

A hand is pouring coffee from a silver pitcher into a glass. The coffee is splashing out of the glass. The background is a plain, light-colored wall.

LEADERSHIP IN MANAGING *Workload* & STRESS

WELCOME»»

HOW'S WORK?



BUSY

BUSY

BUSY

BUSY

DO YOU HAVE TOO MUCH WORK?

BUSY

DO YOU WORK UNDER TIME PRESSURE ?

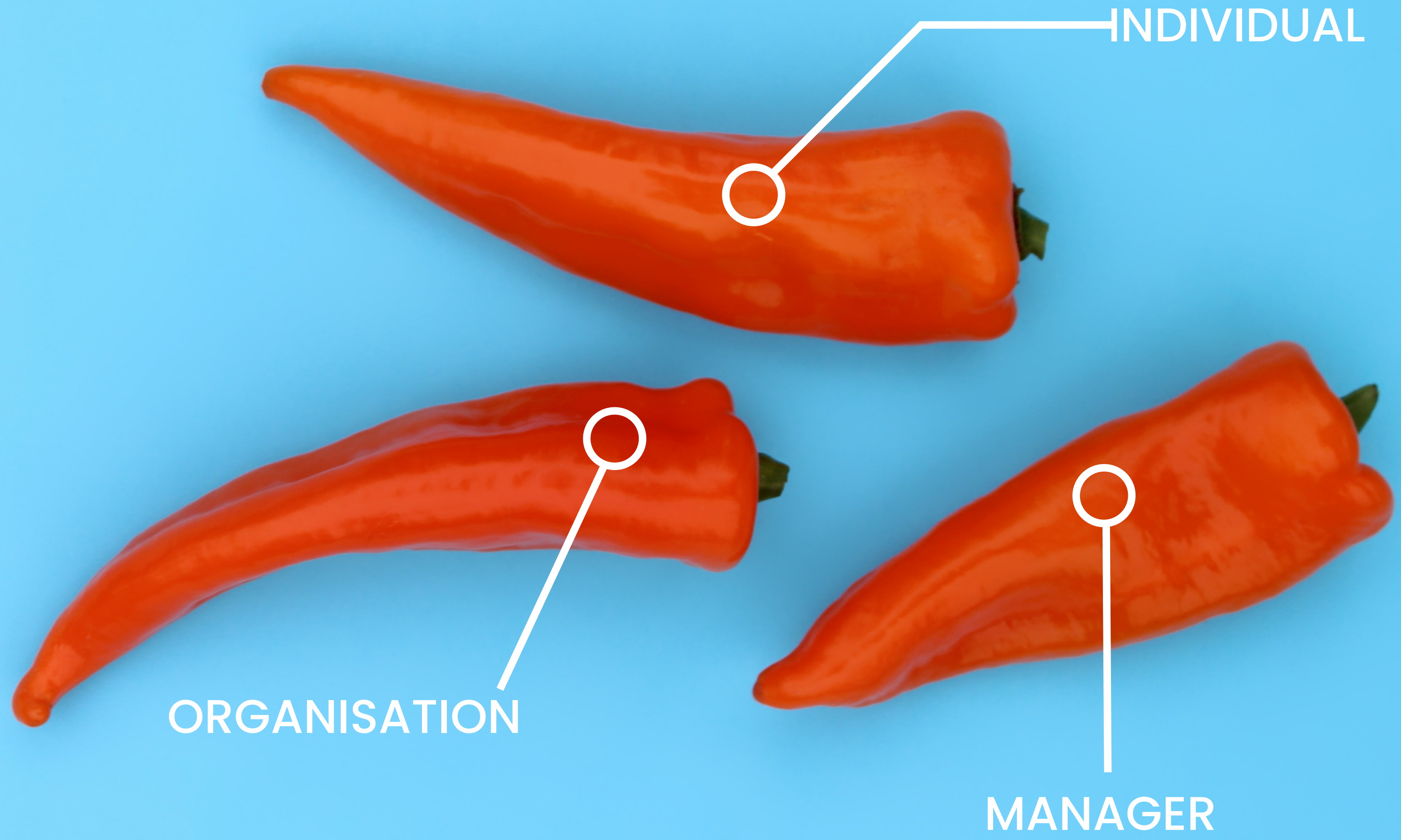
DO YOU HAVE BACKLOG ?

BUSY



THE STRESS

paradox



When DOES WORKLOAD BECOME A PROBLEM?

About a bank account and a swimmer

What SHOULD I LOOK OUT FOR?

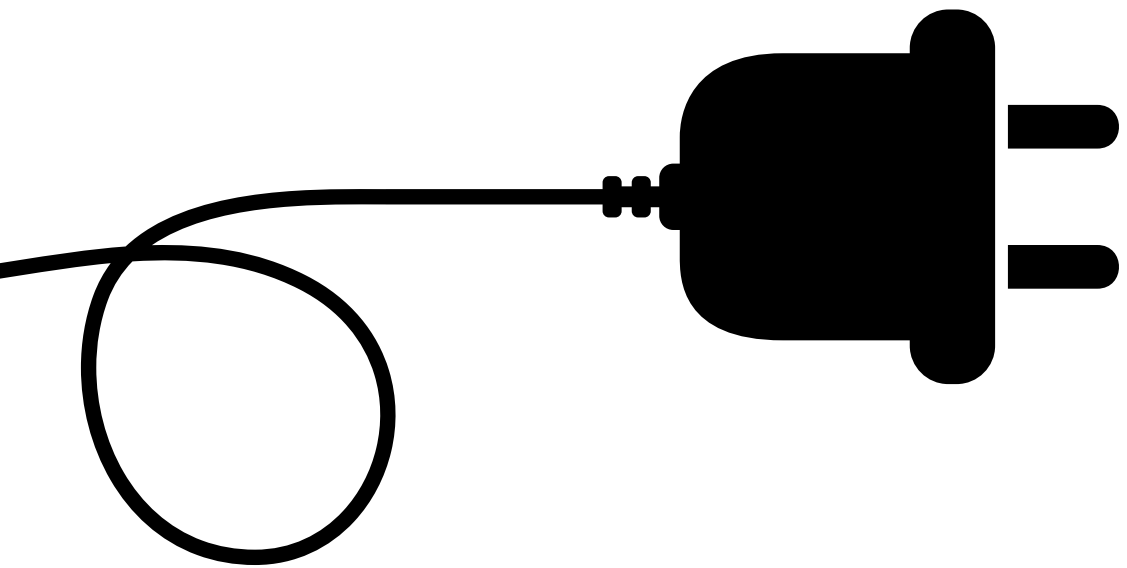
Recognizing signals of stress

What IS MY ROLE AS A MANAGER?

The 5 key moments

How TO MAKE THIS A TOPIC OF CONVERSATION?

Simulations with a professional actor



Who is Who?

- >> WHO IS YOUR COLLEAGUE AND WHAT MAKES HIM / HER UNIQUE?
- >> WHAT ARE YOUR EXPECTATIONS FOR THIS DAY?
- >> WHEN DOES WORK PRESSURE BECOME A PROBLEM?

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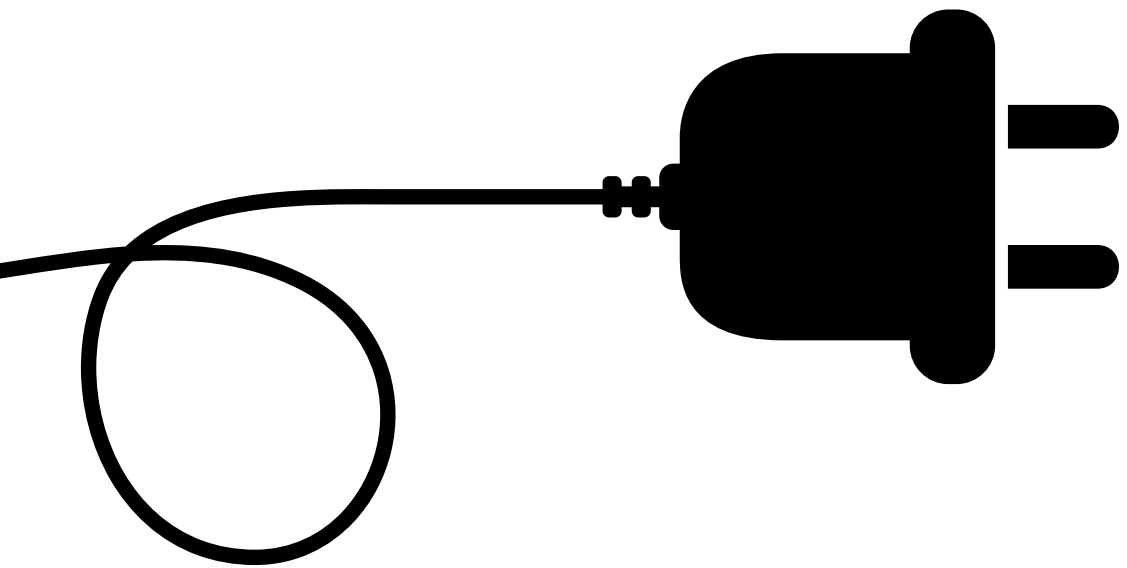
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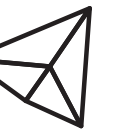
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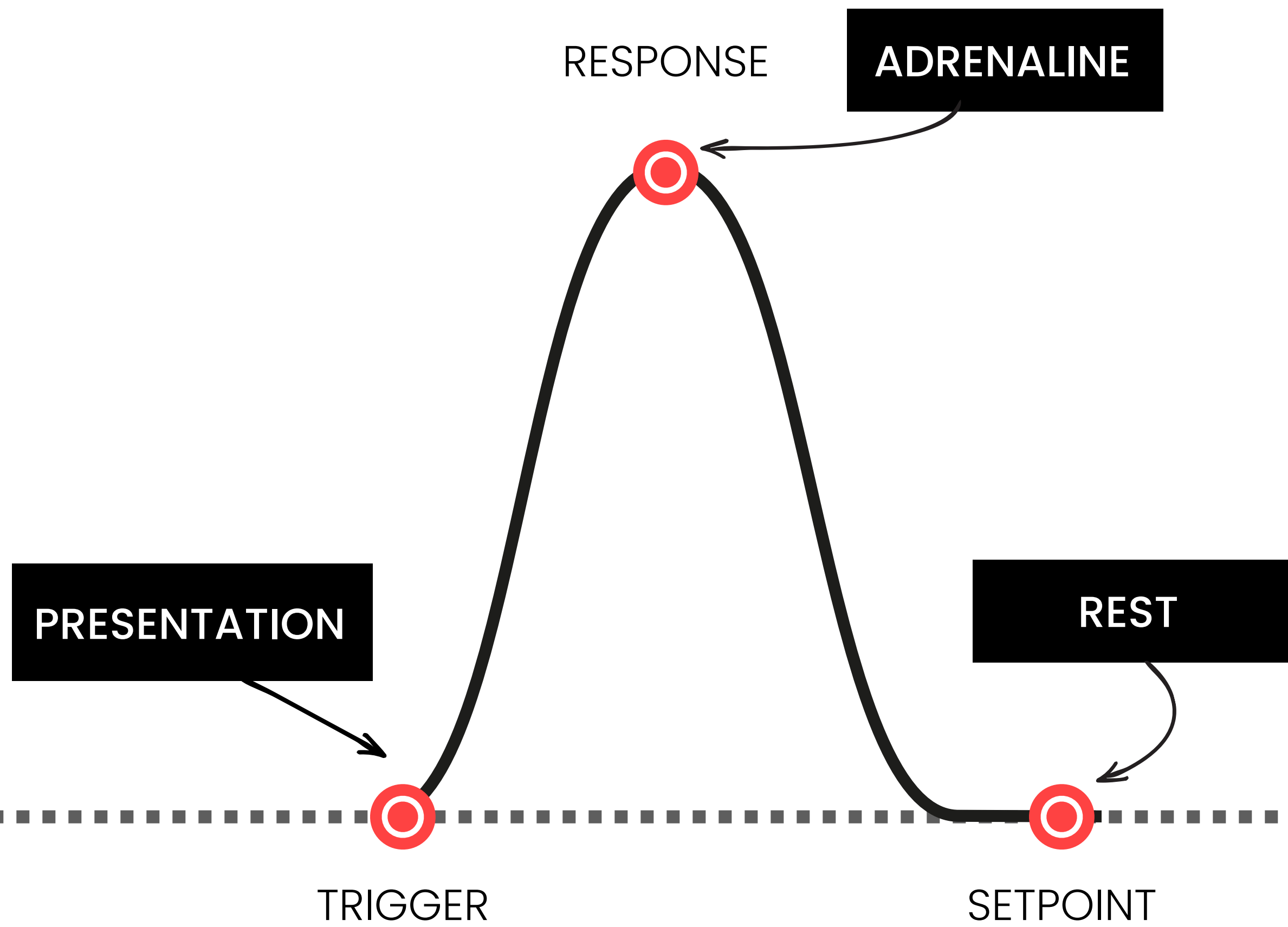
WHEN DOES YOUR
WORKLOAD BECOME
A PROBLEM?



BURBYS S

BURBYS S

BURBYS S





BODY
BUDGETTING

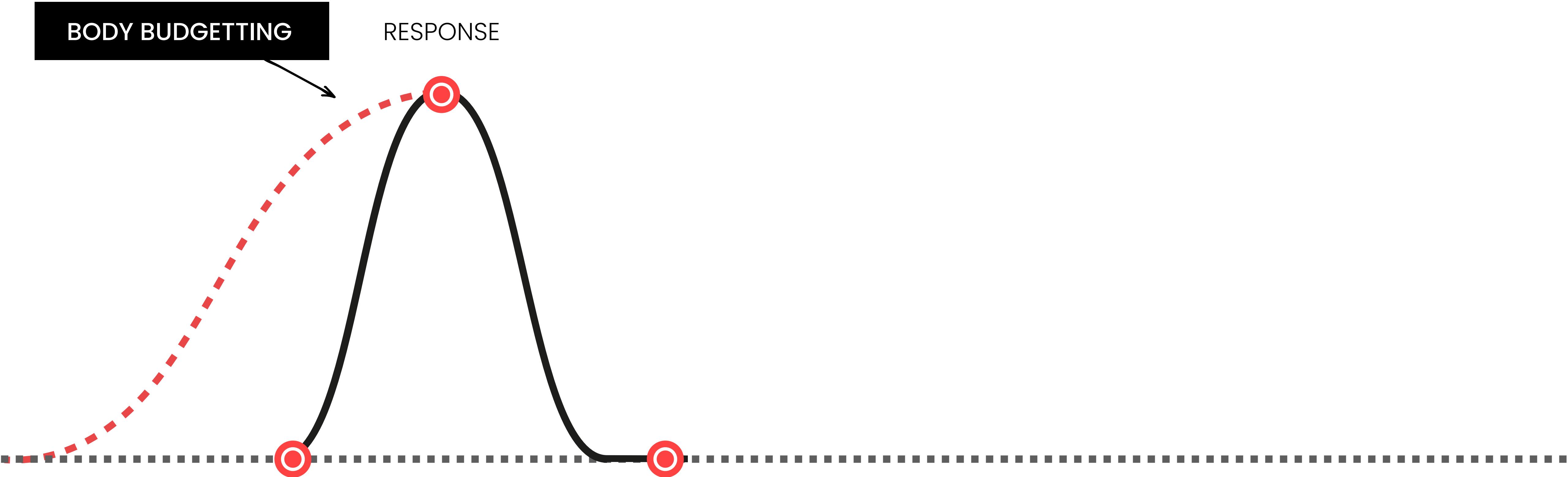


BODY BUDGETTING

RESPONSE

TRIGGER

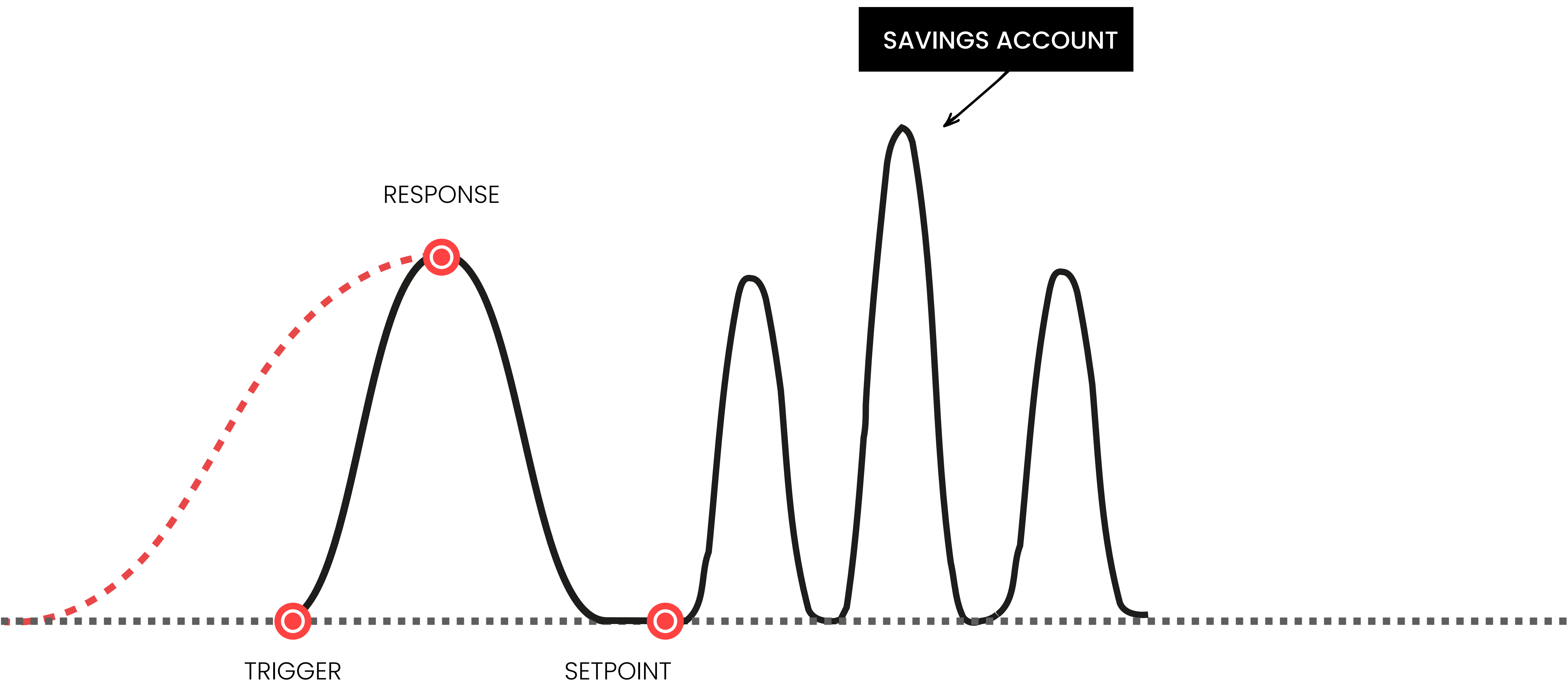
SETPOINT



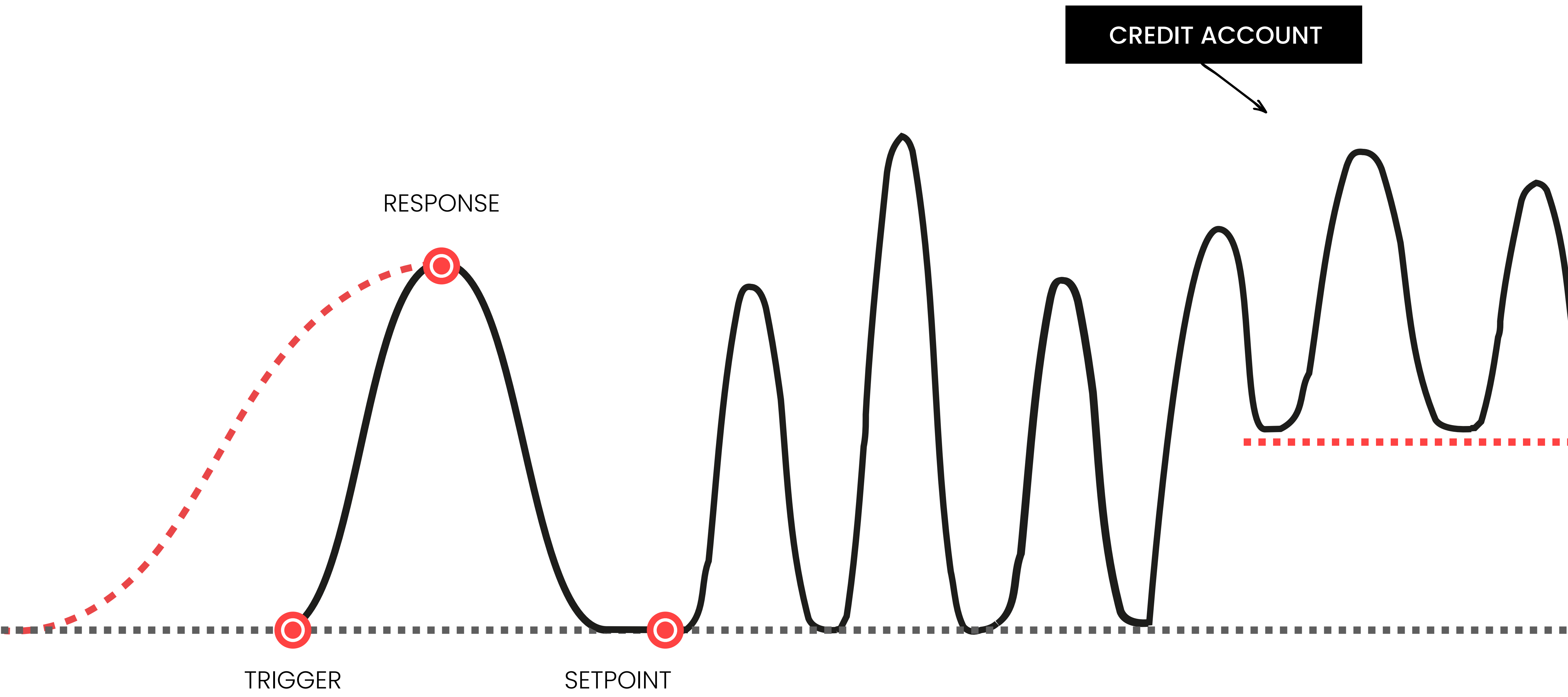
Source: McEwen, B. S. (2005).



WEAR &
TEAR



Source: McEwen, B. S. (2005).



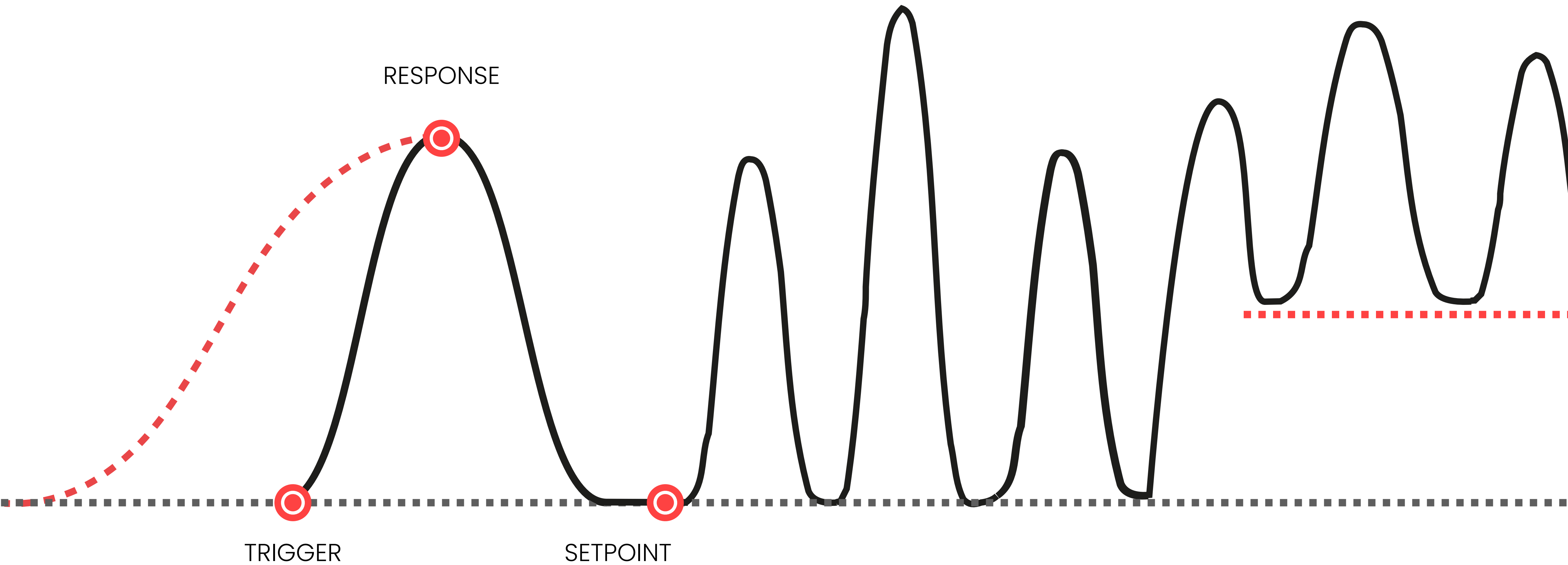
Source: McEwen, B. S. (2005).



BANK ACCOUNT

SAVINGS ACCOUNT

CREDIT



TRIGGER

RESPONSE

SETPOINT

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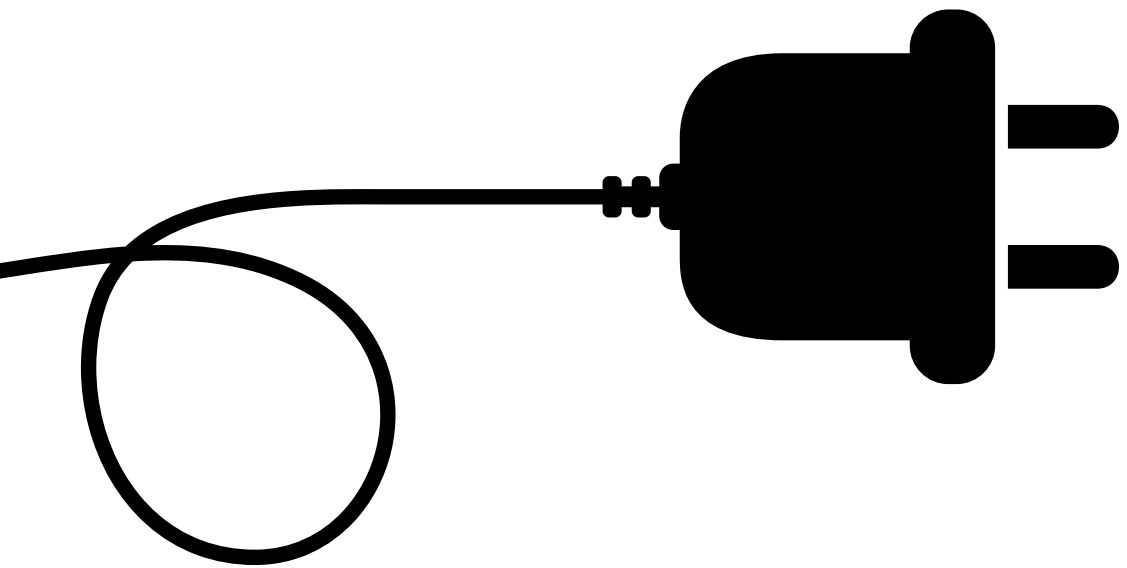
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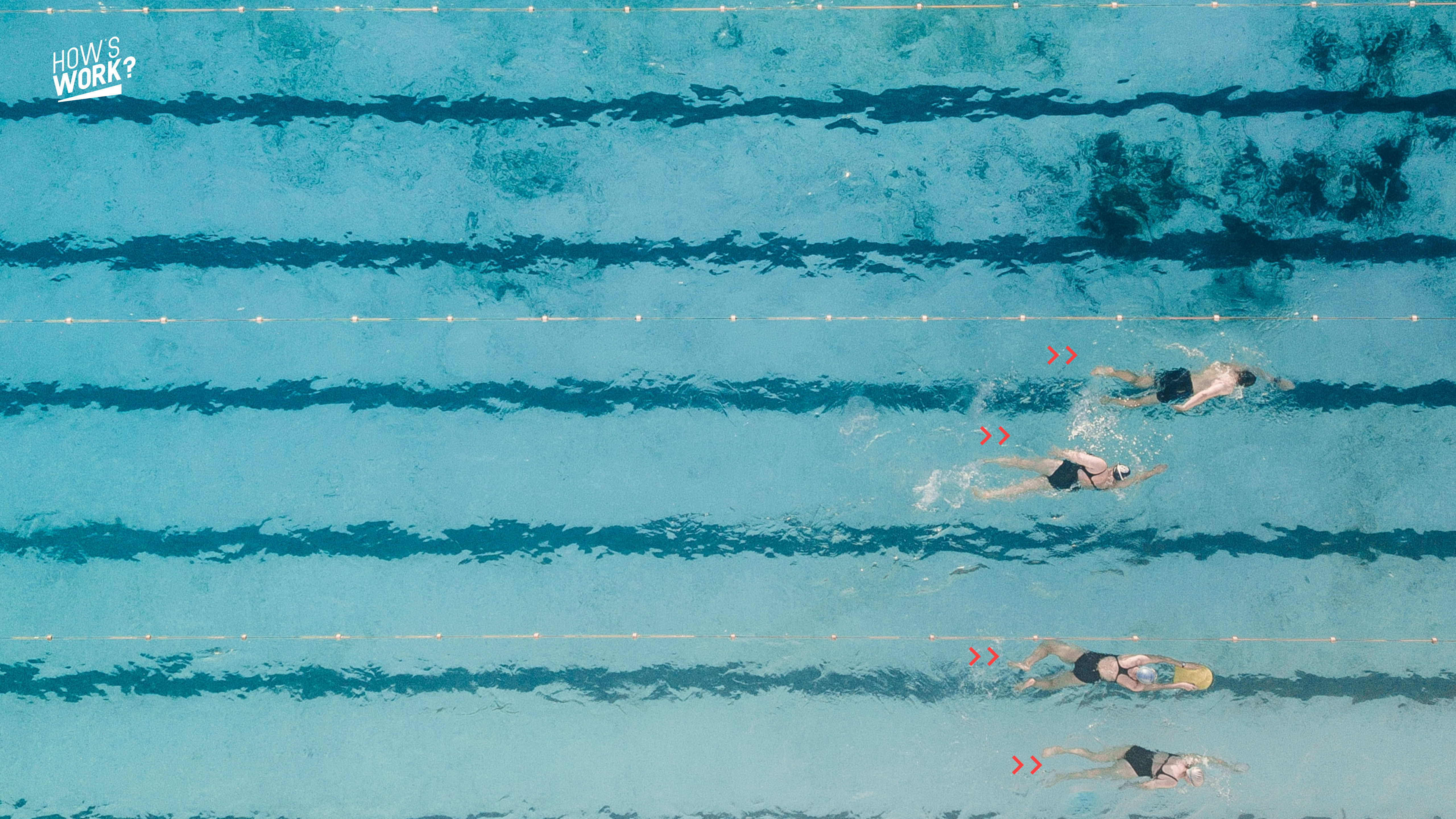
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HOW'S
WORK?



Stresssignalen

Welk effect heeft stress op jouw lichaam, jouw gedachten en jouw gedrag? Noteer hieronder welke signalen jij krijgt bij zowel gezonde stress (de bankrekening), wanneer je op reserves leeft (de spaarrekening) en bij ongezonde stress (de kredietrekening). Hoe kan je in de toekomst de signalen bij jezelf sneller opmerken? Hoe kunnen anderen jou hierin helpen?

	» BANKREKENING GEZONDE STRESS	» SPAARREKENING RESERVES	» KREDIETREKENING ONGEZONDE STRESS
LICHAAM			
GEDACHTEN			
GEDRAG			

Stresssignalen

DE BANKREKENING

Met deze oefening staan we stil bij onze stresssignalen en hoe deze zich uiten in ons lichaam, gedachten en gedrag. Door deze stresssignalen te bespreken, wordt het makkelijker om het verschil te kennen tussen gezonde en ongezonde werkstress. Iedereen reageert namelijk anders op stress. Noteer op de volgende pagina hoe stress je lichaam, gedachten en gedrag beïnvloedt. Je kan hiervoor gebruik maken van onderstaande lijst, maar vul gerust aan met je eigen specifieke stresssignalen.

» LICHAAM

Versnelde hartslag
 Vermoeidheid
 Spierpijn
 Hoofdpijn
 Buikpijn
 Minder/meer eetlust
 Moeilijk slapen
 Zweten
 Droge mond
 Trillen/beven

» GEDACHTEN

Frustratie
 Angstig
 Sombor
 Alleen voelen
 Laag zelfvertrouwen
 Besluiteloosheid
 Piekeren
 Vergeetachtig
 Geen concentratie
 Schaamte

» GEDRAG

Opvliegend
 Prikkelbaar
 Gejaagd
 Zuchten
 Isoleren
 Klagen
 Fouten maken
 Drinken/roken
 Knarsetanden
 Conflict vermijden/opzoeken

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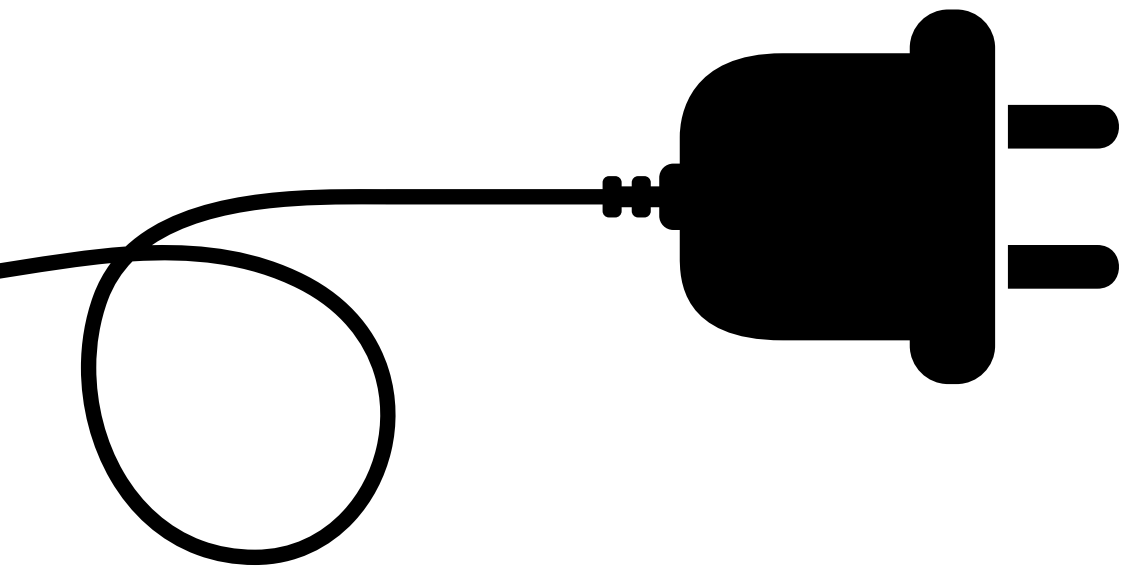
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MANAGER

- PREVENTING WORKLOAD
- DISCUSSING WORKLOAD
- DISCUSSING WORK-RELATED STRESS
- PROVIDING SUPPORT DURING BURN-OUT
- SUPPORTING REINTEGRATION



- PREVENTING WORKLOAD
- **DISCUSSING WORKLOAD**
- DISCUSSING WORK-RELATED STRESS
- PROVIDING SUPPORT DURING BURN-OUT
- SUPPORTING REINTEGRATION





“Just put it on
my plate”



CONTENT

CONTEXT

INDIVIDUAL





Balans opmaken

JOUW WERKDRUK IN KAART



EISEN



BRONNEN



PREVENTING WORKLOAD



DISCUSSING WORKLOAD



DISCUSSING WORK-RELATED STRESS



PROVIDING SUPPORT DURING BURN-OUT



SUPPORTING REINTEGRATION





RECOVERY





7 types of rest



 RECOVERY IS ...



 RECOVERY IS ...



RECOVERY

~~=~~

NON-WORK



RECOVERY

~~=~~

GIVEN



RECOVERY

~~=~~

ESCAPE



RECOVERY

=

A SKILL



RECOVERY

=

ACTIVE / ENGAGING

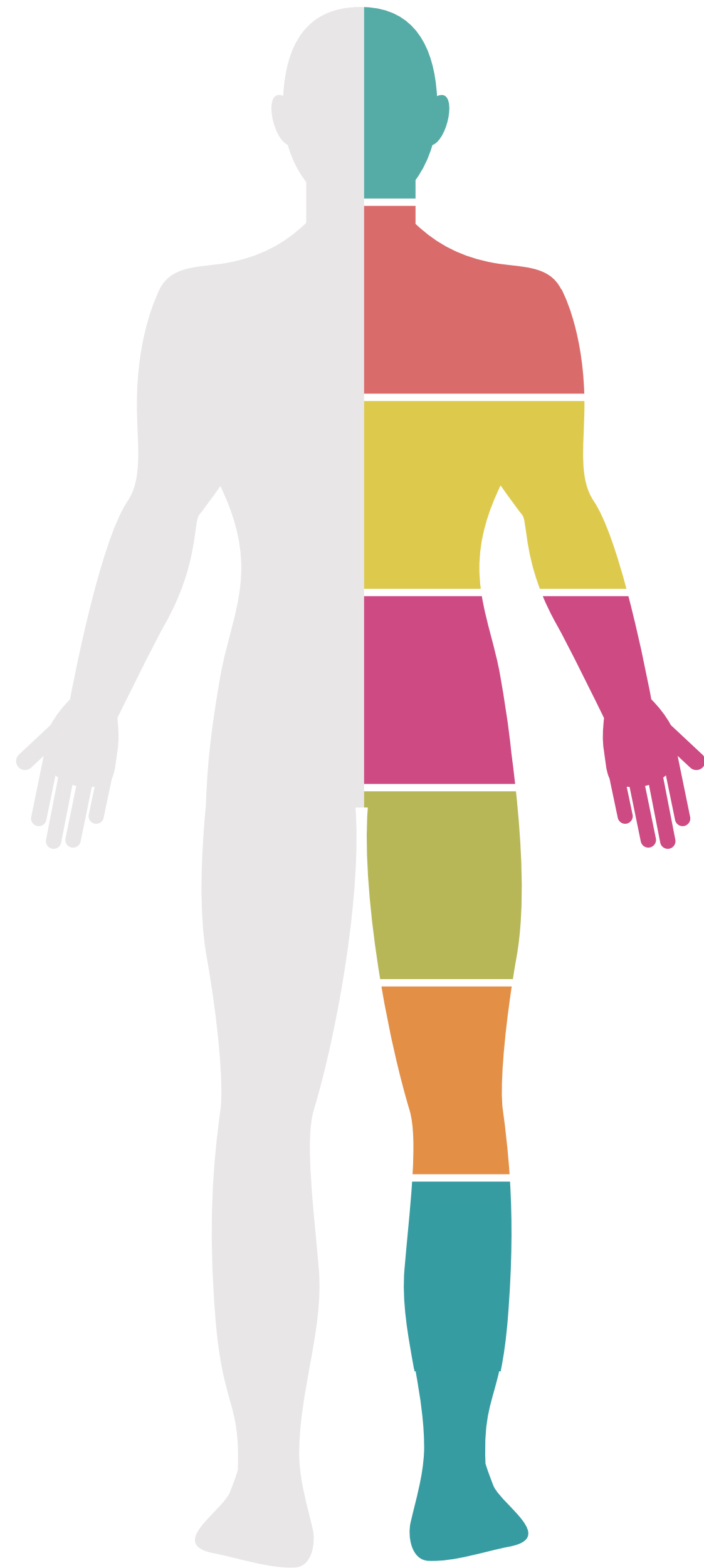


RECOVERY

1. PASSIVE
2. ENGAGING



Well... duhuh



● MENTAL

● SOCIAL

● SENSORIC

● CONTROL

● CREATIVE

● SPIRITUAL

● PHYSICAL



Types of rest

7 TYPES OF REST

Rest is important to recharge. But did you know that there are **7 types of rest**? If you want to recharge, you don't necessarily have to 'rest' in the usual sense of the word: lying down with your eyes closed for a while. The most important thing is that during your rest period, you **engage a different energy source** than the one you just used.

Take a moment to read the different types of rest listed here and note in the box below which type(s) of rest you need the most during a workday.

WHICH TYPE(S) OF REST DO YOU NEED THE MOST DURING/AFTER THE WORKDAY?



- MENTAL**
Mental rest activities are things that make you regain some space in your head.
- SOCIAL**
When you plan a social rest activities you rest together with other people close to you.
- SENSORIC**
In sensory rest activities, you try as much as possible to exclude external stimuli.
- CONTROL**
Sometimes you can calm your mind by creating order through control rest activities.
- CREATIVE**
Creative rest activities are activities on which you concentrate without a specific outcome in mind.
- SPIRITUAL**
Spiritual rest activities are about taking distance from yourself and think about the bigger picture.
- PHYSICAL**
Physical rest activities are activities that move your body.

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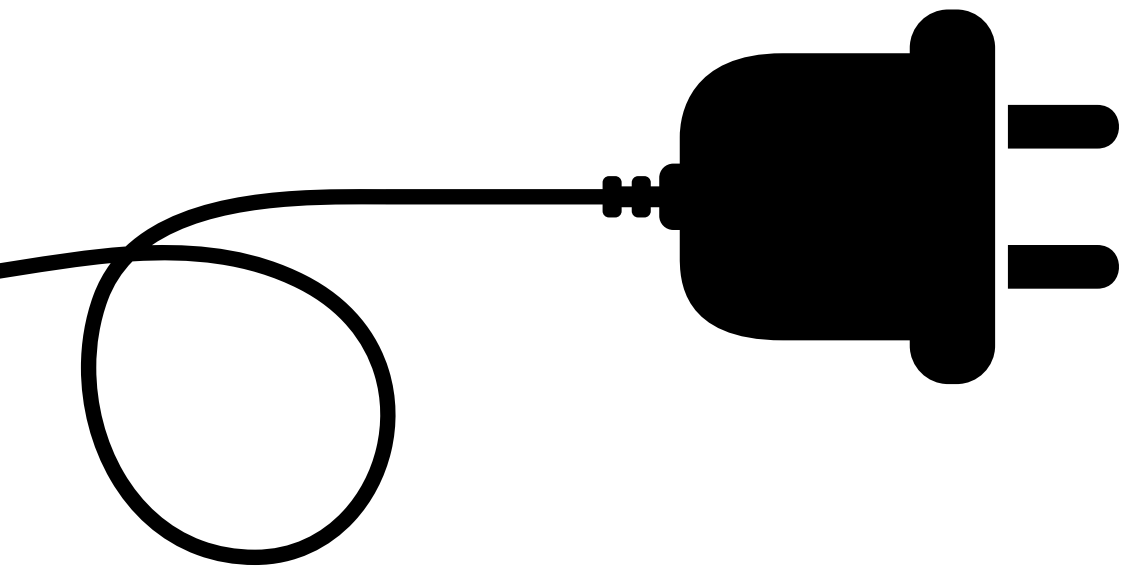
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PREVENTING WORKLOAD



DISCUSSING WORKLOAD



DISCUSSING WORK-RELATED STRESS



PROVIDING SUPPORT DURING BURN-OUT



SUPPORTING REINTEGRATION



HOW'S
WORK?

PRACTISING WITH A PROFESSIONAL *actor*

No ratings and placards installed in this airplane conform operating procedures which must be complied with when operating this airplane in the Normal Category. Other operating limitations which must be observed when operating this airplane in this category or in the Utility Category are contained in the Pilot's Operating Handbook, FAA Approved Airplane Flight Manual.

Utility Category — No aerobatic maneuvers, including spins, approved.
No aerobatic maneuvers approved.
The aircraft is certified for the following flight operations in all data of the Pilot's Operating Handbook and FAA Approved Airplane Flight Manual:
Day VFR - VFR - IFR

Some Recovery — Flight into terrain using conditions prohibited, emergency egress, forward elevator.

For	In	30	60	90	120	150
Speed	361.031	061	090	120	151	
For	5	10	15	20	25	30
Speed	182.311	340	270	341	331	
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PREVENTING WORKLOAD



DISCUSSING WORKLOAD



DISCUSSING WORK-RELATED STRESS



PROVIDING SUPPORT DURING BURN-OUT



SUPPORTING REINTEGRATION



Discussing

WORK-RELATED STRESS





PREVENTING WORKLOAD

DISCUSSING WORKLOAD

DISCUSSING WORK-RELATED STRESS

PROVIDING SUPPORT DURING BURN-OUT

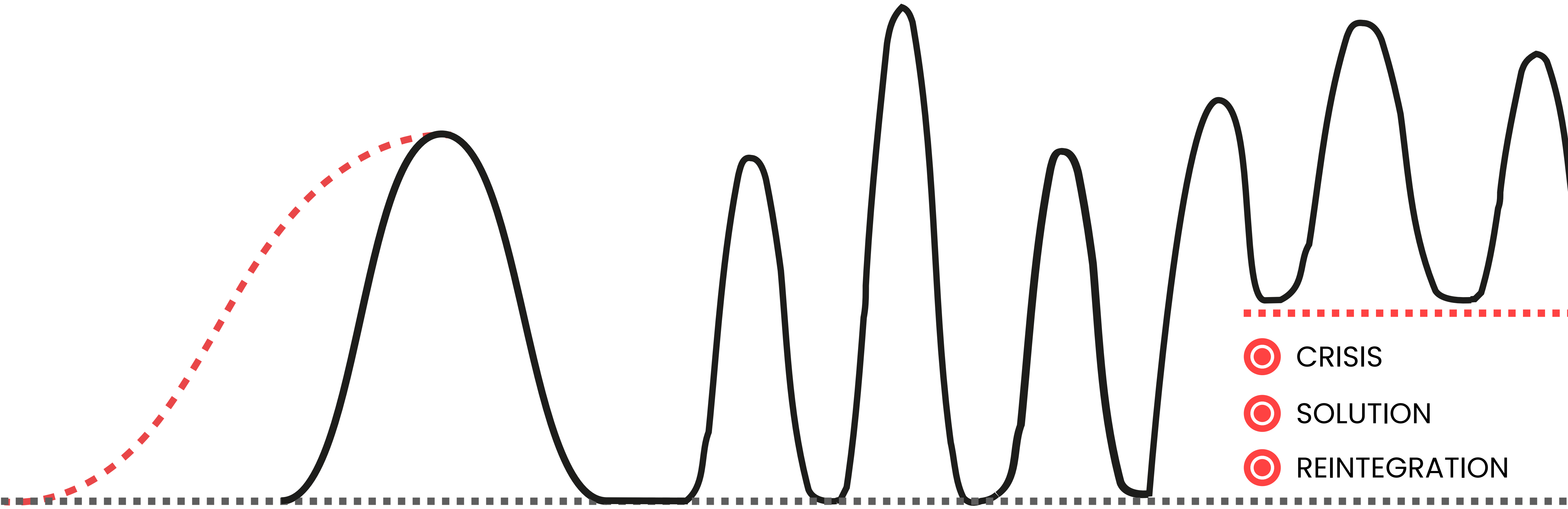
SUPPORTING REINTEGRATION





WHAT TO DO IN CASE OF *burn-out*

KREDIET



- CRISIS
- SOLUTION
- REINTEGRATION

COACH



versus

THERAPIST



GUIDE WHAT TO DO WHEN A TEAM MEMBER IS ABSENT?

You are the **first point of contact** for your team member when they are absent. Your role is to listen and maintain the connection between the employee and the company. Staying in touch is key, not only to demonstrate involvement but also to ensure that the employee follows the procedures correctly. The extent of your involvement in the specifics of their absence largely depends on the team member themselves.

>> FIRST CONTACT BY PHONE

- The first contact with the employee is usually a phone call aimed at **showing your engagement** and obtaining information about the expected duration of their absence.
- Make sure to tell your team member that **you are there for them**, also during this period of absence.
- Keep in mind that an employee is **not obligated** to disclose the reason for their illness. If this information is not voluntarily shared, you cannot inquire further or insist on knowing.
- Discuss **how you will inform the team** about the situation. Take time yourself to consider how the team member's tasks will be managed in their absence.
- Check** how your employee feels about certain work-related matters, especially if there are ongoing tasks being handled by other colleagues.
- Make (if necessary) agreements on which **communication channels** should be avoided (Teams, email, SMS, participation in work-related WhatsApp groups, etc.).
- Set agreements** on your contact with each other. Discuss if and how you will stay in touch and make it clear that you are there for them.

>> ADMINISTRATIVE PROCEDURES

- During the notification conversation, check with your employee whether everything required on their end to ensure their absence is **legally compliant** has been arranged. However, it is the employee's responsibility to follow the procedure correctly.
- As a leader, keep a close eye on the administrative aspects as well. **Your involvement** makes a difference.

>> THE FOLLOW-UP

- As a leader, maintain contact based on the agreements you have made.
- Take note of the key points from the conversation for your own reference, so you can **refer back** to them in future discussions. It shows you were listening.
- Prepare the questions** you want to ask in advance. For example: *"Would you like to stay involved and informed about what's happening at work?"*
- When asking about recovery time, make it clear that the question only concerns the **estimated duration** of the recovery, not the illness itself, which is protected by medical confidentiality. Be aware that the employee may not yet have an idea of the expected duration at this time.
- If there is no clarity on the recovery time, emphasize the importance of considering the return as part of the team and the organization. Let the employee know that you, as a leader, are open to discussing this. Research indicates that **three months** is the tipping point after which returning to work becomes more challenging. At this stage, a new balance tends to develop both in personal life and at work, making it increasingly difficult to break.

>> BEHIND THE SCENES

- Keep track of the key changes within the department or the team that may be relevant for the employee returning to work after an absence.
- Support the team and provide extra recognition to colleagues who take on work from the absent employee. Determine what information they need regarding their absent colleague.

>> SELF-CARE FOR YOU AS A LEADER

- When someone on your team is absent for an extended period, this can also impact you as a leader.

Beyond the practical adjustments and potentially difficult conversations, it may affect you personally as well. That's why it's important to **take care of yourself** during this time. Talk about it with fellow leaders or seek support from HR.

You are not alone. There are many resources available that you or your employees can rely on within the organisation.

Offering external support to an employee? This overview provides the key (external) organizations, helplines, and websites.



>> REFERRAL TO EXTERNAL SUPPORT

- Tele-onthaal:** Talk about anything that's on your mind, what you need to share, or any doubts you have (call 106).
- CAW** Centrum Algemeen Welzijnswerk: In Belgium, the Centrum Algemeen Welzijnswerk (CAW) offers support for individuals facing various challenges, including emotional distress, relationship issues, and social problems.
- CGZ** Centrum Geestelijke Gezondheidszorg: are specialized centers that provide ambulatory psychological and psychiatric care to individuals with serious mental health issues.
- Druglijn:** is a Flemish service offering anonymous information, advice, and guidance on alcohol, drugs, psychoactive medication, gambling, and excessive gaming.
- Tabakstop:** is a free service in Belgium that offers information and support to individuals who want to quit smoking.
- AWEL:** is a Flemish helpline in Belgium dedicated to supporting children and young people. Formerly known as the Kinder- en Jongeren-entelefoon (KJT), Awel offers a confidential and anonymous platform for youth to discuss their questions, stories, or problems.
- Kankerlijn:** komoptegenkanker.be, allesoverkanker.be, kanker.be is the support and information line of *Kom op tegen Kanker*. It provides a listening ear, expert advice, or an encouraging conversation for cancer patients, survivors, and their loved ones.



PREVENTING WORKLOAD



DISCUSSING WORKLOAD



DISCUSSING WORK-RELATED STRESS



PROVIDING SUPPORT DURING BURN-OUT



SUPPORTING REINTEGRATION



WHAT TO DO IN CASE OF
Reintegration



GUIDE A SMOOTH & SUSTAINABLE REINTEGRATION

One of your employees is currently absent and wants to return to work after a period of absence. To ensure a sustainable reintegration, it's essential that you as a leader collaborate with key stakeholders (the employee, occupational physician, HR, etc.) to develop a reintegration plan.

Every employee is unique, which is why each reintegration process requires a tailored approach specific to the individual. This document provides a guideline outlining the key steps for preparing and facilitating the return to work.

IMPORTANT: KEEP IN CONTACT WITH YOUR EMPLOYEE IF POSSIBLE

Even when discussing the return to work with your employee, maintaining consistent communication remains central. The relationship between you and your employee is important for both the reintegration process and the sustainability of their return.

- Ask how they feel about the communication and interaction. Continue to emphasize how important this communication is to you as their leader.

>> TIPS FOR THE FIRST DAY BACK TO WORK

- Organize an **informal team moment** to start the day (e.g., breakfast or coffee break).
- Be present and available** on the day of the employee's return so you can provide support when needed.
- Make sure **the team is present and informed** about the return day.
- Check in with your employee throughout the day and at the end of the day. How are they doing?



>> PREPARE THE RETURN TO WORK

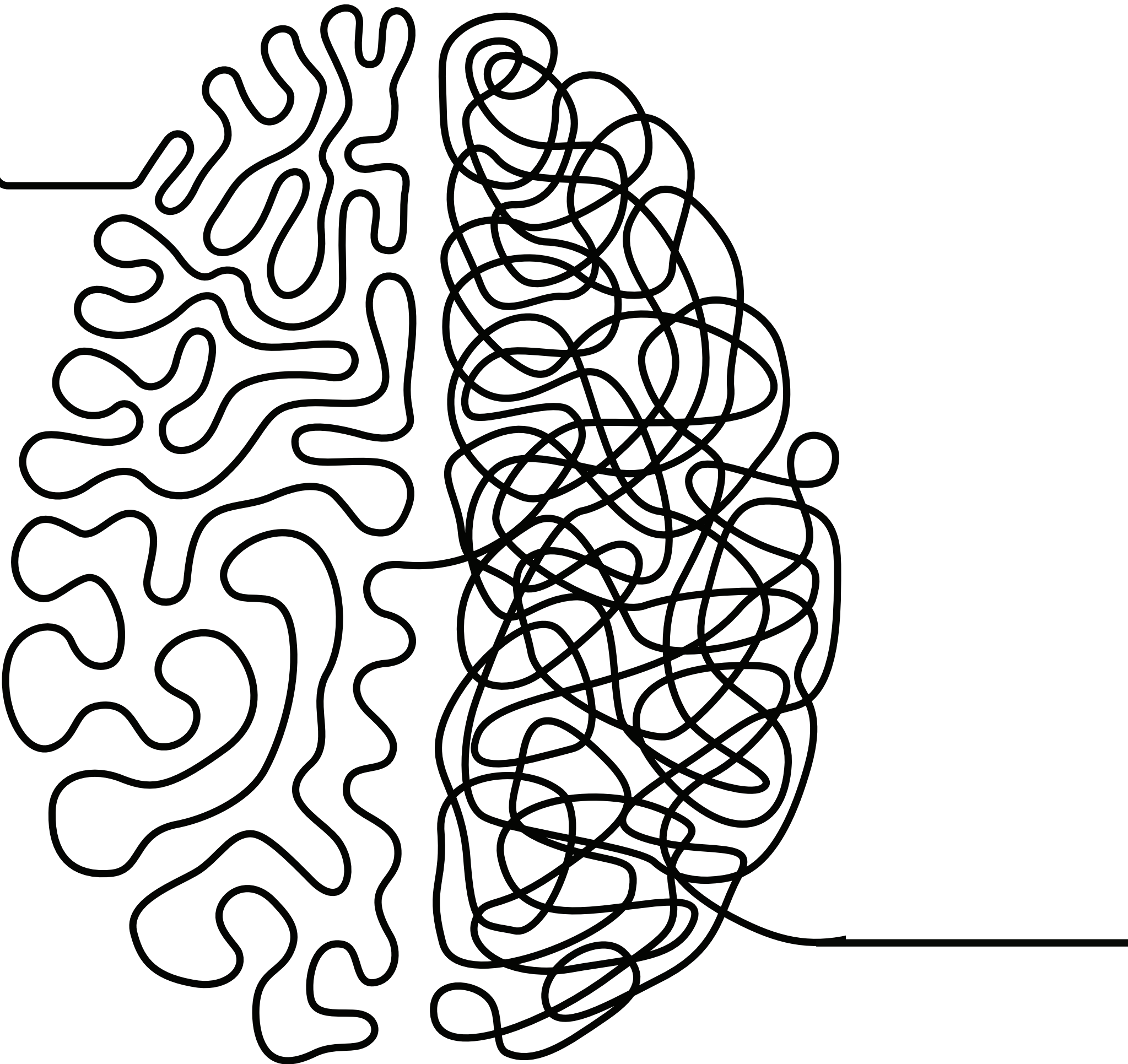
- Make sure that all key stakeholders are involved in the reintegration process. Check-in with HR to see which people play a key role in the process.
- Discuss the return to work with your employee. Approach the reintegration as a shared challenge or dialogue and think together about how it can be approached. Suggestions can come from both sides. Some potential **conversation starters** that might provide direction are:
 - "Is there anything I or the team can do to support or enhance your recovery?"
 - "Are there any factors that are hindering your return to work?"
- Also, discuss the employee's strengths or talents that contribute to their work. Some **conversation starters** that focus on growth and encourage the employee to look ahead positively are:
 - "What would you like to be more involved in in the future?"
 - "Which strengths can you bring to your role?"
 - "How can we, as a team, support each other even more in the future?"
- Make sure that attention is given to a **progressive return** to work. Research shows that a gradual reintegration reduces the risk of relapse. Encourage social interaction in the workplace by inviting your employee to a team lunch or breakfast, for example. Another option could be to have them participate in a team meeting before resuming half or full working days.

>> FOLLOW-UP ON THE RETURN

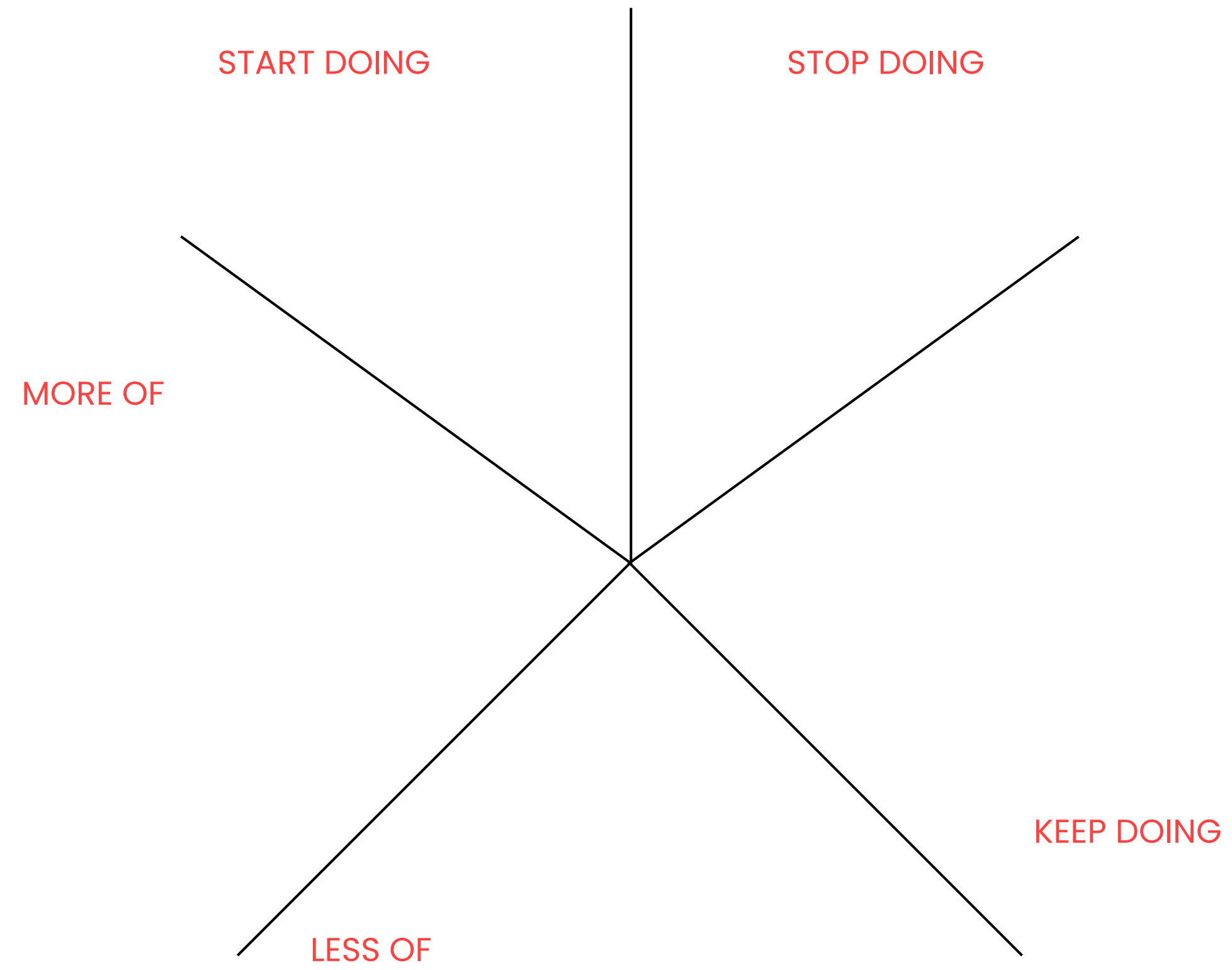
- Stay engaged with how your employee is doing. Schedule regular **one-on-one conversations** as a way to keep checking in on your employee's well-being. Consciously ask, "**How are you?**" and make time for their response.

- PREVENTING WORKLOAD
- DISCUSSING WORKLOAD
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YOUR TAKE-AWAYS?





*What's
next?*



HOW'S
WORK?

THANK
YOU!

