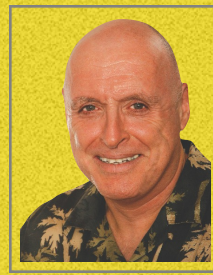


THE EXTRA POINT

BY JERRY ROBERTS



1691 Is the Boss Burned Out? – Part 3

We're talking about boss burnout this week, and the impact of that. Today, we go deeper, highlighting some important factors that many people can miss if their manager seems not to be playing a full capacity. I'm Jerry Roberts, and let's that's up next, on the Extra Point.

Leaders are typically characterized by their energy and relentless drive, inspiring their teams through enthusiasm and dedication.

That's until burnout sets in. When it does, this can bring a dramatic shift. Energy levels may fluctuate unpredictably. One day they're up, the next day down. Their productivity may be uneven and their focus uneven.

This inconsistency can confuse teams and be disruptive. I've been through it with leaders I followed, as smooth sailing was replaced with bumpy seas.

Since I'd been through it earlier in my career, I'd decided how I would operate when I owned my own business and led a team. I would do my best to be up when I was with them. If I was down, I'd stay home and work from there.

I wanted to have high energy in their presence, and be a positive influence. If I wasn't, then I could be irritable and off my game, and my relationships with workers might suffer. I'd worked for people like that, and I didn't want to duplicate what I felt were their mistakes.

I didn't want our workers unsure what to expect when I walked through the door. I'd been there and seen that, and it sucks to work in a place like that. I wasn't going to do it that way.

It also has to be said that when a leader is in a low-energy mode, it drains energy from others. It's a tougher environment to perform in.

Some days the leader might be totally focused and detail-oriented, followed by days of apparent disinterest or when they're slow to respond to things. Such inconsistent energy

can lead to disorganization and confusion within the team, making it difficult for members to adjust to the leader's shifting moods.

One effective way to support a leader who has these energy swings is to provide a strong level of consistency within your own work. I shouldn't need the boss's engine firing for me to get my motor going. This is important in all organizations, but critical in smaller ones.

If a team is strong and fully understands what it has to do, and they perform to those expectations, then the boss's inconsistency won't take it down.

Okay, consistency is important, and so is energy. Now, to two more factors that are difficult to connect to possible burnout. One is adaptability, and the other is curiosity.

Burnout doesn't merely sap a leader's energy and lead to inconsistent performance and behavior; it can also stifle their curiosity and willingness to adapt.

When burnout strikes, they may develop a fixed mindset, becoming resistant to new ideas and approaches. They can't get their head around them or they feel burdened by them, so they reject anything that's not familiar.

If you notice your boss dismissing new ways, methods, or tools they would usually embrace, this could be a burnout signal.

In addition, if a normally resilient and adaptive person is suddenly inflexible, you need to ask yourself why.

One way to deal with this is to slow the flow of new concepts or suggest minor innovations that demonstrate immediate benefits. Give the boss more time to process things. This allows the leader to engage with fresh ideas at a more comfortable pace.

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Burnout can take on many forms, and there's no flashing neon sign that tells us there is a problem.

Knowing our leader well and recognizing the differences in behavior and performance is the best way to get a handle on a situation before it becomes a problem.

Tomorrow, we wrap up this series with a look at one more factor that seems like a positive, but can result in a huge negative: When and how do you tell the boss when he/she is doing too much and it's time to pull back?

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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