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Duration of the workshop:

4 hours and 15 minutes (255 min), including 2 x 15 minutes break

1. Short description:

The workshop has a character of an intervision (sharing experiences and talking to other male and female coaches about the problems they have experienced and the successes they have achieved) and gives the participating leaders a look into their organisations and themselves to realize and confront the situation they are in. It gives the opportunity to share their experiences with burnout and question their attitudes about this syndrome.

What is welfare? How do we want to work? Where is this 3 sector heading?

During this workshop, we will seek answers to those questions. We will also map ourselves as leaders and reflect on three dimensions of our leadership role:

I, as the person who watches over the organization's mission and goals.

I, as a team supporter and supervisor of working conditions.

I, as a person who also needs support.

We will also learn new approaches on how to appreciate the team and yourself as a leader.

2. Workshop goal

The main goal is to raise awareness about the burnout problem, recognize individual signs of burnout and plan how to introduce self-care in the daily schedule of an organisation. Other goals:

- Stop and check how an organization is being managed
- Reflection on what kind of leaders the participants are
- Comparing one's situation with other leaders
- Reflecting on the relationship between leader, their organization and the employees they manage
- Community building, self-help

3. Workshop target group

The workshop is created for 12-15 leaders from different NGOs.

4. Workshop agenda

	Time	Goal	Description of the activity (detailed description of the exercises)
1.	Trainer introduction 10 minutes	To present the program and facilitators.	Facilitators present themselves, their professional experience, the Burnout Aid project, the structure of the workshop and its goals.
2.	Group Introduction 20 minutes	To map participants as leaders, make them self-reflect on themselves and their strategies; look at what element in the context of their team/organizational leadership they should pay attention to.	Exercise in metaphor - metaphoric cards (f.e. Dixit) working with pairs - first-person accompanies the other one, then they change: Participants find 3 cards that reflect them as: - a person who watches over the organization's mission and goals - a team supporter and supervisor of working conditions - a person who also needs support Discussion in pairs and summary in the group.
3.	Burnout sculpture using British Drama methodology 60 minutes	To learn 3 elements of burnout (according to Christina Maslach): 1. exhaustion, 2. insufficiency (reduce the sense of personal accomplishment, decrease in motivation and commitment), 3. cynicism (dehumanisation).	Experience the 3 elements of the burnout process in a movement exercise using British Drama methodology. part 1 - 10 min Entering roles, the concept of being in a role and leaving it: We walk around the space and enter into roles such as a river, shake it, wind in the hair, shake it, baby, shake it,..... a robot, a puppy. part 2 - 30 min

			<p>Divide the group into threesomes. Each group will create 3 sculptures on 3 topics related to burnout: cynicism, exhaustion and insufficiency. They will have 6 to 8 minutes to prepare them. In the instruction tell the group:</p> <ul style="list-style-type: none"> - not to overthink it, use spontaneous body reaction and improvise, use intuition. - the way they get to the sculpture (movement) is also important, show them an example - When you're ready first you will perform your sculptures in all groups simultaneously to rehearse them together. - Then you're going to perform your sculptures in front of the other groups. <p>Warn participant that while doing it you will ask questions and the rest of the group will join you, f.e.:</p> <ul style="list-style-type: none"> - what do you see? What do you feel? What do you hear? <p>Ask them questions, which they will answer from the perspective of their roles.</p> <p>The schema of performing sculptures is more or less:</p> <ul style="list-style-type: none"> 1 minute to associate the audience - watching 1 minute to question the role 1 min - if necessary - for commissioning (especially for exhaustion) <p>At the end ask participants to shake their roles as a ritual for getting out of it.</p> <p>part 3 - 20 min</p> <p>Put 3 scarves on the floor that represent these 3 aspects of burnout - which one are you closer to now? - ask participants to relocate closest to the component that identifies them the most at this moment of life.</p> <p>2. summary - Ask participants: What did the exercise give you - discoveries, reflections, thoughts (f.e. always listen to your body, it knows what you need the most).</p>
4.	Break 15 minutes		

<p>5.</p>	<p>What is burnout? - a lecture 20 minutes</p>	<p>To educate participants about burnout.</p>	<p>Facilitators have a short presentation about burnout. Content for the presentation is on the first page of the handout that participants get after the workshop, at the end of this scenario. See Appendix 1.</p> <p>Themes:</p> <ul style="list-style-type: none"> - Definition - Dimensions of burnout - Signs of burnout on an organizational level - Signs of burnout on an individual level: physical, cognitive, behavioural, emotional <p>After the presentation, the group discusses the content. Trainers can use suggested questions in moderating the discussion.</p> <p>Questions for the group: What signs of burnout do you recognize by yourself? How do you usually react in stressful situations? What consequences of burnout did you and your NGO experience?</p>
<p>6.</p>	<p>Pursuing a goal embodied exercise 40 minutes</p>	<p>To experience the burnout process in a movement exercise</p>	<p>Reflect with a group on what it means to be an NGO leader. Below is a proposal of instructions for participants:</p> <p>part 1- 5 min</p> <p>I invite you to stand up and start walking in the room and feel the space. If this is your tempo nr 3 please change it to tempo nr 4. Change the tempo into nr 2 and 1, go back to tempo nr 5 and stop.</p> <p>part 2 - 10 min</p> <p>Form a line. See the aim on the other side of the room (space) - the trainer will point out the aim. Imagine there is something important for you, a big thing. In a moment you will start walking toward the aim in tempo nr 2 when you feel I touch your arm please stop (while this time you can do anything but going forward your aim). If I touch you again you can move toward with the tempo nr 2.</p> <p>part 3 - 25 min</p> <p>How did you feel during this exercise? Please close your eyes and listen to the questions of the trainer (5 min):</p> <ol style="list-style-type: none"> 1. There were other people in the room going forward with the aim - how did it make you feel when they moved toward it while you were stopped? 2. What emotions did you feel while stopped? What values can stay behind the emotions? 3. How did you use the time when being stopped? (Were you focused on yourself and the break or frustration had been rising slowly)? 4. How did stopping others affect you? 5. Did you feel more connected to your body while walking or stopping?

			Write down thoughts, observations, whatever you feel is in your mind. (5 min) Now share what you took out of this exercise in pairs (6 min) and in a group (9 min)
7.	Self Evaluation 30 minutes	Burnout recognition, self-evaluation, self condition acknowledgement	Self Evaluation Am I burning out as myself, team or organization? What condition am I in as a leader? Ask participants to create a scale in the workshop space from 0 to 10 - where 0 is no burnout and 10 is total burnout. Working in pairs on defining a personal axis.(15 min) Each person stands on the scale answering questions: Where am I on this axis and where do I want to be? What is in between? What exactly mean the points on the axis? What is behind me, what is in front of me? After the experience in pairs, summarise in the group (15 min).
8.	First aid kit 20 minutes	Seeking remedies for oneself and the organization - brainstorm and discussion in the group	First aid kit (for you and your organisation) What can we do about it? Your next steps? How can you relate this previous (goal-oriented) experience to your work and your working environment? Everybody gets an envelope with paper straps and writes all the things, people and actions one should take in case of emergency - it means burnout. Then write on the envelope: open up in case of danger. Funny and out of the box ideas are very welcome. Sharing ideas in the group; planning the next steps.
9.	Final round + evaluation 25 minutes	To check whether expectations were met and to say goodbye.	Participants get a handout from Appendix 10 with important information about burnout and basic guidelines for prevention and dealing with a burnout on an individual and organizational level. Furthermore, participants look at their two metaphoric cards and share their impressions about the workshop, conclusions, and what they will take for themselves from this workshop. Note: Facilitators can use an example of the paper evaluation presented in Appendix 2.

5. Materials for the workshop

Flipchart, papers, pencils, colouring pencils, post-its, colourful papers, Habitat metaphoric cards (or other similar cards eg. Dixit), envelopes.

6. Context (list of publications, films, presentations worth looking at after the workshop)

1. Burnout: The Secret to Unlocking the Stress Cycle by Emily and Amelia Nagoski

2. Dare to Lead by Brené Brown

7. Comments/ possible modifications - suggestions for additional activities:

it is also possible to use this scenario for people working for one organisation, with or without leaders.

APPENDIXES:

Appendix 1. Handout with basic information about burnout

Burnout is a state of physical, emotional, and mental exhaustion associated with work. It is a consequence of chronic stress at work, which is inefficiently managed primarily on a social and organizational level, and then on an individual level. It is characterized by three dimensions: 1. exhaustion, 2. work-related cynicism, and 3. reduced work efficiency.

NGOs are vulnerable to burnout due to insufficient and irregular funding and an unfavourable social and political climate.

EXAMPLES OF ORGANIZATIONAL BURNOUT SIGNS

- Expressed pressure to achieve goals and planned activities and to always do more,
- Neglecting the importance of rest and distancing from activities related to the work,
- Reduced efficiency despite the same or even greater amount of work,
- Disturbed relations in the organization, which include more frequent conflicts, mutual accusations and sometimes quitting.

EXAMPLES OF INDIVIDUAL BURNOUT SIGNS

<p><i>Physical</i></p> <ul style="list-style-type: none"> - Lack of energy - Muscle tension - Insomnia - Changes in the rhythm of sleeping and eating - Headache - Digestive disorders - ... 	<p><i>Emotional</i></p> <ul style="list-style-type: none"> - Mood swings - Irritability - Constant emotional arousal - A sense of emptiness - Guilt - Depressed mood - Anxiety - Helplessness - ...
<p><i>Cognitive</i></p> <ul style="list-style-type: none"> - Attention and memory difficulties - Loss of interest in activities - Difficulties in decision making - Cynicism - Pessimism - Thinking about quitting - Ideas of irreplaceability - Distractibility - ... 	<p><i>Behavioural</i></p> <ul style="list-style-type: none"> - More work with less efficiency - Delay/procrastination - Withdrawal and isolation - Lack of self-care and refusal to accept help - Frequent verbalizations about overload - Excessive consumption of coffee, cigarettes, alcohol... - More frequent conflicts at work and in private life - ...

PREVENTION AND DEALING WITH BURNOUT (BASIC GUIDELINES)

Individual

1. *Maintaining physical health*
Enough sleep, physical activity, a balanced diet, enough fluids, regular check-ups and general health care.
2. *Planning self-care*
Taking care of yourself does not happen spontaneously, but should be a planned part of your daily schedule.
3. *Being more mindful*
Focusing on one's own physical, emotional, and thought processes in the present moment.
4. *Show vulnerability*
It's okay to show ourselves and others that we are having a hard time.
5. *Burnout is not a sign of achievement*
We live in a culture that values burnout as an indicator of success and effort, it is important to strive to actively reject such expectations.
6. *Listen to yourself*
Listen, recognize, and take into account your burnout signs.
7. *Listen to others*
Listen to other's feedback and consider how much it applies to you.
8. *Connection with others*
Nurture relationships with others and leave time for the people you love and who are important to you.
9. *Avoid accusation*
Use "I" messages and avoid accusing each other, focus on behaviour when criticizing, not on the person.
10. *Seek professional help and support*
Sometimes it is necessary to engage in psychotherapy or counselling with a mental health professional.

Organizational

1. *Nurture supportive relationships*
Talk about stress and check how everyone is at team meetings.
2. *Team building*
Organize joint activities unrelated to work, but during working hours.
3. *Organized support*
Introduction of supervision/individual counselling/workshops/training on mental health and/or communication.
4. *Celebrate successes*
Celebrate finished activities and reward yourselves.
5. *Talk about difficult moments*
Provide time and space to talk about difficult work situations.
6. *Provide time for rest*
Respect working hours, break time and include planned breaks during the working day.
7. *Limit communication outside working hours*
Establish an agreement on in which situations one communicates after working hours and by what hour max.
8. *Clear distribution of activities and tasks*
Try to agree as clearly as possible who, what and when is doing.
9. *Simplify work*
Learn about effective ways to simplify project management and administration and implement them.
10. *Normalize failures and mistakes*
Encourage the attitude that mistakes are normal at work and that the team can solve them together.
11. *Encourage setting boundaries*
Develop the attitude that it is okay and normal to set a limit when we are asked to do something we do not want or cannot do.



Burnout Aid Workshop for leaders from NGOs: Stop, check and reflect

Appendix 2. Example of the evaluation form

Burnout Aid – international project on professional burnout in non-governmental organizations

Please share your thoughts with us after the workshop, so we can develop this project.

Date and place of the workshop:

What content or activities during the workshop were most useful for you and why?

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.....

Would you recommend this workshop? If so, to whom?

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.....

How do you assess the probability of using the acquired knowledge and skills in your daily work? (on a scale from 1 to 5)

1- very low 2 - low 3 - medium 4 - high 5 - very high

Was the length of the workshop suitable?

1 - too short, 2 - perfect, 3 - too long

Was the number of participants suitable?

- 1 - I would prefer a smaller group,
- 2 - it was perfect,
- 3 - more participants would not influence the dynamic of the workshop

What did you miss during today's workshop?

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*Burnout Aid Workshop for leaders
from NGOs: Stop, check and reflect*

How can we improve this workshop?

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Other comments you would like to make

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