

# MANAGER BURNOUT

IT'S GETTING WORSE

Managers report more stress and burnout and worse physical wellbeing and work-life balance than the people they manage, Gallup has found in recent years.

And based on surveys conducted in 2020 and 2021, manager burnout is only getting worse.

Gallup tracked self-reported burnout at the onset of the COVID-19 pandemic in March 2020 and again throughout 2021. While the percentage of managers who report being burned out "very often" or "always" was slightly higher than that of individual contributors in 2020, the gap widened considerably in 2021.

Having stressed and burned-out managers is never good, but it's a particularly urgent problem right now. Amid the current massive labor market changes, an organization's culture and employment brand matter more than ever in attracting star employees. Forty-eight percent of Americans in the workforce are either actively looking for a new job or watching for openings.



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# URGENT PROBLEM

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This year, the Bureau of Labor Statistics (BLS) reports record increases in quit rates. Employees most apt to look for new work are either not engaged or actively disengaged in their current workplace.

Who is the most important person in your organization for building a culture of high engagement and wellbeing -- the kind that will attract employees in a tight labor market? The manager. But how can managers be expected to improve the engagement and wellbeing of your workforce if they, themselves, are burned out? Here are possible factors contributing to manager burnout:

- Stress and anxiety levels remained high for managers -- but declined for individual contributors and leaders -- in 2021.
- Diagnosed depression increased for managers in 2021 but was relatively unchanged for individual contributors and project managers and declined for leaders.
- Only one in four managers in 2021 strongly agree that they are able to maintain a healthy balance between work and personal commitments.



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