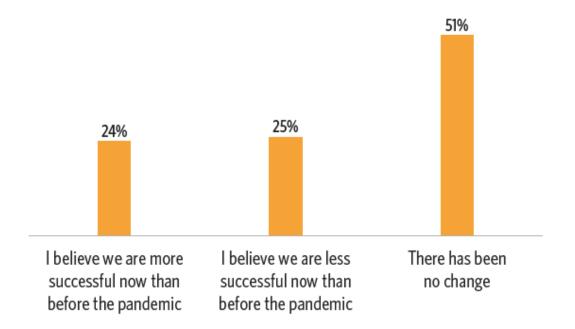


Burnout and the Pandemic





Success of Burnout Mitigation





Best Practices

✓ Use Multiple Measures

✓ Offer a Variety of Initiatives



Best Practices

✓ Think Globally and Locally



Audience Questions





Thanks Again to Our Sponsor

CULTURE PARTNERS

