



The workplace is where many of us spend most of our time, alongside people with whom we endeavor for impact. It's important that it's a place where employees feel engaged and energized. But rejuvenation at work is not always simple.



## THE BAD NEWS ...

- Over 60 percent of employees feel detached at work.
- 70 percent of workers say they've experienced burnout in the last year.
- Employee stress is at a record high.
- Globally, under-engaged employees cost almost \$9 trillion in lost productivity.



## THE GOOD NEWS!

Navigating these challenges is possible.

For instance, when employees feel appreciated, they are:

- 73% less likely to get burned out.
- 5 times more likely to feel connected to their company's culture.
- 4 times as likely to be engaged at work.



## HOW COMPANY LEADERSHIP CAN HELP

Research from the Mendoza College of Business reveals key takeaways for leaders seeking to rejuvenate workplace culture. It starts by assessing your people and starting the conversation about engagement at work.

Lost productivity, increased potential for making unethical decisions, moral distress of workers, and other issues are associated with burnout. This means business leaders who foster employee engagement promote individual and organizational excellence.

Professors Cindy Muir (Zapata) and Dorian Boncoeur developed a validated visual measure that allows for quick and meaningful assessment of job burnout. The tool encourages employees to easily articulate their feelings and allows for quick and regular check-ins.

We also know that connections with colleagues, and the regenerative effects of the natural world, can be better activated in the workplace to increase engagement.

Leaders are encouraged to:

- Consider these resources as conversation starters or reflection prompts at work.
- Start by assessing where your employees are with burnout.
- Leverage the benefits of engaging with one another and with the natural world by creating intentional opportunities for connection. Consider doing so during regular work hours — asking employees to engage in social activities after hours can increase stress, particularly for those employees managing family and other commitments.
- Encourage practices that keep burnout at bay, like meditation and mindfulness.
- Model restorative behavior for employees, such as taking time off.
- Ask for feedback — and listen and adjust.

*Citations available in the full article.*



## REJUVENATION AT WORK

LEARN MORE



### FEATURED RESEARCH:

Muir (Zapata), C. P., Calderwood, C., & Boncoeur, O.D. 2023. "Matches Measure: A Visual Scale of Burnout," *Journal of Applied Psychology*.