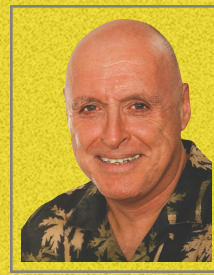


# THE EXTRA POINT

BY JERRY ROBERTS



## # 1690 Is the Boss Burned Out?— Part 2

Yesterday, we began a series on burnout in the ranks of managers, and we focused on those at top: CEOs, presidents, directors, and we can toss in commanding officers as well. I'm Jerry Roberts, and part two focuses on the issue of emotional intelligence and what that means in burnout. It's next on the Extra Point.

Burnout can significantly impair a leader's emotional intelligence, a crucial trait that influences their ability to connect with and motivate their team.

When leaders experience burnout, they often become emotionally drained, leading to a noticeable shift in their attitude and overall demeanor.

A person who once displayed high levels of empathy and emotional awareness may suddenly seem distant, irritable, or even closed off. This change can be particularly jarring for teams that rely on their leader's emotional stability and guidance.

Emotional intelligence encompasses the ability to recognize one's own emotions and the emotions of others. As I often say, This person is able to control his/her emotions, not have their emotions control them.

They are effective at communication, conflict resolution, and relationship-building. However, when leaders are overwhelmed by stress and exhaustion, their capacity for emotional engagement diminishes.

Sometimes, as a defense mechanism, they build psychological barriers to serve as a shield from the emotional demands of their role. When they do this, the team becomes confused. Perhaps they become turned off in the process.

Under sustained pressure, even the most emotionally intelligent leaders can struggle to maintain their social skills. They may adopt a behavior that seems indifferent, which can

hurt their ability to connect with their team members, leaving employees feeling unsupported and demoralized.

The lack of interest in personal conversations or a notable withdrawal from team projects are further signs that they may be wrestling with their emotional state.

This ought to be a major red flag for others in the company. Leaders don't just dial out or emotionally bail out for no reason. They're not indifferent, they're just struggling to survive their stress.

If it seems that the leader's emotions are out of kilter, the answer from yesterday is a way to pursue a solution. Get a familiar person to help them take a step back from their regular role, then rejoin when they're ready. However, in this case, with emotions, there's more we can do to refill the emotional tank.

Small gestures of appreciation can reinforce a leader's sense of connection. Helping with tasks or expressing gratitude for their efforts can serve as a gentle reminder of the team's support — and especially critical at this point — and continuing belief in their leadership.

Once a leader loses confidence, you can see them shrink unless it's restored.

Others can step up and take ownership while the leader takes a break. As the organization stays afloat, it's a testament to the leader's building a good team that has allowed for that. Don't be afraid to say so.

Emotional burnout is real and it's a common thing among leaders, but recognizing the signs and providing thoughtful support can help them navigate a challenging period.

One more thing. I haven't yet talked about how other managers are affected by all this. People in the supervisory ranks, at every level, are subject to this problem. (Con't.)

Burnout can impact workers throughout every organization, but the stresses on managers are different, and often more impactful as responsibilities are greater.

Tomorrow, in part three of this series, we'll talk about factors that are often very difficult to see and understand, but make a difference if we can.

That's the Extra Point. Be responsible and make something good happen today. For 93.3FM, the Ray Gibson Show, and First Hawaiian Bank, I'm Jerry Roberts.

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