

Redesign Work to Prevent Burnout

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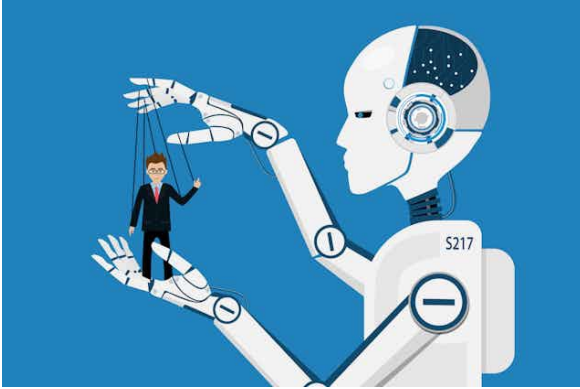
HOW WORKING IN A RUBBISH DUMP CAN BE A GREAT JOB

Jeremy scored his job as **9/10** (with ten being the most fantastic job imaginable).





Why do we need to pay attention to work design?



Work design is neglected as a strategy.

Symptom

Root Cause



Stress



EAP

Low job performance



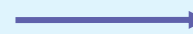
Training

Low innovation

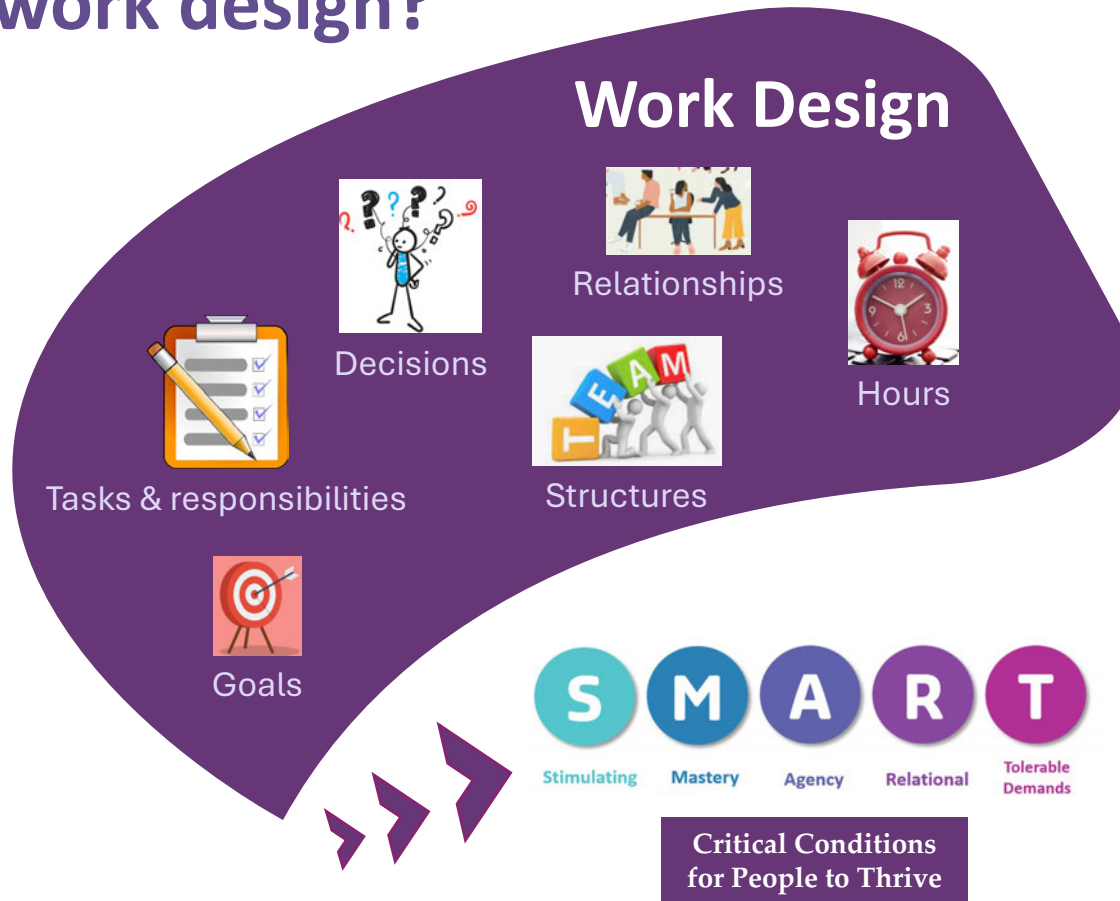


“Fun Zones”

Poorly designed
work



What is work design?



Work Design

“nature & organization of work tasks, responsibilities, relationships, & decision-makings in a role or set of roles”
(Parker, 2014)

Why does work design matter?

SMART work design

Mental health

e.g., depression, burnout



Motivation & performance

e.g., job satisfaction, creativity, core task performance, proactivity



Learning & growth

e.g., skill development, use of talent



Over 5,000 articles — including meta analyses, longitudinal intervention studies, etc.

Parker, S.K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 102(3), 403.

Work in which you have variety, challenge, a chance to use your skills, and opportunities for growth



"It's boring, so much time waiting"...

Risks of Unstimulating Work

- Individuals: Disengaged, “**boreout**,” musculoskeletal injuries, lack of development
- Organizations: Wasted talent, turnover, absenteeism, impaired performance, accidents, and slower return to work after injury/illness

Work in which you are clear about your goals/responsibilities, get feedback, & know where your job fits in the big picture



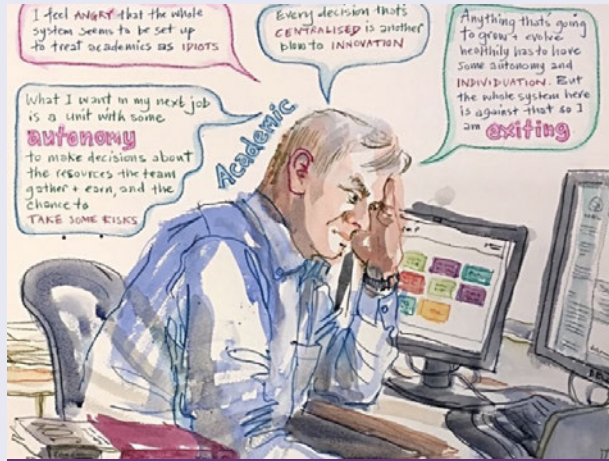
Risks of Low Mastery Work

- **Individuals:** Job stress/burnout, poor well-being, job dissatisfaction, turnover, failure to learn
- **Organizations:** impaired performance, inefficiency, lack of agility, reduced **safety**

Newnam S, Stephens A, Muir C, Bruce S, Austin T, Mazzeo T (2021) Safety outcomes for incident responders operating on high-speed roads: An analysis of the relationship with behaviour, motivation and role clarity. PLoS ONE 16(3): e0247095. <https://doi.org/10.1371/journal.pone.0247095>



Having control or influence over
work methods, timing, and
decisions at work



"Every new thing that's centralized is another blow to innovation."

Risks of Low Autonomy Work

- **Individuals:** Job stress/burnout, disengagement, turnover, lack of ownership, lack of learning, self-efficacy and growth
- **Organizations:** impaired performance, reduced agility and **innovation**

Having social contact with others, being supported and part of a team, and making a difference to others



Childcare worker

“Being part of a good team is so important.”

Risks of Low Relational Work

- **Individuals:** Job stress, burnout, disconnection, turnover
- **Organizations:** impaired performance, workers' compensation cases

Having emotional, cognitive, time-based, physical & other demands that are experienced as tolerable

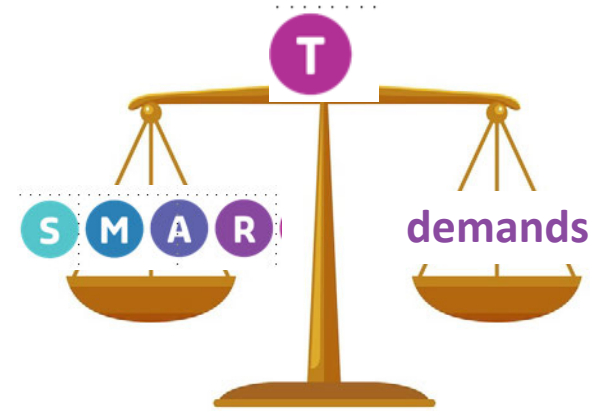


“Most people don’t realize that surgeons see things and deal with difficult situations, like where someone is terminally ill.”

Risks of Intolerable Demands

- **Individuals:** job stress, burnout, anxiety, depression, mistakes, cardiovascular disease, home-work conflict, medication use
- **Organizations:** turnover, absenteeism, presenteeism, accidents, workers’ compensation claims, less and slower return to work after injury and illness

SMAR helps make demands tolerable.



How to make work



Activate
job
crafting

Encourage the team to create SMART work together.

Activate job crafting

Encourage and enable workers through individual and collective job crafting.



Allow & support individuals to craft their work.

How to make work



Lead for SMART

Everyday actions by local leaders
to improve SMART working



Lead for
SMART

Trust

Task
allocation

Role modeling

Letting go

Communication

Bake in new work roles with reconfigured tasks, responsibilities, relationships, and/or decision-making.

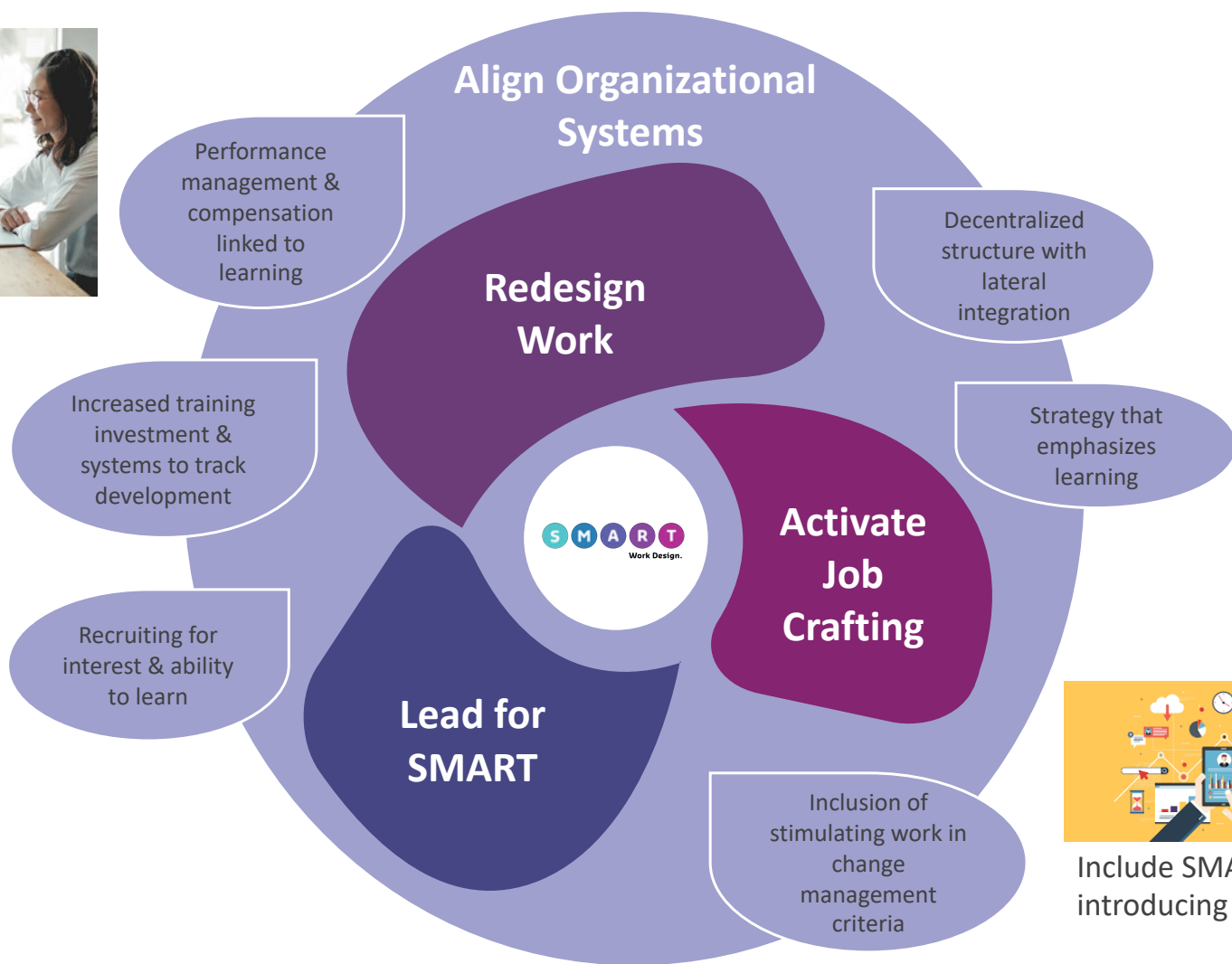


“I feel unhappy if I haven’t done a briefing before the beginning of the list. It’s a bit like getting into a car and not putting a seat belt on – you just don’t feel safe, you feel like something is missing.”
(surgeon)

- 50% reduction in delays
- Improved communication across professional boundaries
- Higher staff engagement



Train leaders to use SMART in performance discussions.



Include SMART when introducing AI.

STIMULATING

"I like to do my
bit for the
planet."

MASTERY

"They (locals) let
me know how
it's going."

AGENCY

"I have
freedom... it's up
to me how I do
things."

RELATIONAL

"This place is a
social hub."

TOLERABLE
demands

"I have enough
time..."

SMART Work?



SMART outcomes?



"It (the tip) used to be REVOLTING – all the rubbish just in one big pit with plastic and other stuff getting blown into the nearby bush... It's 100% better now."
(local customer)



Thank You for Listening!



LinkedIn Sharon Parker

Thank you.