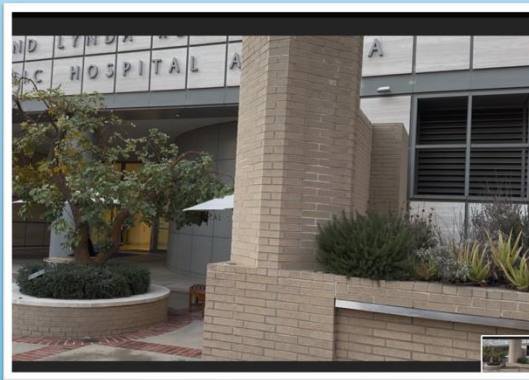


How Can Our Leadership Styles Promote Occupational Well-being and Prevent Burnout



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Semel Healthy Campus Initiative Center

Presentation Overview



- Introduction
- Discussion of Leadership Styles and Occupational Burnout
- Share how Semel Healthy Campus Initiative Center engages the UCLA community to help prevent burnout
- Highlight examples at UCLA where health can be practiced to prevent burnout
- Group Discussion

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

-Maya Angelou



Semel Healthy Campus Initiative Center

Building an Inclusive Culture of Health Where Everyone Can Thrive & Flourish



The Semel Healthy Campus Initiative Center at UCLA



Envisioned & supported by Jane & Terry Semel

- 2012: Chancellor Block launches the Initiative which aims to make UCLA the healthiest campus to learn, work, and **thrive** for the over 85,000 students, staff, and faculty, and to inspire others.
- Draws upon UCLA's world-renowned research & teaching to:
 - Identify, build, & mobilize existing strengths
 - Catalyze new & innovative well-being opportunities
- 2016: University of California, President Napolitano adopted UCLA's model for the other 9 UC campuses
- 2018: Semel HCI was endowed as a Research Center
- 2022: Okanagan Charter signed by Chancellor Block



Our Community: UCLA



- 46,000+ students (undergraduate, graduate, medical trainees)
- 40,000+ staff and faculty
- 400+ acre campus in the heart of Los Angeles, the 2nd largest city in the USA
- Part of the University of California (UC) system
 - 294,000+ undergraduate & graduate students
 - 241,000+ faculty & staff – UC is the state's 3rd largest employer



Building on strengths



What is Leadership Style?



How leaders communicate, manage, problem-solve, and make decisions.



5 Leadership Styles

Leadership Style	Definition
Autocratic/Authoritarian	Leader makes decisions, and team is accountable for the deliverables/outcomes.
Coaching	Leader is hands-on; works alongside team.
Democratic	Leader promotes teamwork & collaboration; makes decisions based on team consensus.
Laissez-Faire	Leader allows team to make decisions; team is completely autonomous.
Transformational	Leader motivates team to achieve long-term goals; focuses on vision & innovation.

Comparison of Leadership Styles

Leadership Style	Pros of Leadership Style	Cons of Leadership Style
Autocratic/Authoritarian	<ul style="list-style-type: none"> • Hierarchy is clear • Quick decision-making ability for time-sensitive matters. 	<ul style="list-style-type: none"> • “My way or the highway”; All decisions rest with the leader. • Could lead to team burnout.
Coaching	<ul style="list-style-type: none"> • Works collaboratively with team • Celebrates team members’ strengths and improve limitations. 	<ul style="list-style-type: none"> • Time consuming for leader • Leader could experience burnout.
Democratic	<ul style="list-style-type: none"> • Increased staff job satisfaction • Staff comfortable sharing feedback with leader. 	<ul style="list-style-type: none"> • All decisions cannot be based on consensus. • Can become overwhelming to consistently lead using this style.
Laissez-Faire	<ul style="list-style-type: none"> • Encourages team member autonomy • Micromanagement non-existent 	<ul style="list-style-type: none"> • Leader involvement is minimal. • Staff works in silos to meet expectations.
Transformational	<ul style="list-style-type: none"> • Creates high-performing teams • Leader imparts clear vision; professional development is encouraged. 	<ul style="list-style-type: none"> • Short-term goals/deadlines may not be considered due to constant innovations/decision-making • Can lead to team burnout.

Autocratic/Authoritarian Leadership Style

Pros of Leadership Style	Cons of Leadership Style
<ul style="list-style-type: none">• Hierarchy is clear• Quick decision-making ability for time-sensitive matters.	<ul style="list-style-type: none">• “My way or the highway”; All decisions rest with the leader.• Could lead to team burnout.

Retrieved from <https://www.themuse.com/advice/common-leadership-styles-with-pros-and-cons>

Coaching Leadership Style

Pros of Leadership Style

- Works collaboratively with team
- Celebrates team members' strengths and improve limitations.

Cons of Leadership Style

- Time consuming for leader
- Leader could experience burnout.

Retrieved from <https://www.themuse.com/advice/common-leadership-styles-with-pros-and-cons>

Democratic Leadership Style

Pros of Leadership Style	Cons of Leadership Style
<ul style="list-style-type: none">• Increased staff job satisfaction• Staff comfortable sharing feedback with leader.	<ul style="list-style-type: none">• All decisions cannot be based on consensus.• Can become overwhelming to consistently lead using this style.

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Laissez-Faire Leadership Style



Pros of Leadership Style	Cons of Leadership Style
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Transformational Leadership Style



Pros of Leadership Style	Cons of Leadership Style
<ul style="list-style-type: none">• Creates high-performing teams• Leader imparts clear vision; professional development is encouraged.	<ul style="list-style-type: none">• Short-term goals/deadlines may not be considered due to constant innovations/decision-making• Can lead to team burnout.

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What is Occupational Burnout?



Burnout is a measurement of chronic distress associated with one's job.
The World Health Organization recognizes **burnout** as a syndrome

The three key components of burnout are:

- Emotional exhaustion, leading to easily becoming irritable or downhearted
- Replacement of usual empathy with cynicism, negativity, and feeling emotionally numb
- A low sense of professional effectiveness

From: <https://nihcm.org/publications/physician-burnout-suicide-the-hidden-health-care-crisis>

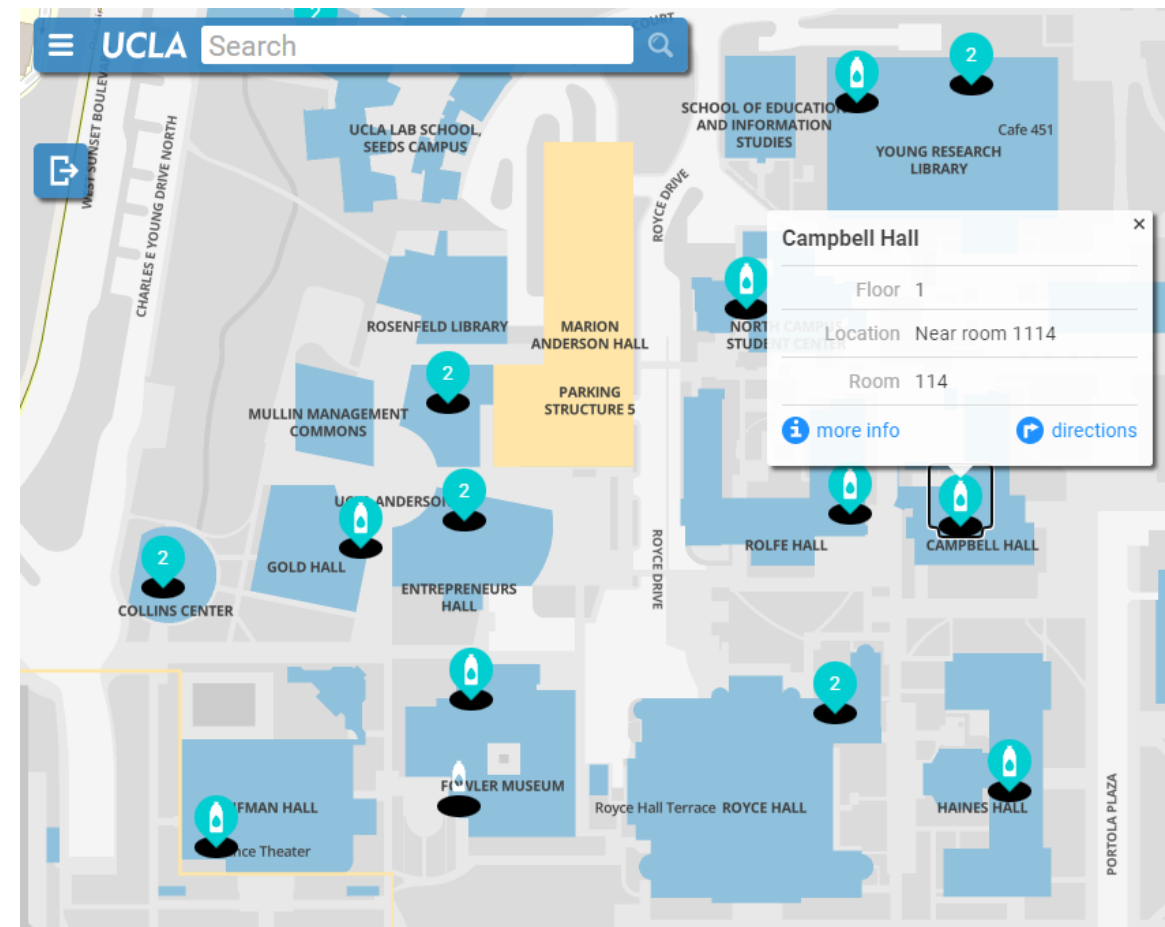
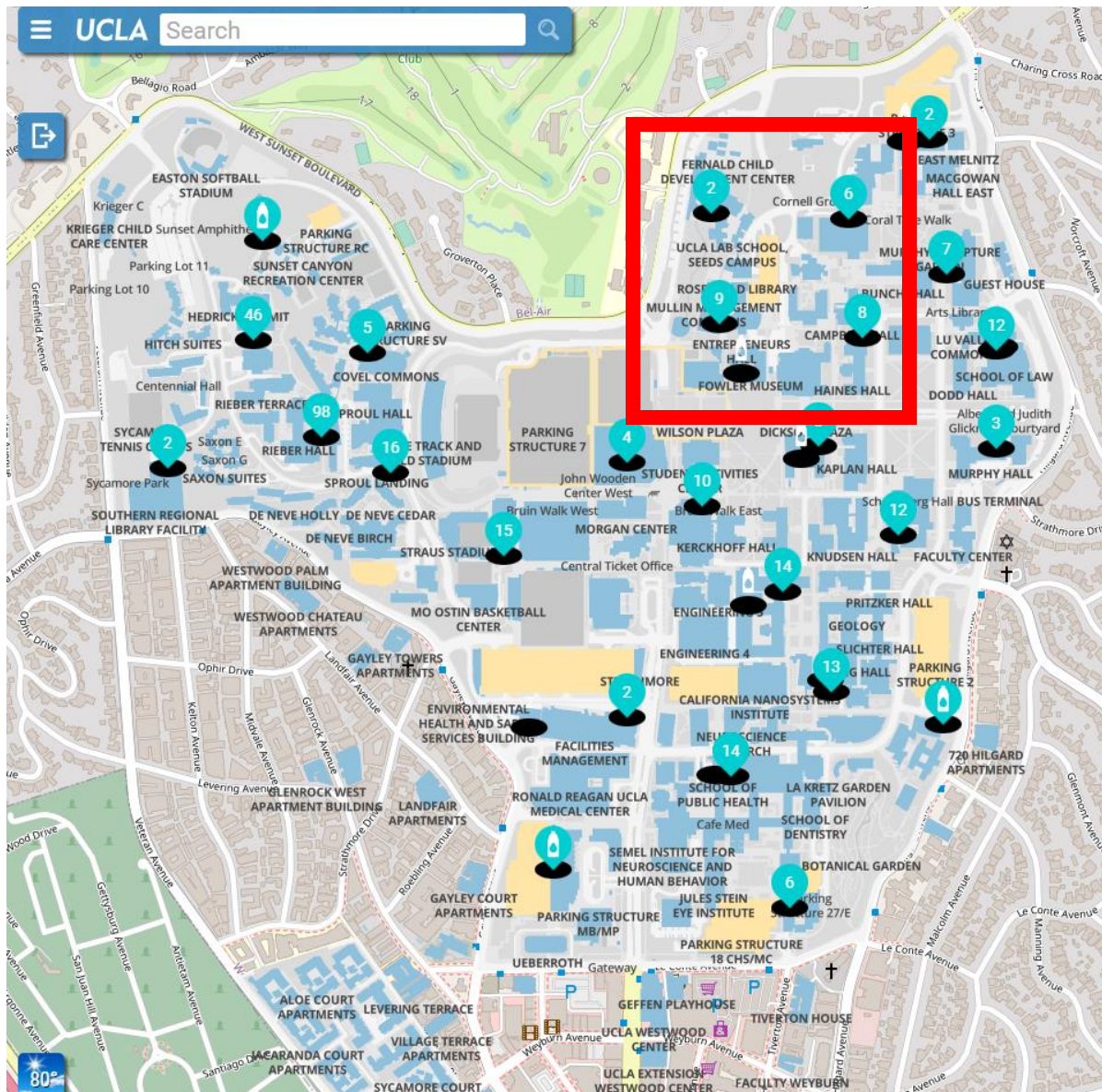
Hydration Stations

Water-refilling station project informed by focus groups

- Water is a free, healthy, and sustainable alternative to sugar-sweetened beverages
- Availability, taste, cost, and health as important factors when deciding what to drink
- Result:
 - Installation of more water refill stations
 - Design and install directional signage
 - Campus map of refill stations

Wang, 2020





jane b semel HCI Community Garden



Garden at Semel Institute B-Deck



Goal: To increase green space and promote birds/wildlife where people can unwind.

- A green space of native plants, and a safe space for pollinators like birds and butterflies,
- A living laboratory for innovative research,
- Easily accessible to patients, families and healthcare providers/students on the rooftop across the street from the world-renowned UCLA hospital

Vision: RecTrek



Enhancing the built environment
for wellbeing through
collaborative ideation workshops
with our community



Dana Cuff, Yang Yang, David Karwaski, Richard Jackson (BEWell Pod)



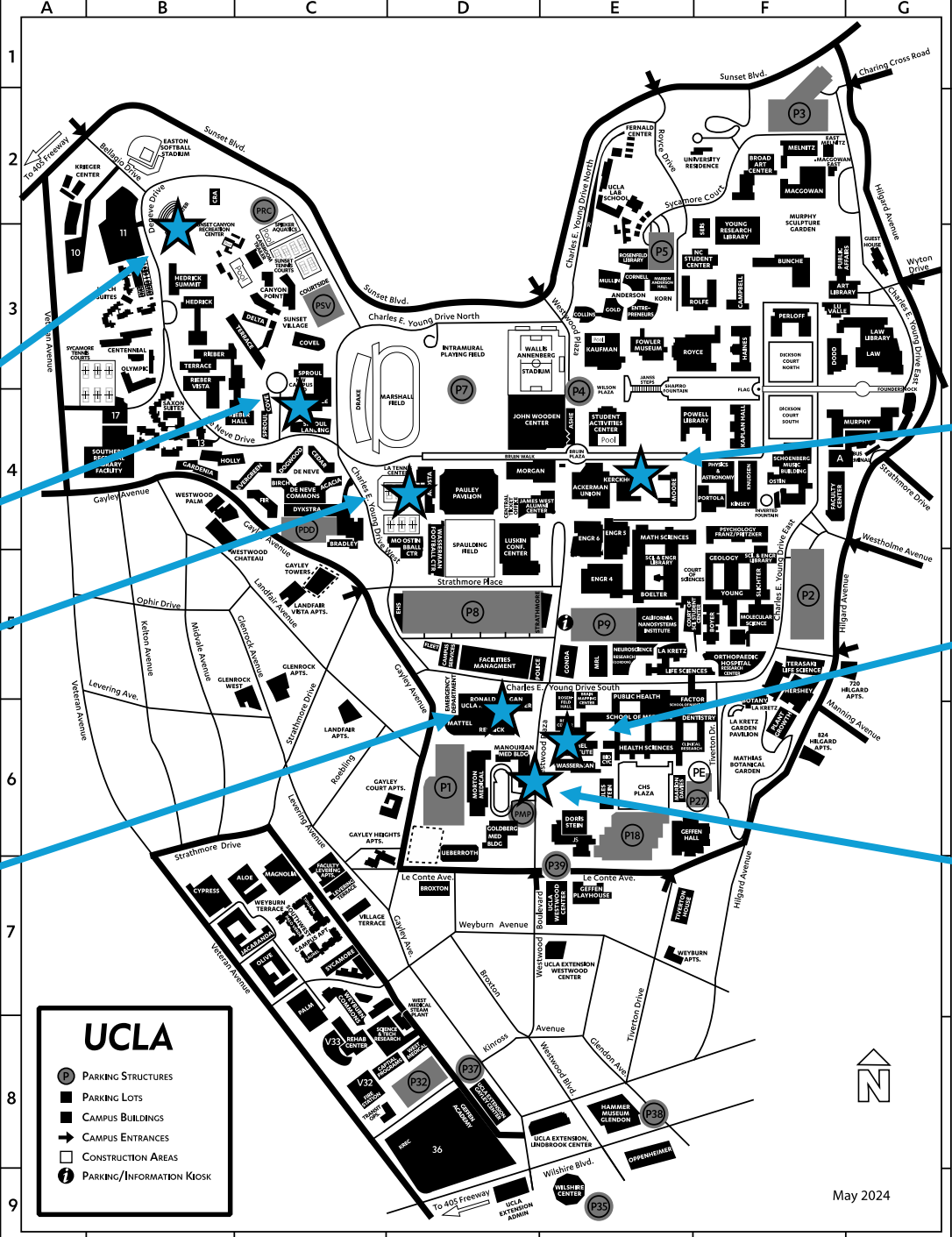
Spaces for Connection (examples)

jbs HCI Community Garden

Dining Halls

UCLA Teaching Kitchen

Medicinal Herb Garden



Kerckhoff Patio

Semel Institute B-Deck

BEWell Parklet



Research: Campus Climate Focus Groups



Goal: Identify opportunities to uplift sense of belonging at UCLA for students, staff, and faculty.

- 15 focus groups with 107 participants total (students, staff, faculty)
- Preliminary observation: students, staff, and faculty want to connect with others across campus
- Builds on a long tradition of listening to our community to meet their needs:
 - Basic needs focus groups → establishment of an on-campus teaching kitchen
 - Hydration station focus groups → increased signage for wayfinding, and added to campus map; more refill stations

Community Forum



Wellbeing During Times of Change

Goal: Engage in a community forum to learn how to strengthen and promote individual and community well-being together through skill building and resource sharing.

Speakers:

- Dr. Nicole Presley, Senior Executive Director of UCLA Student Resilience and Mental Health Services
- Maia Ferdman, Staff Director of the Dialogue Across Differences Initiative and Deputy Director of the Bedari Kindness Institute
- Angela Fentiman, Director of Communications and Creative Services for the UCLA Teaching and Learning Center

Lunch & Conversation



Building Connection Amongst Leaders

Goal: Engage leaders in conversations to strengthen and promote well-being of staff and managers through enhancing collective and individual efficacy in the workplace.

Get Involved



1. Come to a pod meeting & join our pod emailing lists:
BEWell2013@ucla.edu, EatWell@ucla.edu, EngageWell@ucla.edu, MindWell@ucla.edu
2. Follow us:
 - **Instagram:** @healthyucla @hcigardens
 - Humans of UCLA: @humansofucla_hci
 - UCLA Community Programs Office: @ucla_cpo
 - UCLA's RISE (RISE): @risecenterucla
 - **Website:** healthy.ucla.edu
 - **LiveWell Podcast:** Semel HCI Center-original podcast sharing perspectives on health & wellbeing, highlighting stories from students, staff, & faculty
3. **Humans of UCLA:** email to learn how to nominate individuals to be interviewed and featured: Livewell@ucla.edu
 - **Project Information:** <https://test.healthy.ucla.edu/get-involved/>
4. **UCLA staff & faculty grant program:** email hcigrants@ucla.edu for the application.
5. Volunteer or attend a workshop at the jane b semel HCI Community Garden! Reach out to hcigardens@ucla.edu.

Group Discussion

What are you doing, or what are your thoughts on how to help prevent occupational burnout amongst your teams?



Thank you!



UCLA