

# Managing Yourself and Others: Burnout and Flexibility in the Accounting and Finance Workplace

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# Let's Analyze Your Boss!!



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# Question Set 1: Conflict Management Style

- **Style A: Collaborative**
- **Style B: Dominating**
- **Style C: Avoidant**

*Why does it matter?*

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# Conflict Management Style...It Matters!

## Conflict management styles

substantially influence individual, group, and organizational **effectiveness** in the workplace and impact **employee well-being**

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# Let's Analyze You!!



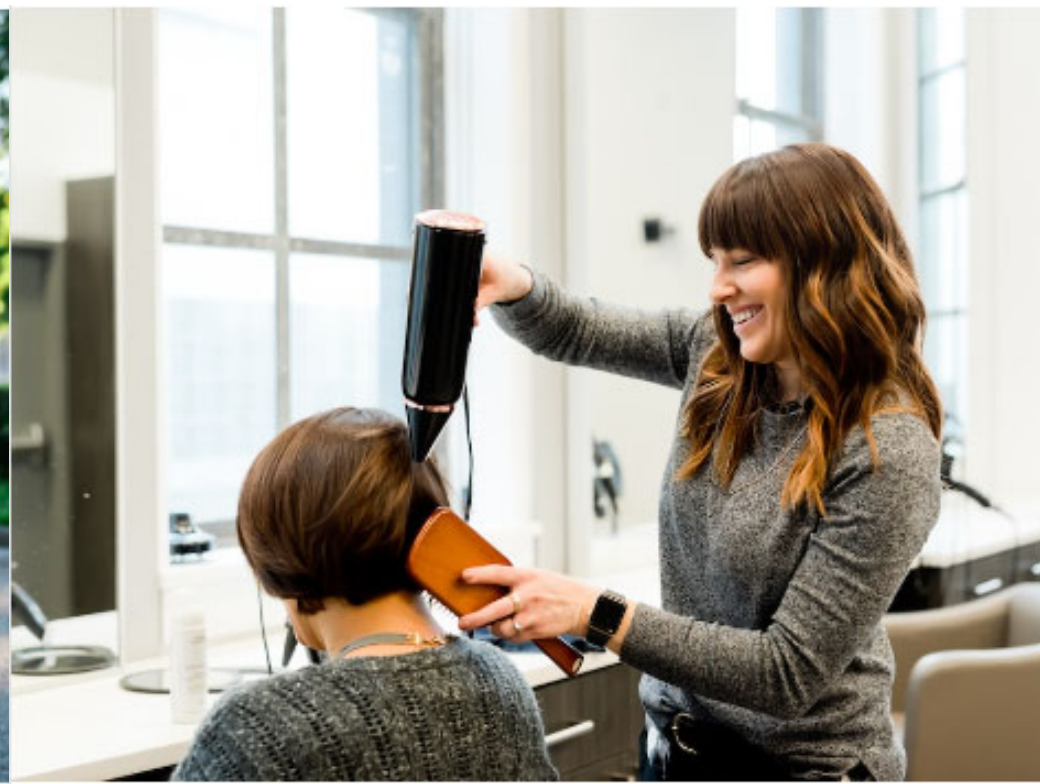
# Burnout Scores



<b>High Burnout Occupations</b>	<b>Score</b>
<b>Elementary/Secondary Education</b>	<b>2.36</b>
<b>Law Enforcement</b>	<b>2.04</b>
<b>Physicians and Nurses</b>	<b>2.47</b>
<b>Public Accounting, Pre-Busy Season</b>	<b>2.97</b>
<b>Public Accounting, Busy Season</b>	<b>3.41</b>

From Law, 2007





# Burnout

**A complex psychological syndrome that occurs in response to chronic emotional and interpersonal stressors on the job**

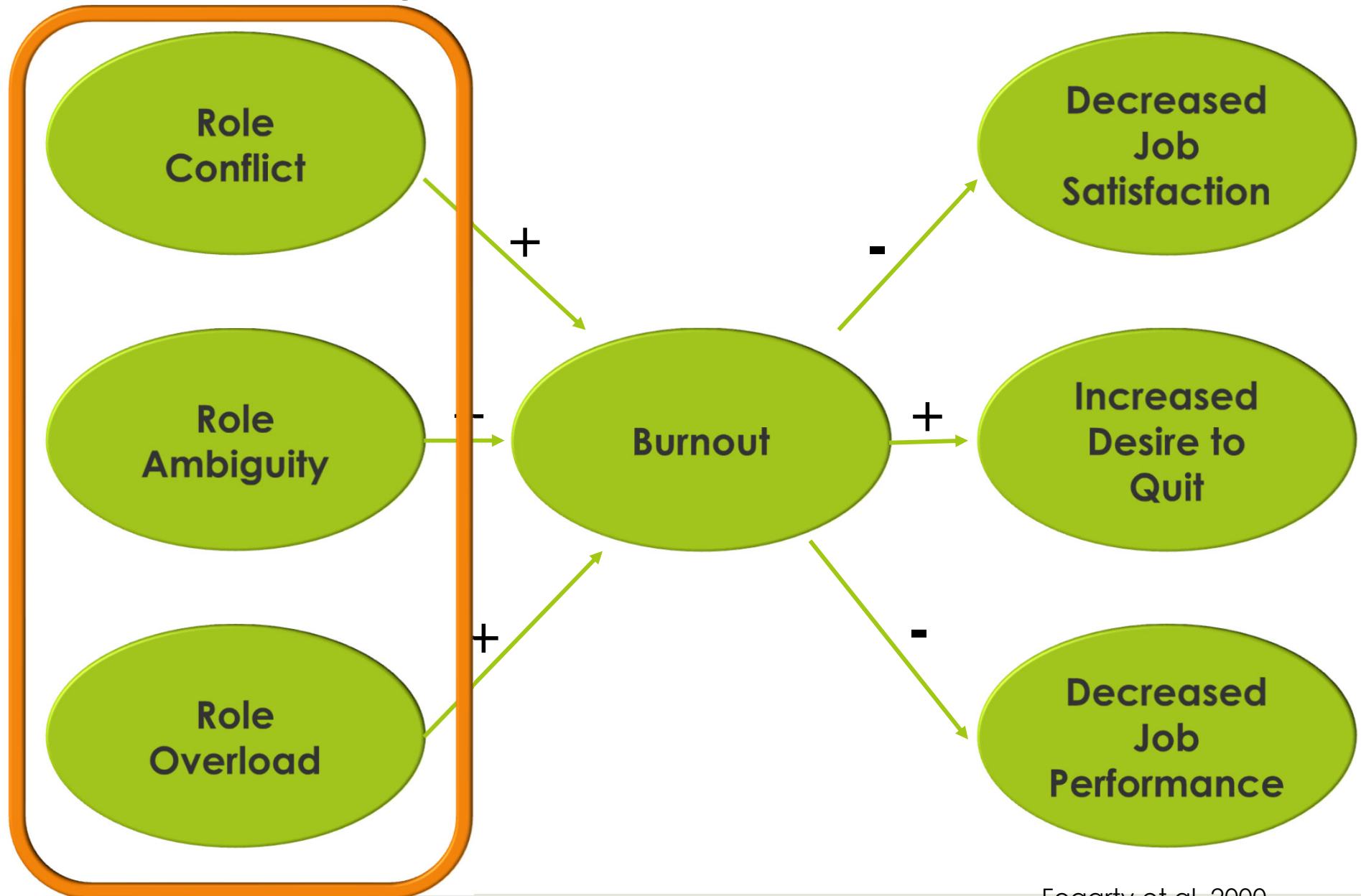
**Your boss's conflict style is impacting your burnout!**

**Your style is impacting your employees' burnout!**



# Accounting Burnout Model

## Boss's Conflict Management Style



# Ever Consider Conflict Style in Promotional Decisions?! It Impacts Burnout!

- ❑ “People don’t quit a job...they quit a boss”
- ❑ How do we make promotional decisions?
- ❑ Do we consider how well individuals handle conflict?
  - ❑ Which styles lead to increased/decreased burnout?
- ❑ Burnout causes people to quit their jobs!
- ❑ Costs of stress and burnout to U.S. industries alone is over \$300 billion
- ❑ Burnout has physical and emotional impacts; also impacts sufferer’s family, friends, employer, and co-workers



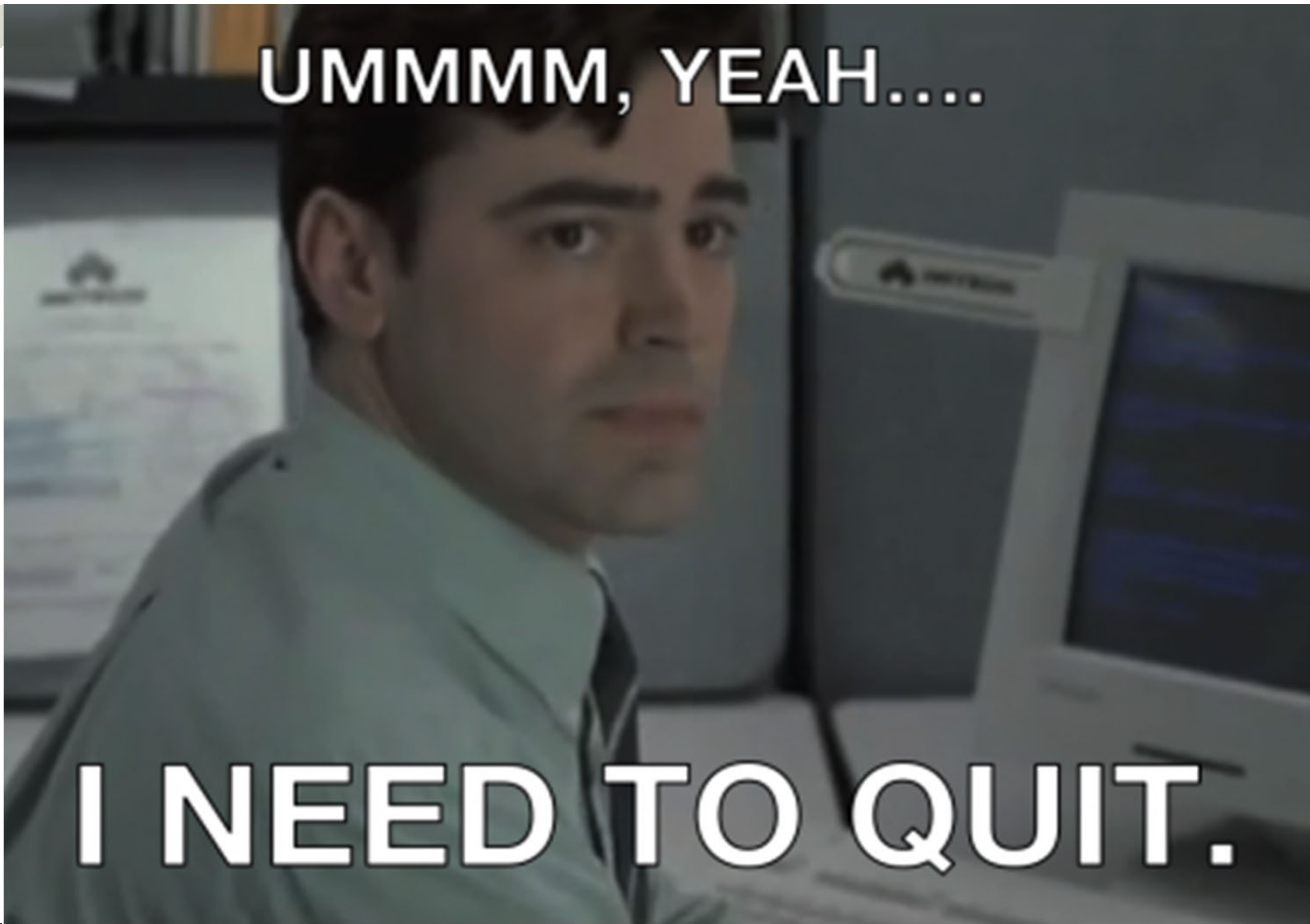
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# Question Set 1: Conflict Management Style

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  - **Style B: Dominating**
  - **Style C: Avoidant**
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# Can Burnout Be Reversed?



UMMMM, YEAH....

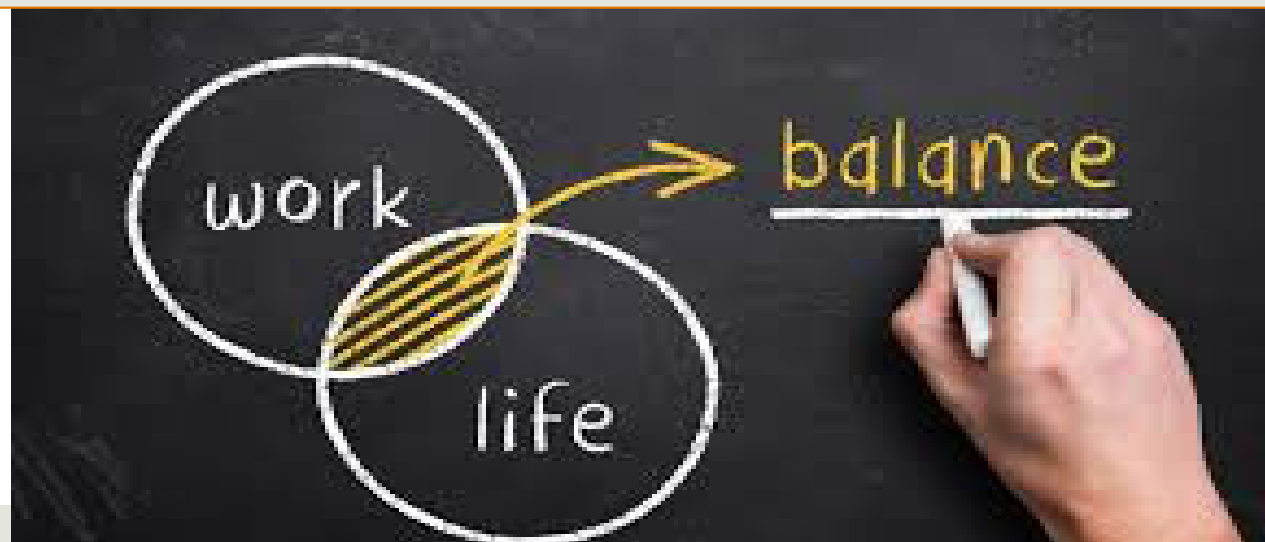
I NEED TO QUIT.

**What Else Should We Worry About  
Regarding Employee Retention?**

# These Young People Are Different

“Another goal as a future businesswoman with such big career goals is my future work/life balance and making sure that my career doesn’t get in the way of family for me. For example, making sure that I am in a role that will work with me in the future and support the growth of my family...is incredibly important for me. I feel that as long as I stay true to my values and ensure any company I work for will share in those values with me, I will do ok.”

—Creighton University Accounting Student





A close-up photograph of Gene Wilder as Willy Wonka. He is wearing a purple velvet suit jacket over a white shirt and a large, light brown bow tie. He has his signature wild, curly blonde hair and is wearing a brown top hat. He is resting his chin on his right hand and has a slight, knowing smile on his face. The background is slightly out of focus, showing what appears to be a doorway or a wall with a yellow stripe.

**IT'LL**

**COST YOU**

# Some Sobering Statistics

- **Gen Z experiences more anxiety and loneliness while working remotely**
  - Missing out on learning from experienced colleagues
  - Missing opportunities to build relationships
- **Remote work worsened perceptions of organizations:**
  - “My firm strongly considers my goals and values.”
  - “My firm really cares about my wellbeing.”
- **Burnout is up 38% compared to 2019** (APA)

# CHALLENGES OF REMOTE WORK



DIFFICULT TO  
FORM  
RELATIONSHIPS



LACK OF  
CASUAL  
CONVERSATION



WORKING  
MORE  
HOURS



EMPLOYEE  
BURNOUT



COMMUNICATION  
BARRIERS

**MANY CONCLUDED THAT 100% REMOTE WORK IS NOT  
SUITABLE FOR THE PROFESSION**

# BENEFITS OF REMOTE WORK



BUSINESSES  
WOULD  
SAVE \$11,000  
PER PERSON  
EACH YEAR



EMPLOYEES  
WOULD  
SAVE \$2,000-  
\$4,000 PER  
YEAR



INCREASED  
USE OF  
AWA'S



INCREASED  
PRODUCTIVITY



CREATES A  
LARGER  
TALENT  
POOL FOR  
COMPANIES  
TO ACCESS

**WHEN I USED  
TO DREAM ABOUT  
WORKING FROM HOME**



**ME, NOW  
WORKING FROM HOME**

# **SWEET IRONY!**

**69% of Gen Z would like to work remotely at least half of the time**

**Gen Z Reports This is More True of Them....**

- **More productive with a flexible work schedule**
- **Miss being around their co-workers**
- **Home is a difficult place to be productive**
- **Feel more burned out when working from home**



# Moral of the Story....

- ❑ Strategic Flexibility: Socialize the Realities of Remote Work!
- ❑ The Benefits and Costs of Remote Work Are Very Individualized
  - ❑ Personality
  - ❑ Living Arrangements
  - ❑ Family Status
  - ❑ Age

**We Better Get Good at This....**

# Remote Work Programs Need Operational Improvements

## ▣ Significant Themes from Survey Respondents:

- ▣ Greater transparency regarding eligibility and hours expectations
- ▣ Greater transparency regarding policies (how EXACTLY is this supposed to work?)
- ▣ Inconsistency in usage
- ▣ Lack of communication

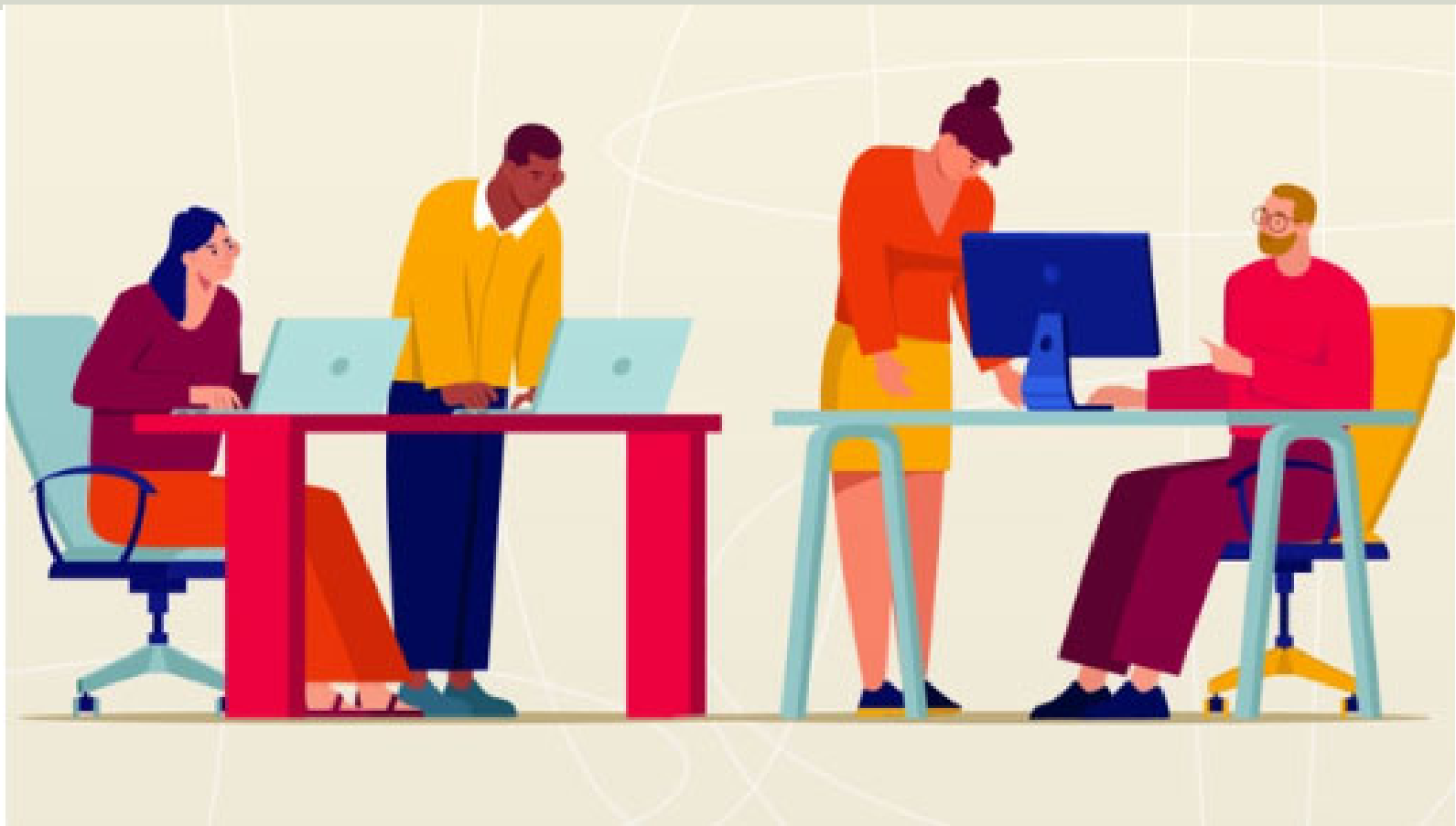
## ▣ Learning and Relationship Development Impediments

# Best Practices: High Level

- Hybrid is better than 100% remote
- Dedicated workspace
- Clear, widely communicated policies:
  - Eligibility
  - Approvals
  - Program options
  - Expectations
- Remote Work/Hybrid “Agreements”
  - Type of arrangement, hours, communication expectations, measures of success (**results**, not hours on the computer)

# Best Practices: Employee Interactions

- Clear instructions for individual projects/tasks (more explicit than before)
- Enhanced onboarding/training for new employees
- Define touch points for virtual contact upfront
- Define technology preferences for communication
- Develop a team schedule; **BE IN THE OFFICE TOGETHER**
- Create social opportunities to get together in person



## Want Them in Person? Make Your Case

- Why return?
- Why don't they want to return?
- Make a case for mentorship/development

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# Managing Others in Today's Environment

- **Conflict Management Style**
  - **Causes of Burnout** – How can you influence them?
    - **Role Conflict**
    - **Role Ambiguity**
    - **Role Overload**
  - **Hybrid Work Environment Best Practices**
-



**“WORK TAKES UP A LOT OF PEOPLE’S TIME, TALENT AND POTENTIAL – AND WORKERS ARE INCREASINGLY DEMANDING THAT IT OFFER A SUSTAINABLE AND REWARDING QUALITY OF LIFE IN RETURN.”**

**How can you make this a reality for your employees...and for yourself?**



**Questions?**

# Appendix

**Burnout Self-Test:**

**<https://www.mindtools.com/augh7b3/burnout-self-test>**