

Resilience session 8:
Analysing Emotional labour
There is a cost when we care

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Our overall agenda: 45 min



1. Understanding resilience
2. Exploring self-resilience and peer coaching
3. Harnessing energy
4. Knowing and using your strengths intentionally
5. Thinking about control
6. Promoting team resilience
7. Generating a positive mind-set
8. Understanding emotional labour
9. Exploring trust
10. Being valued for your contribution: recognition

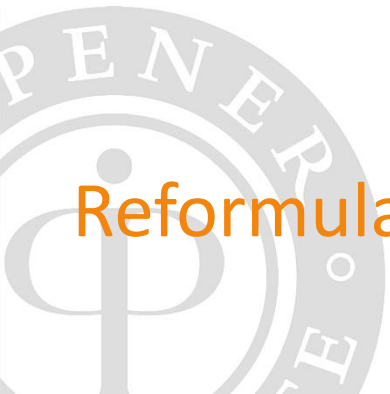


Mini tool: positive language (remember 'very demanding, challenging, lazy and failing' from last time?)



1. What's stopping you?
2. Where's the block?
3. Why haven't you taken action to get this done?
4. How is it that you are still getting this wrong?
5. What's making you so uncertain?

Reformulate them please! 5 min





Mini tool: positive language

- | | |
|---|--|
| 1. What's stopping you? | 1. How could you start? |
| 2. Where's the block? | 2. What would it take for you to move forward? |
| 3. Why haven't you taken action to get this done? | 3. What would have to happen for you to want to do this? |
| 4. How is it that you are still getting this wrong? | 4. What else do you need to know to do this right? |
| 5. What's making you so uncertain? | 5. How could you really sure? |

What is resilience?



Capacity to withstand **knocks** and bounce back/forward in a **psychologically healthy** manner.



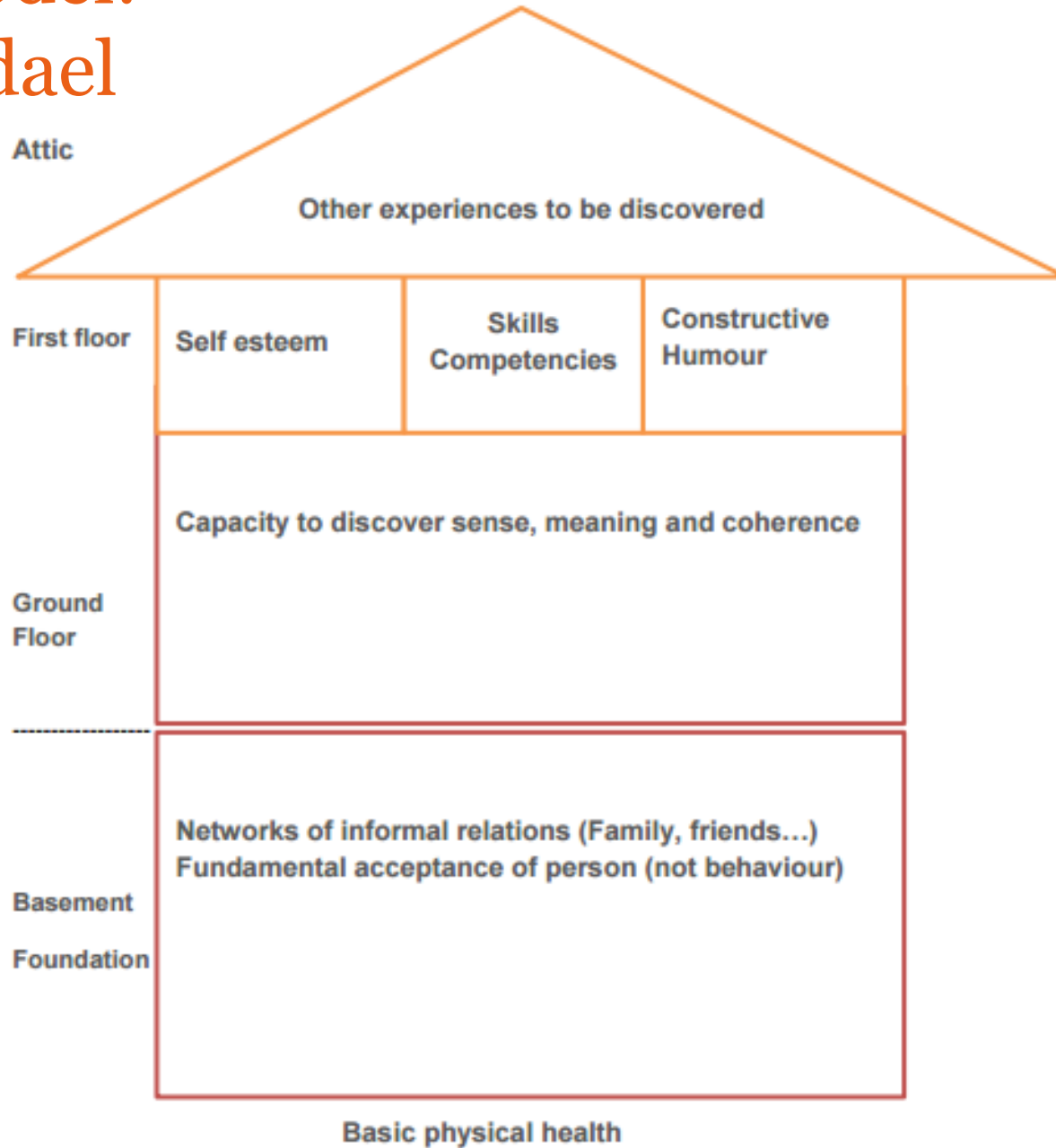
Agenda for today



1. Understanding emotional labour
2. Recognising what personality traits make us susceptible to burnout
3. Surfacing burnout for ourselves and others.



Casita model: Vanistendael



To do emotional labour, employees have to:

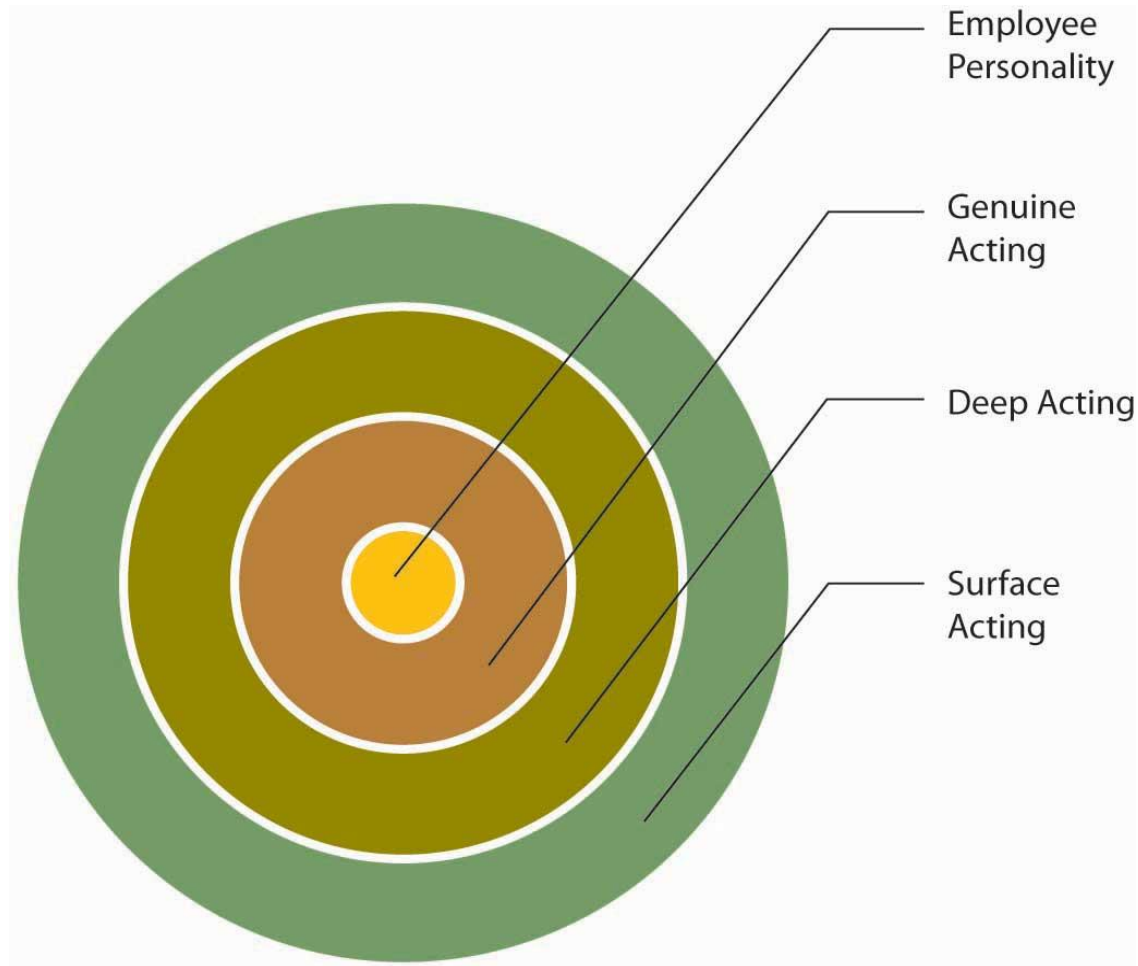


1. Show emotions they **don't really feel**
2. Hide emotions they **really do feel**
3. Create an **appropriate emotion** for the situation



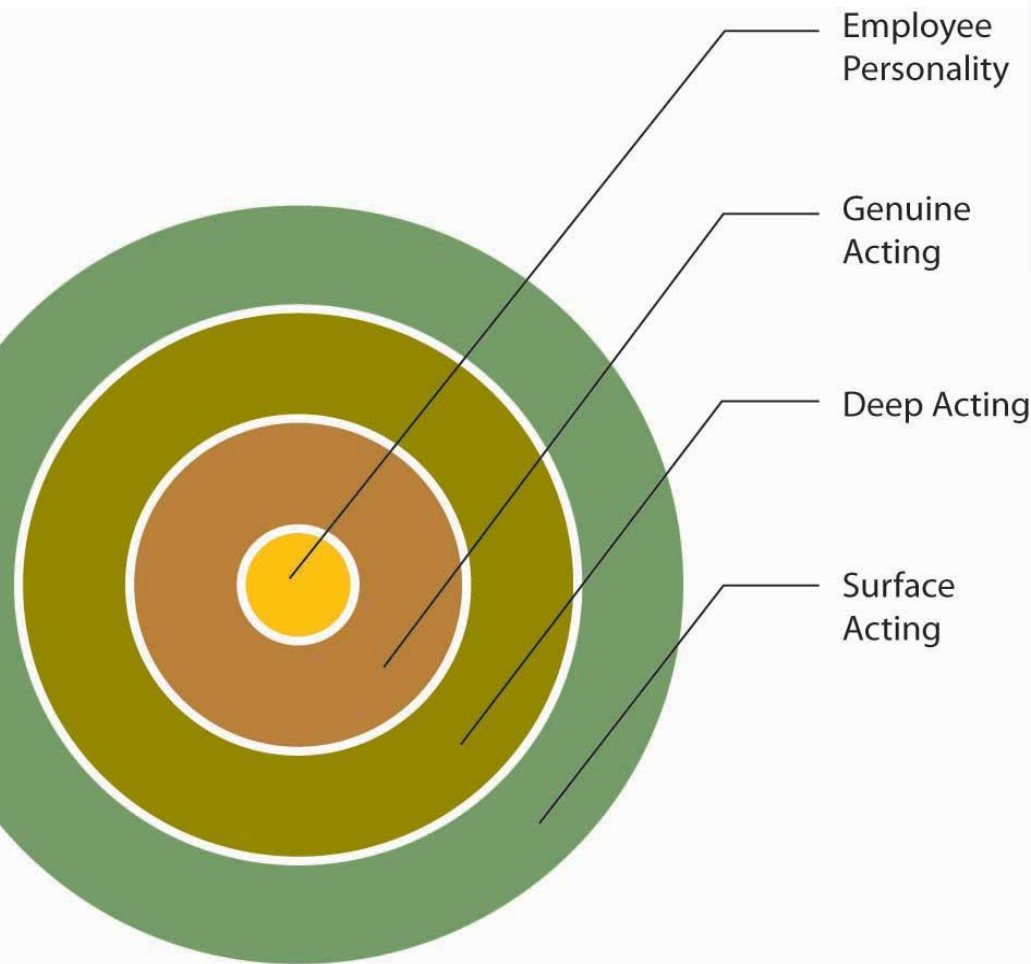
Emotional labour

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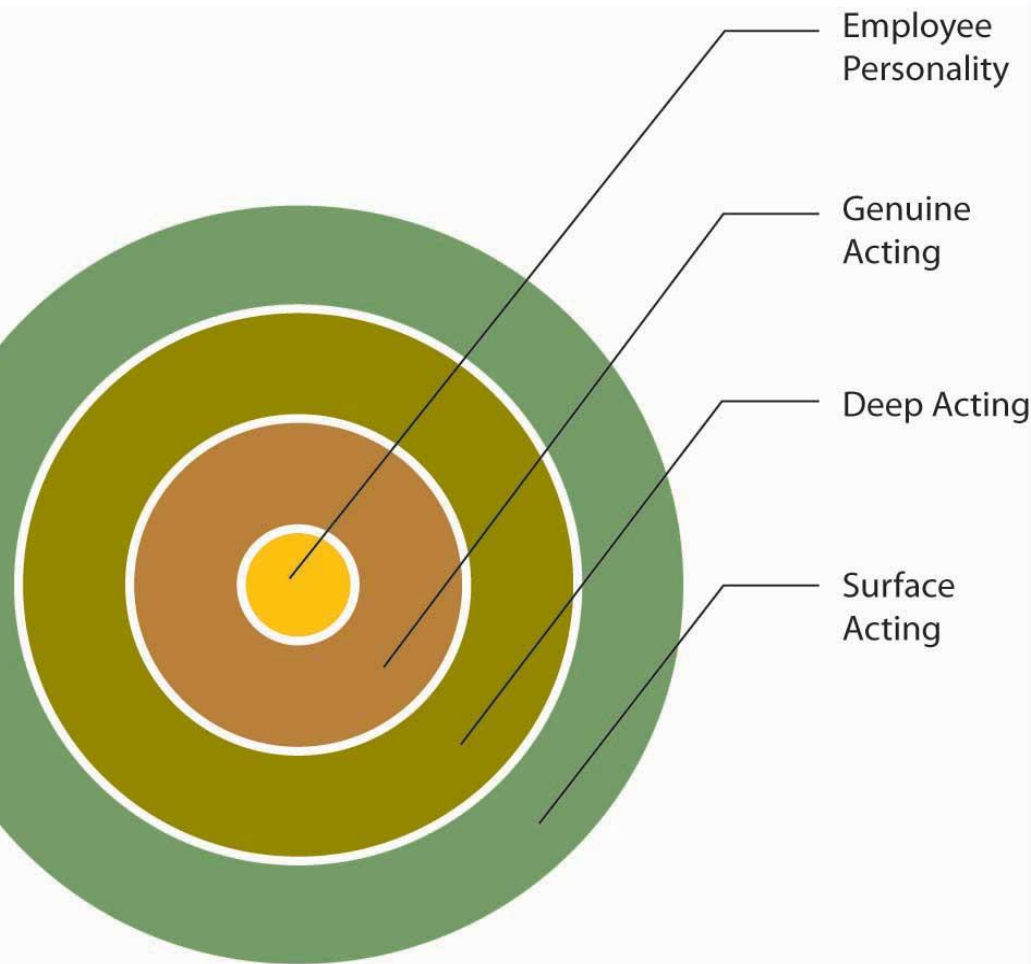
- **OCEAN:** Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism

OCEAN: NEO (Costa & McCrae)

- Openness: willing to accept the new – unwillingness to accept change
- Conscientiousness: drive - perfectionism
- Extraversion: sociability/assertion – lack of sociability/assertion
- Agreeableness: niceness
- Neuroticism: worry – high anxiety

Emotional labour

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- **OCEAN:** Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism
- **Genuine:** you buy it, you believe it, it's not an effort for you to do this
- **Deep acting:** control your emotions and make yourself believe you are enjoying it
- **Surface acting:** you fake it by using a soft tone of voice and smiling; related to higher stress
The further from the core, the higher the risk of **burnout**

Many causes



Types of burnout

- **Frenetic burnout:** this person works increasingly harder, to the point of exhaustion, in search of success.
- **Underchallenged burnout:** this employee manages their stress and lack of personal development by distancing themselves from their workload.
- **Worn-out burnout:** this person gives up when faced with overwhelming stress.

Burnout behaviours in others are associated with venting, anger, distancing, disengagement, emotional change, cynicism, neglect (personal and professional), negative mood and anxiety.

What characterises burnout/emotional first aid for the individual? Generally...



- Overwhelm, forgetfulness, acute anxiety
- Chest pain, dizziness, headaches,
- Exhaustion, lack of energy
- Insomnia or too much sleep
- Feelings of powerlessness, hopelessness and demotivation
- Cynicism, irritability, detachment or anger
- Feelings of ineffectiveness, lack of accomplishment and poor performance

https://www.ted.com/talks/guy_winch_the_case_for_emotional_hygiene



Two conversations: the first

1. What would it take for me to be acknowledge that I need emotional first aid then ask for it?

5 min



Opening a conversation: Try analogy



What's it like for you at the moment? And what's that like? I'm looking for an answer which starts with 'it's like...'





Two conversations: the second

2. How can we open a conversation with someone else? What words can we use?

5 min

Maslach, C, Leiter, MP. "Early Predictors of Job Burnout and Engagement". Journal of Applied Psychology, 498-512, 200

<https://www.psychologytoday.com/blog/high-octane-women/201311/the-tell-tale-signs-burnout-do-you-have-them>

