

# Employee Engagement and Burnout

Maintaining Morale in  
Changing Times

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# The Report

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## Employee Engagement and Burnout

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# The Report

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.<sup>3</sup>
- **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.<sup>4</sup>

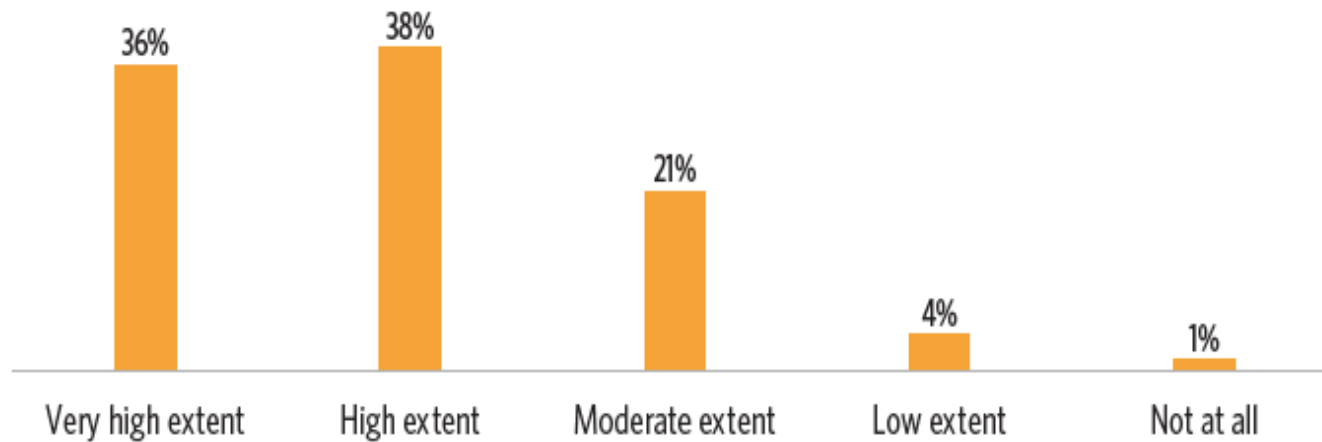
# What are High Performers?

## Defining High Performers

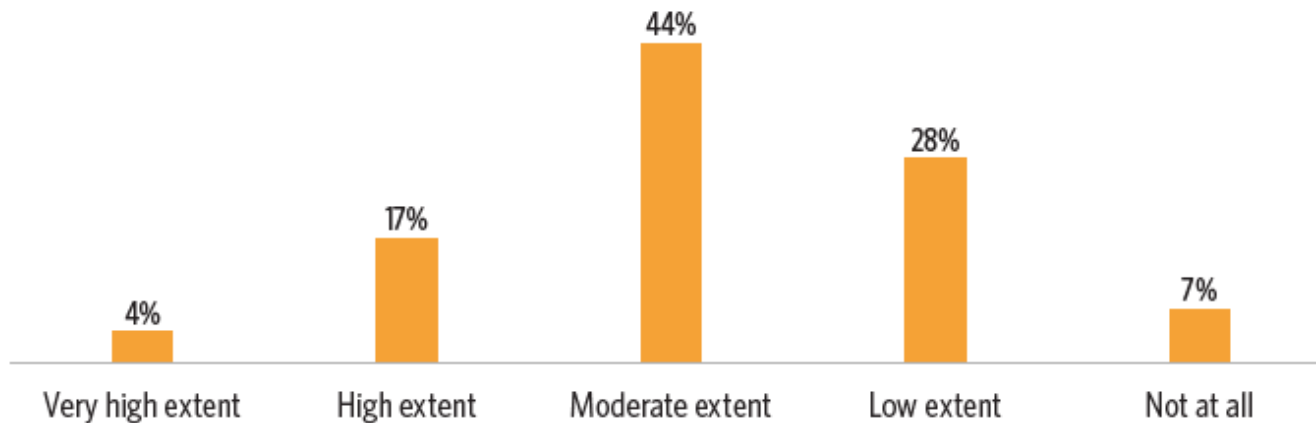
This report identifies practices associated with being a high performer. In this report, high-performing organizations are those that met two criteria:

- 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.

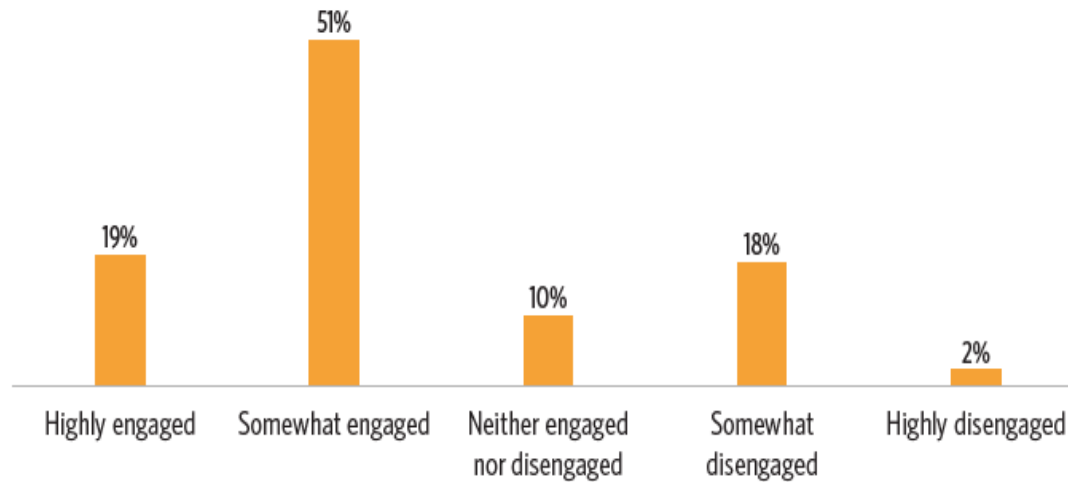
# How Important is Engagement?



# How Effective Are Organizations?



# How Engaged Are Employees?





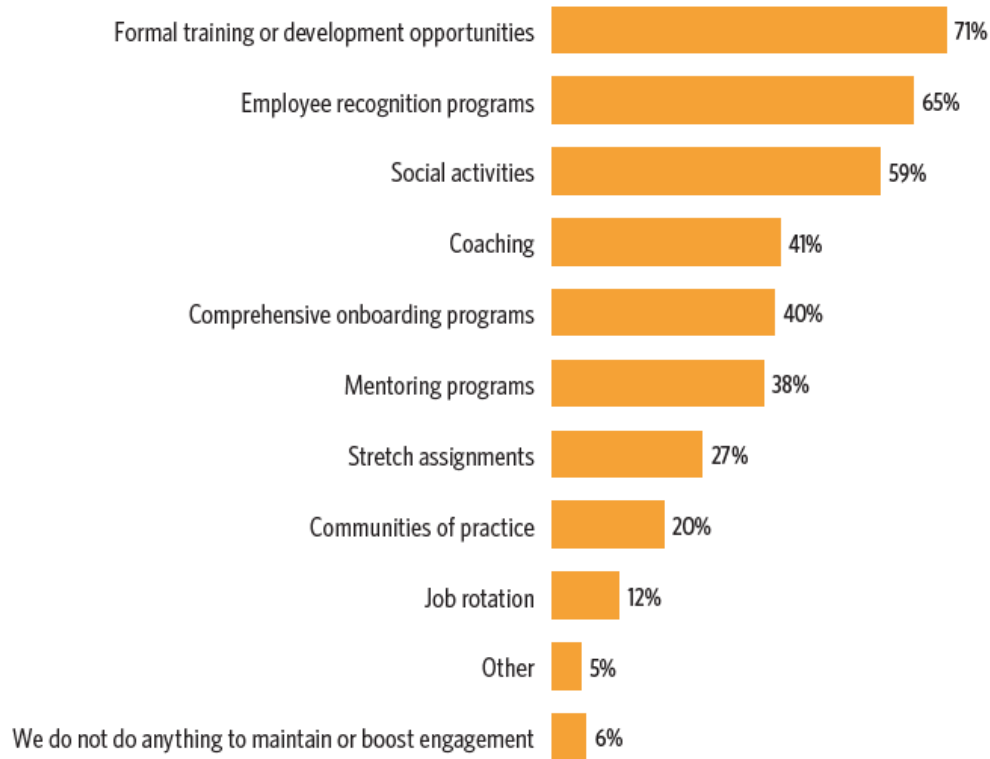
# POLL:



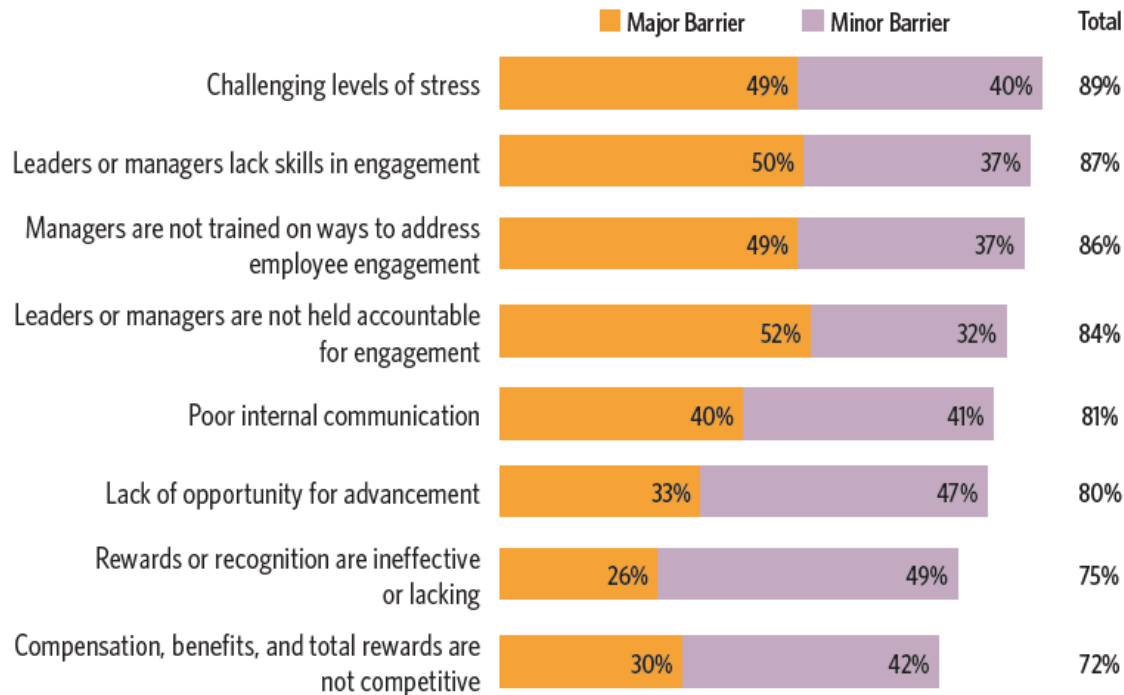
# Key Indicators of Engagement



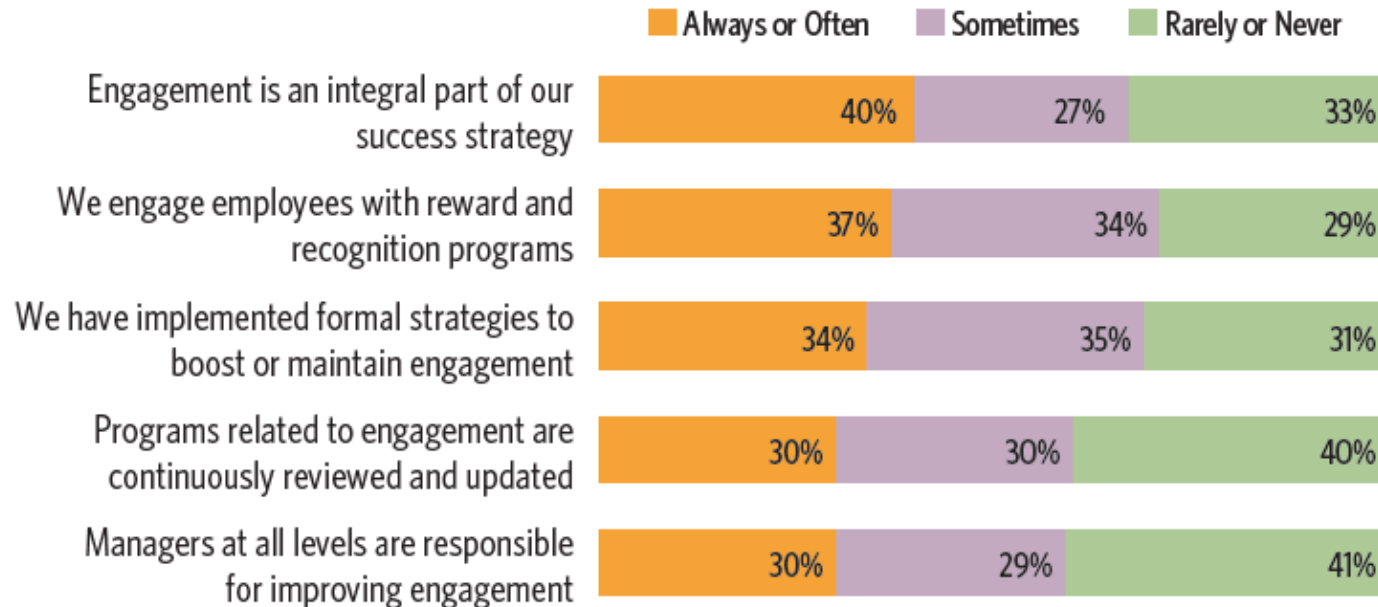
# Efforts to Boost Engagement



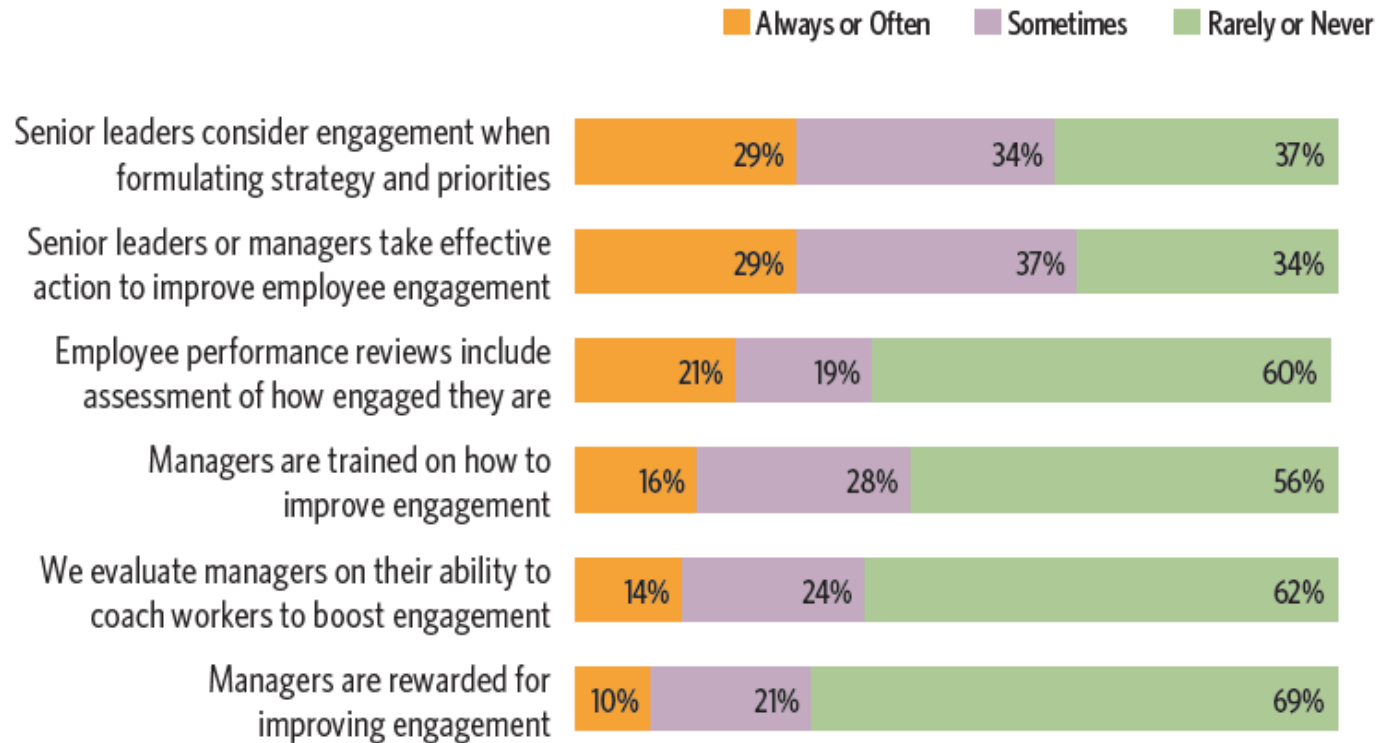
# What are the Biggest Challenges?



# Structures and Engagement



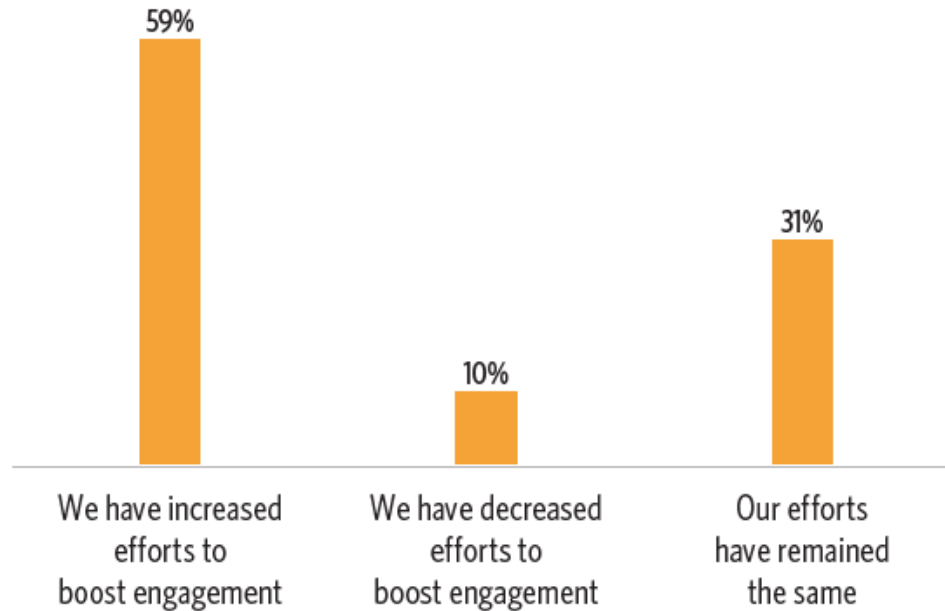
# Structures and Engagement



# Measuring Employee Engagement

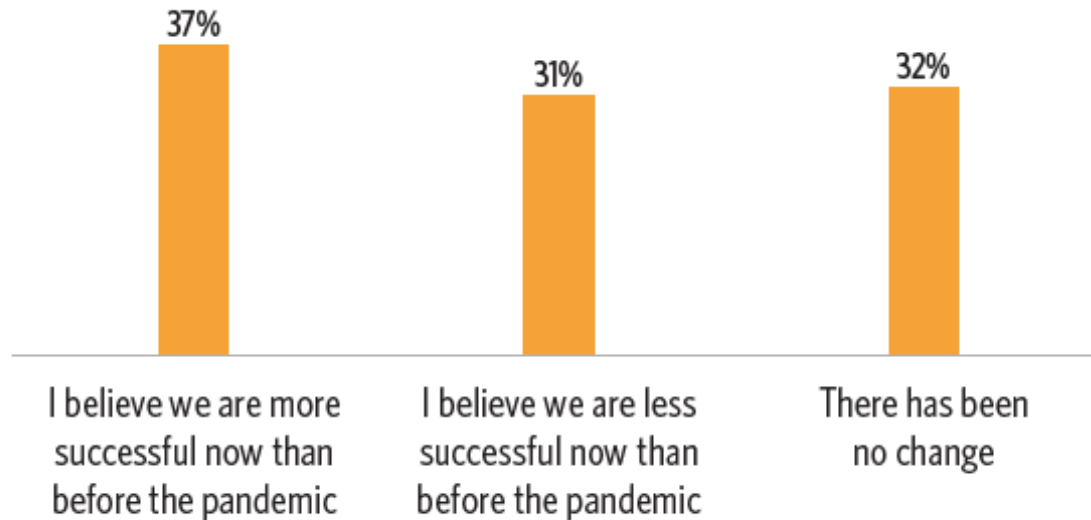


# Engagement and the Pandemic





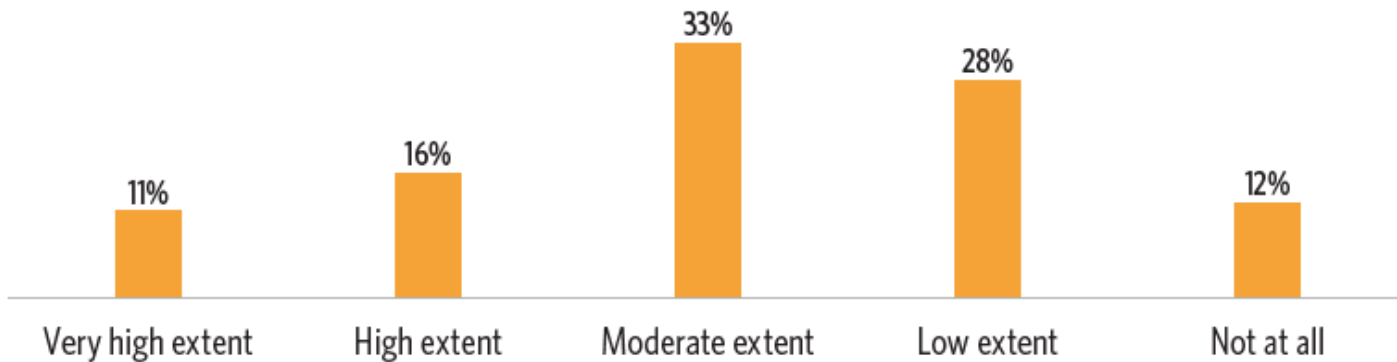
# Success of Engagement Efforts



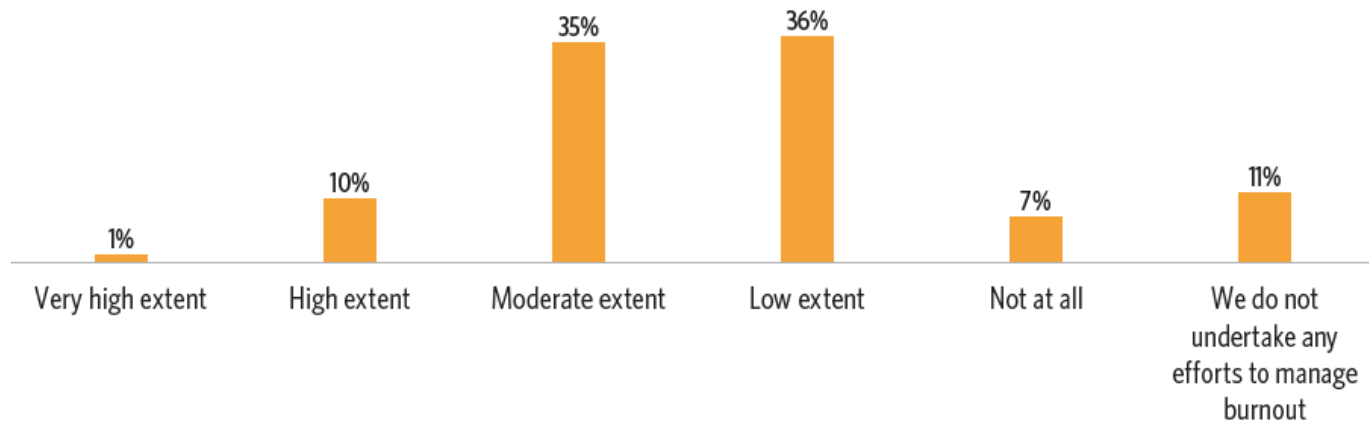
# POLL:



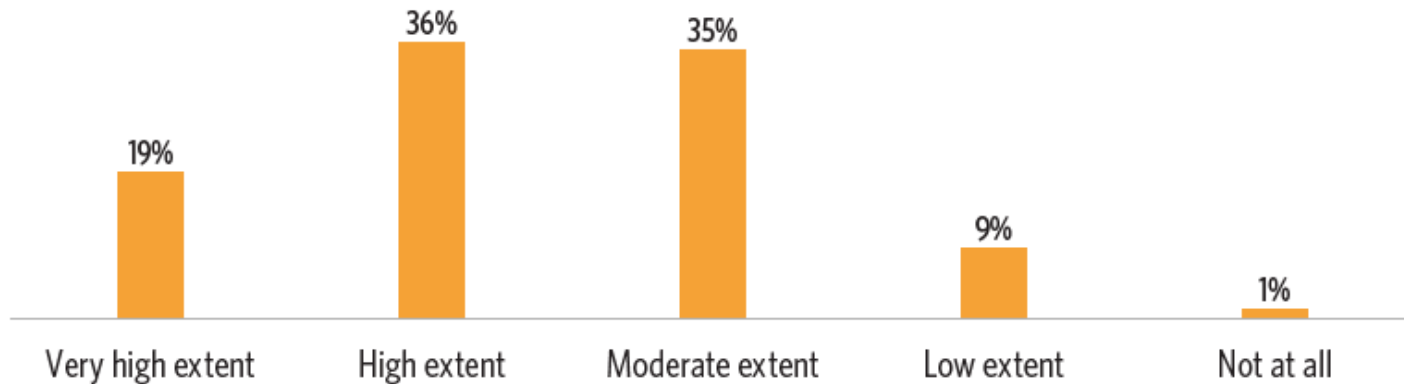
# How Important is Addressing Burnout?



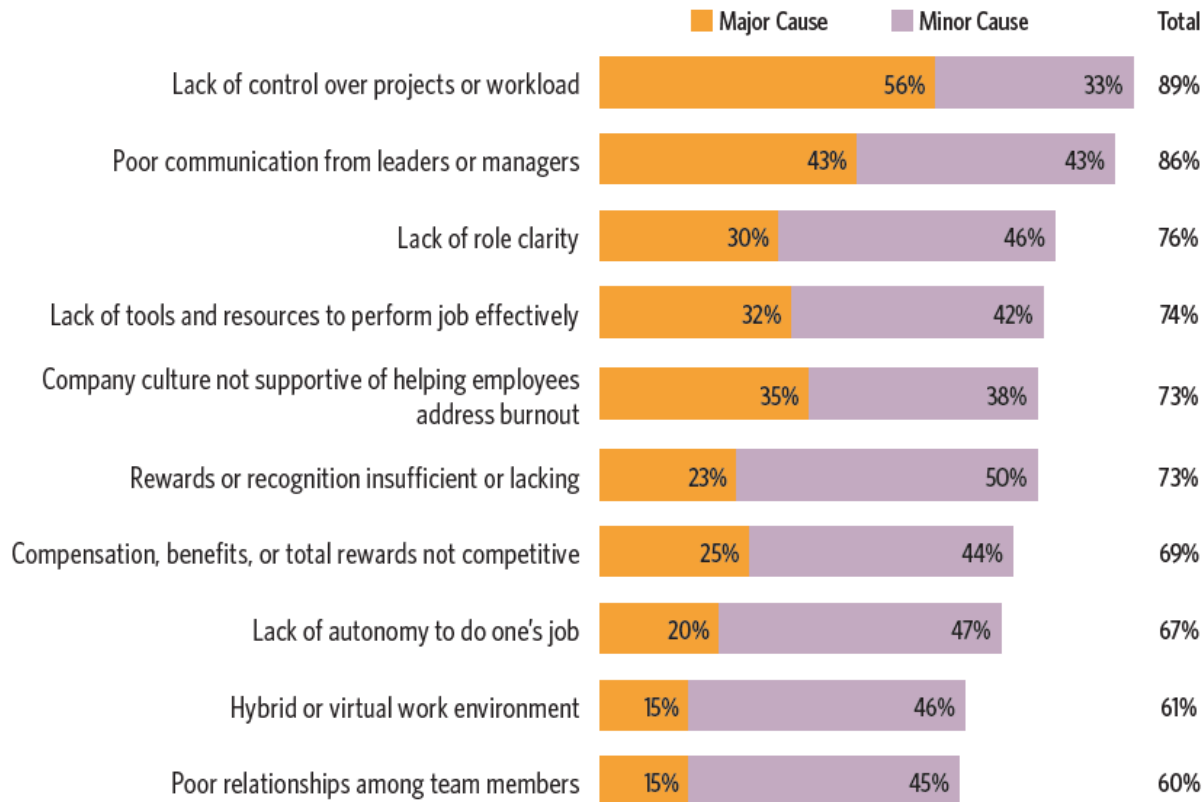
# How Effective Are Organizations?



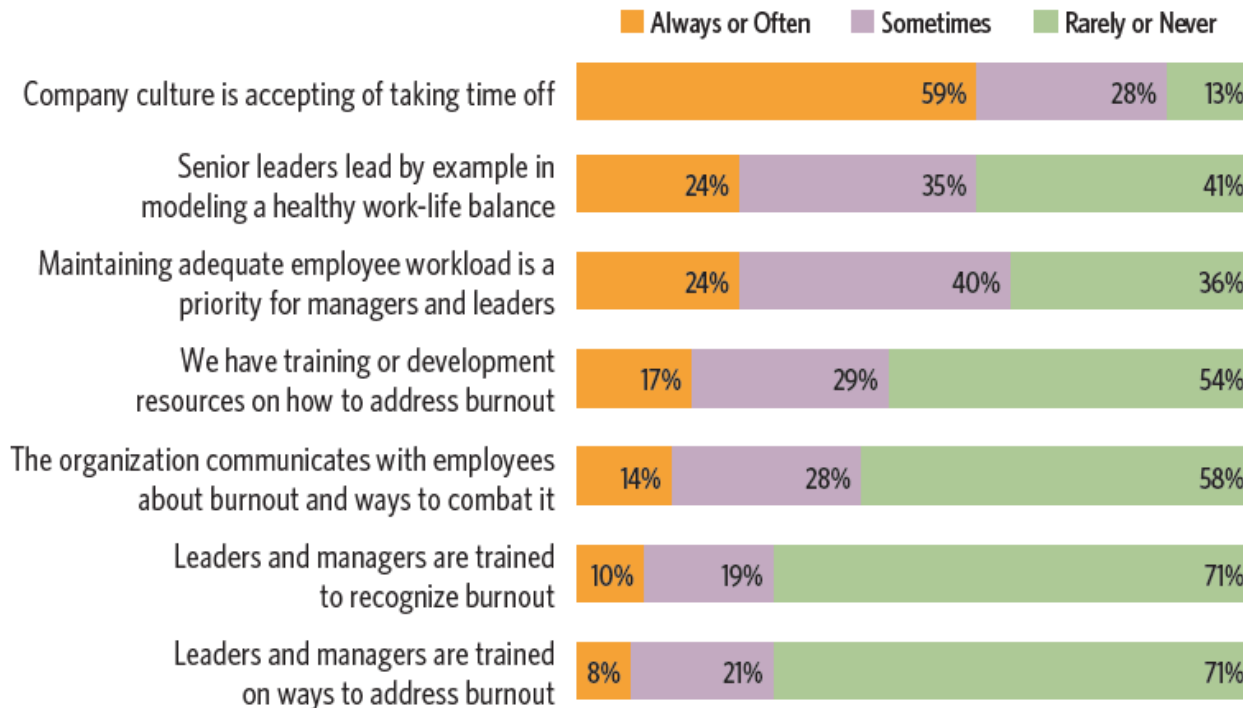
# How Burned Out Are Employees?



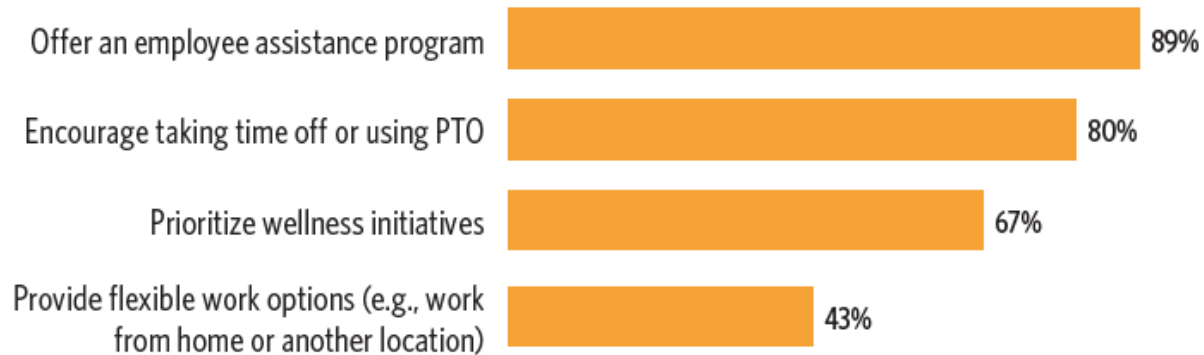
# Key Causes of Burnout



# Structures and Burnout



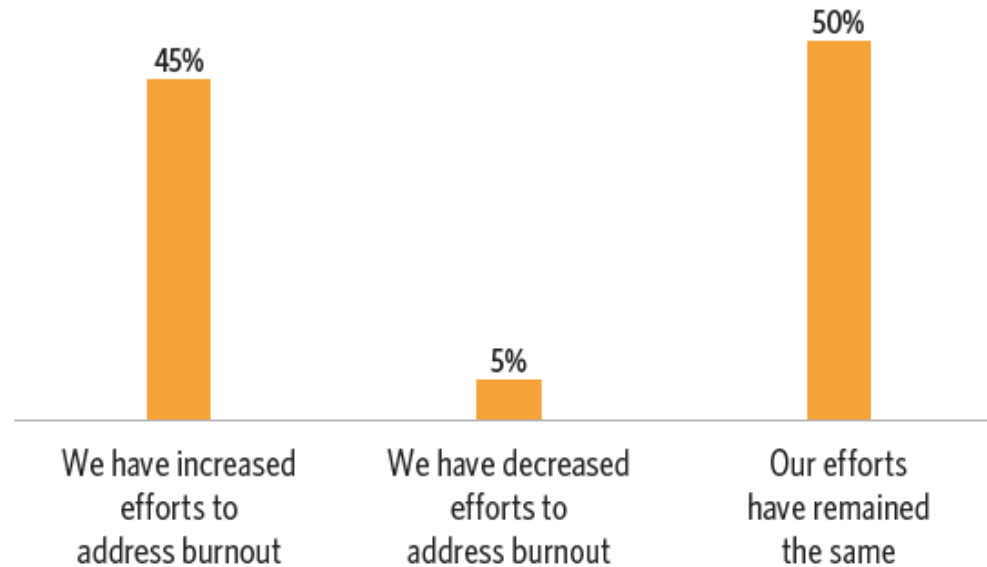
# Wellness Initiatives



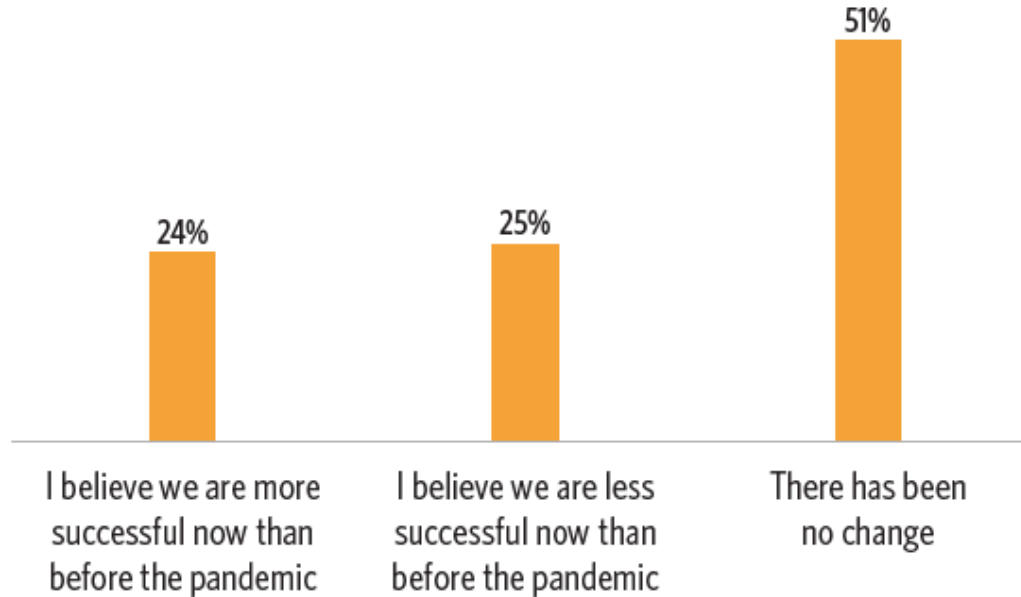
*Percent of respondents answering yes.*



# 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



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