

**Building a Kinder Kind of School**  
*Infusing Meaning & Preventing Burnout in a COVID-19 World & Beyond*

David Shar, PhD-candidate, SHRM – SCP

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1

**“We’re All Weathering the Same Storm”**



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**The Lasting Impact of COVID-19**

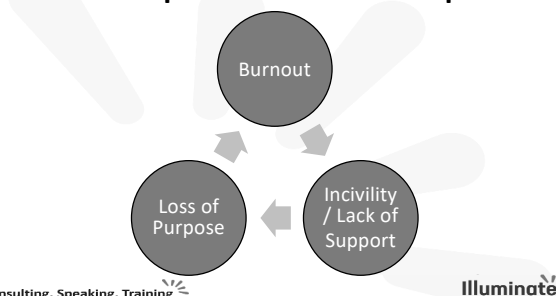
- 1 in 4 women considering leaving the workforce (McKinsey & Company, 2020)
- Women’s Job Satisfaction Dropped 29% (Deloitte, 2021)
- 54% of Teachers Considering Leaving within Next Two-Years
- 76% of teachers believe they are working more than last year. (South Dakota Education Association, 2020)
- 58% did not believe that their district was listening to teacher input. (South Dakota Education Association, 2020)

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**Interpersonal Burnout Loop**

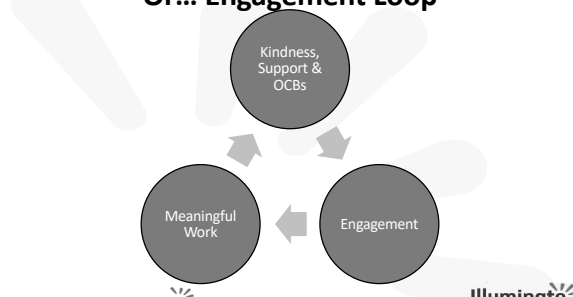


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**Or... Engagement Loop**




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**Burnout**  
**Emotional Exhaustion**

NOT caused by the work itself, but rather the bureaucracy, conflict and other barriers that stand in our way of accomplishing our work.

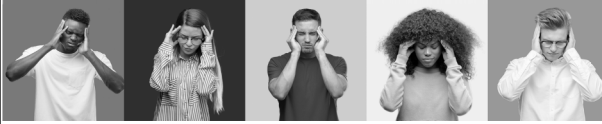


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**Burnout**  
**Depersonalization (Cynicism)**  
 Described as a self-preservational (but unhealthy) psychological retreat from work.

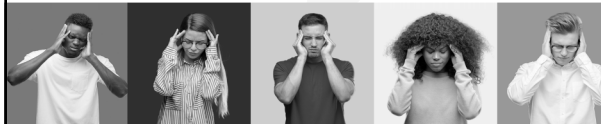


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**Burnout**  
**Personal Accomplishment**  
 Begins to fade as there is a perceived and / or actual Effort-Reward-Imbalance (ERI).



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**Existentialist View**

```

  graph TD
    A[Do You Expect Your Work to be Meaningful?] -- Yes --> B[Is Your Work Meaningful?]
    A -- No --> C[Existing]
    B -- Yes --> D[Thriving]
    B -- No --> E[Burnout]
  
```


(Pines, 1993)

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**Burnout**




**DEMAND** vs **CONTROL SUPPORT**

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**Work Culture & Policies**  
 Work Culture is made of a collection of shared values and beliefs that are expressed through rites and rituals.




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**Demand**  
 Removing Barriers & Vestigial Structures  
 Question your habits & assumptions.  
 Many vestigial policies may be causing you unnecessary pain & discomfort.





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## Why Did You Become an Educator?



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### Control Autonomy & Decision Control

Collaboration & autonomy are essential for building trust, empowerment and a sense of control.



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### Support Emotional & Instrumental


Both emotional & instrumental support, from supervisors & coworkers are negatively correlated with burnout.




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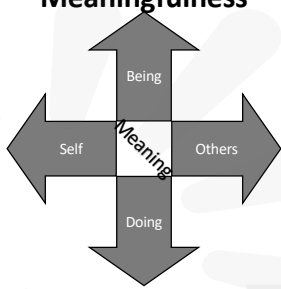
## What Can Your Colleagues Do to Support You?




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## Meaningfulness




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17

### Nice vs Kind

Nice: Pleasing, Agreeable & Positive

Kind: Selfless, Generous, Concern for Others, Ethical



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**Toxic Positivity**  
Enemy of Authenticity, Empathy, Trust & Wellbeing

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**“The Opposite of Conflict is Apathy”**

- Competing**: One party seeks to satisfy interest regardless of impact to other party
- Collaborating**: Both parties win
- Compromise**: Both parties win and give up something
- Avoiding**: One or both parties seek to suppress the conflict
- Accommodating**: One party yields the win to the other party

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**Emotional Contagion**  
“...people are ‘walking mood inductors,’ continuously influencing the moods and then the judgments and behaviors of others.” (Baron, 2002)

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**Be the Thermostat!**

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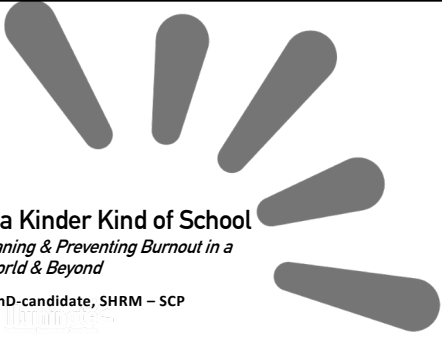
23

**Bus Problem**

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**Sensory Overload**



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26



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27