

Leadership, Burnout, & Trust: LEAD'ing Subordinate & Leader Well-Being

Arla Day & Nikola Hartling

Impact on Direct Reports?

“PEI widow awarded benefits after husband's death linked to workplace bullying”

CBC News; Mar 30, 2017 7:00 AM AT

“Why every organization should have a mental health strategy”

The Globe & Mail

“Mother fired while caring for son with cancer...”

CBC News; May 08, 2017 7:00 AM MT

Day & Hartling, 2017; please do not cite without permission

Impact on Leaders?

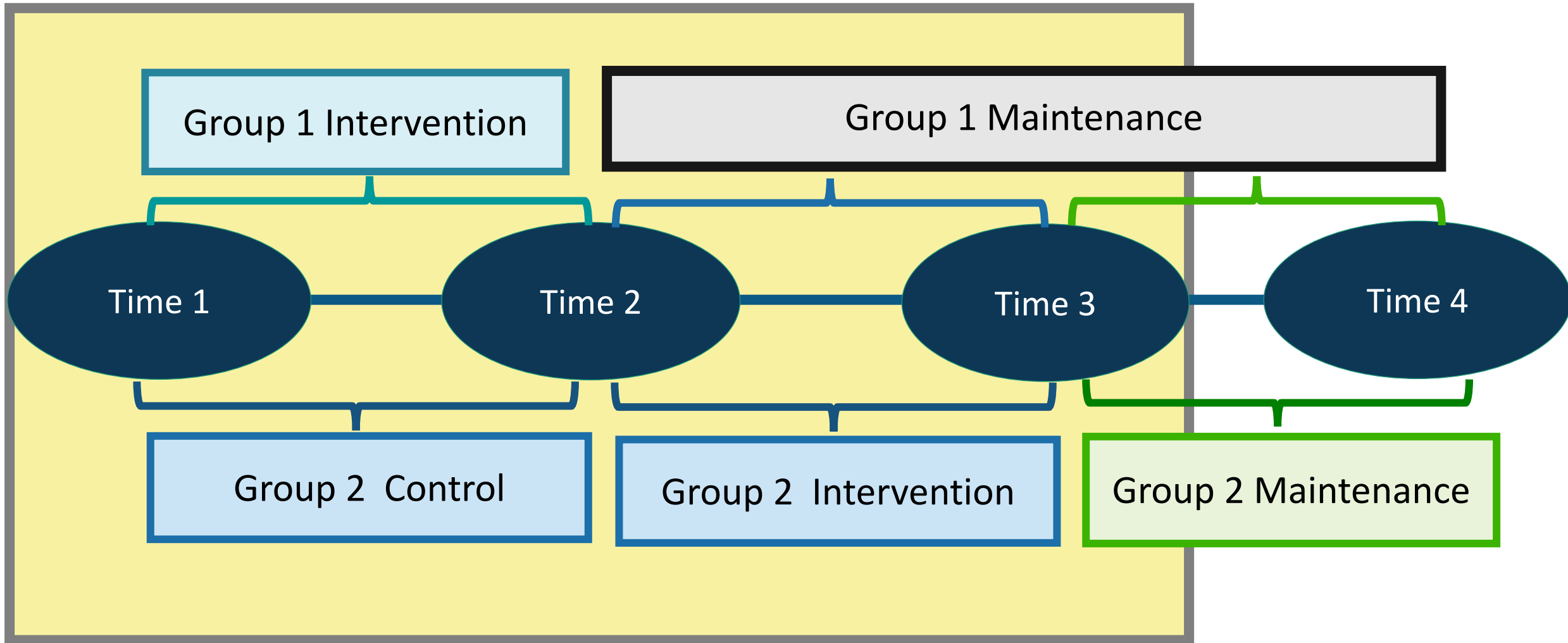
LEAD Program

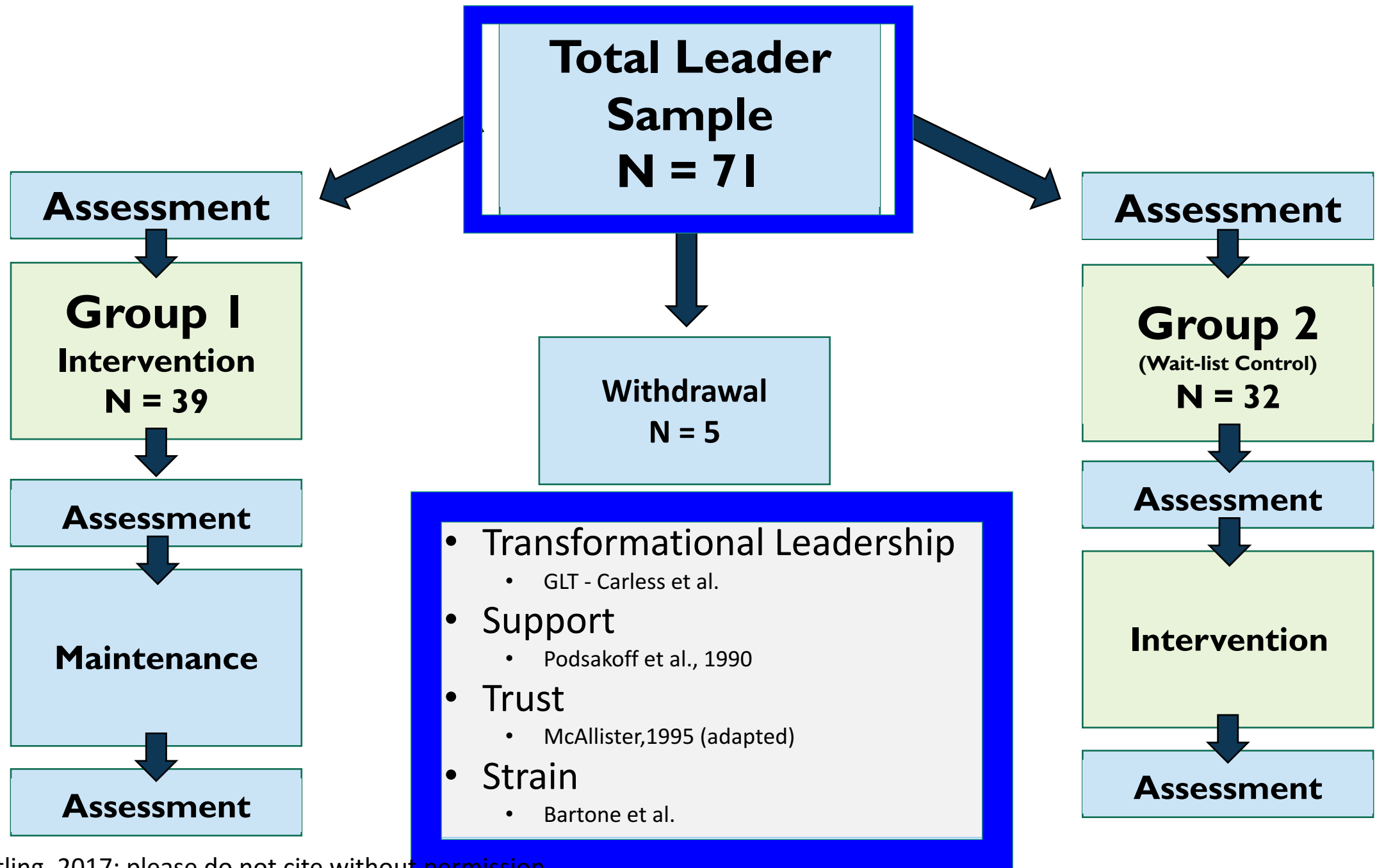
- 10 weeks – Individualized Coaching Sessions
 - 6 weeks – phone coaching
 - 4 weeks - web-based training & email coaching
- Subordinate ratings

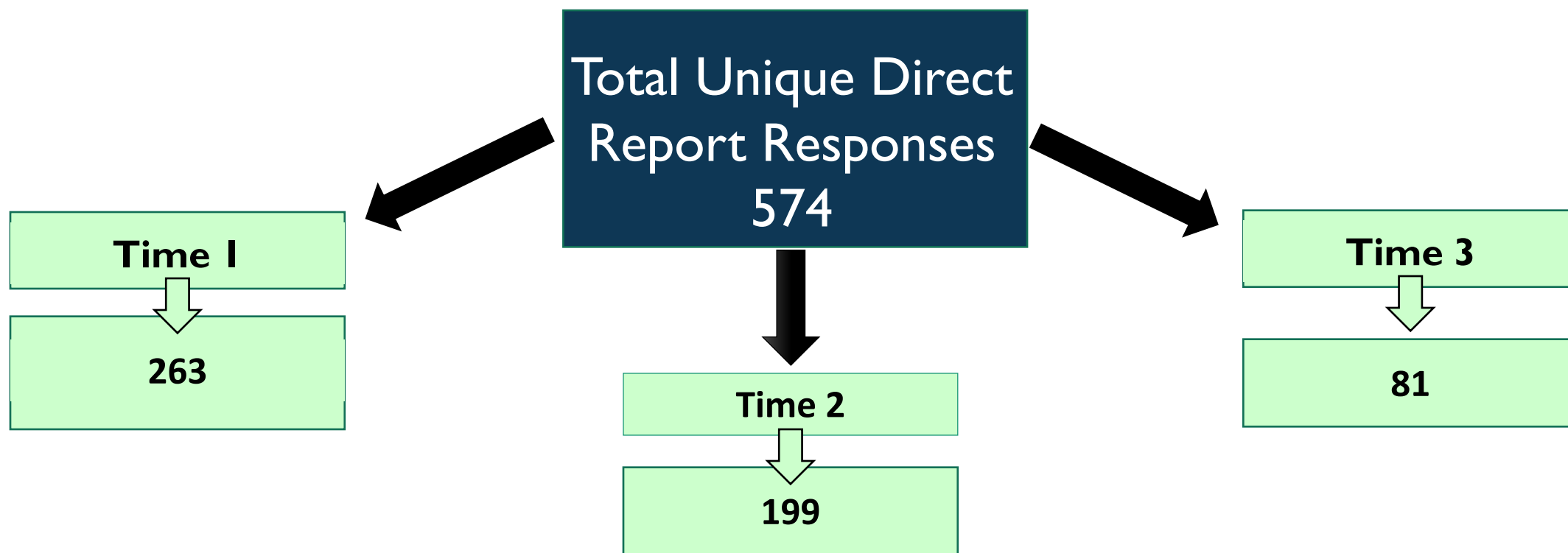


1	2	3	4	5
Intro	Transformational Leadership	Leadership Feedback	Action Plan	Time Management
6	7	8	9	10
Action Plan Feedback	Communication & Conflict	Leadership & Wellbeing	PHW	Review & Maintenance

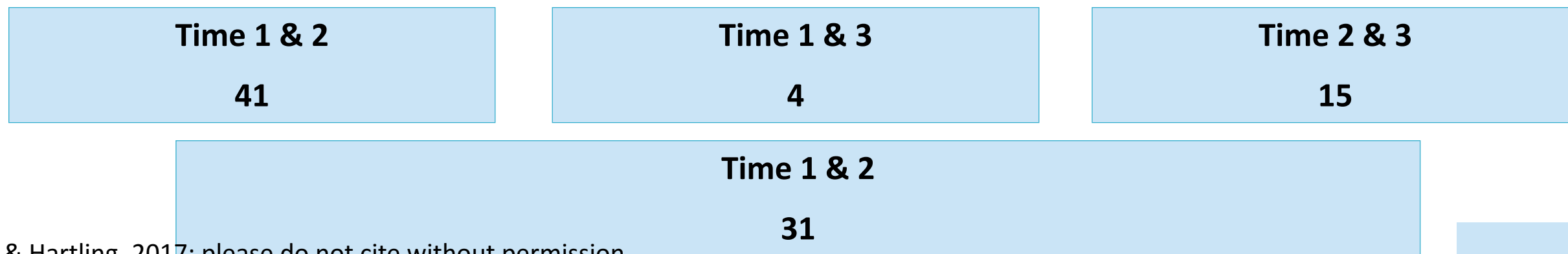
Intervention Methodology







Matched Data



Hypotheses

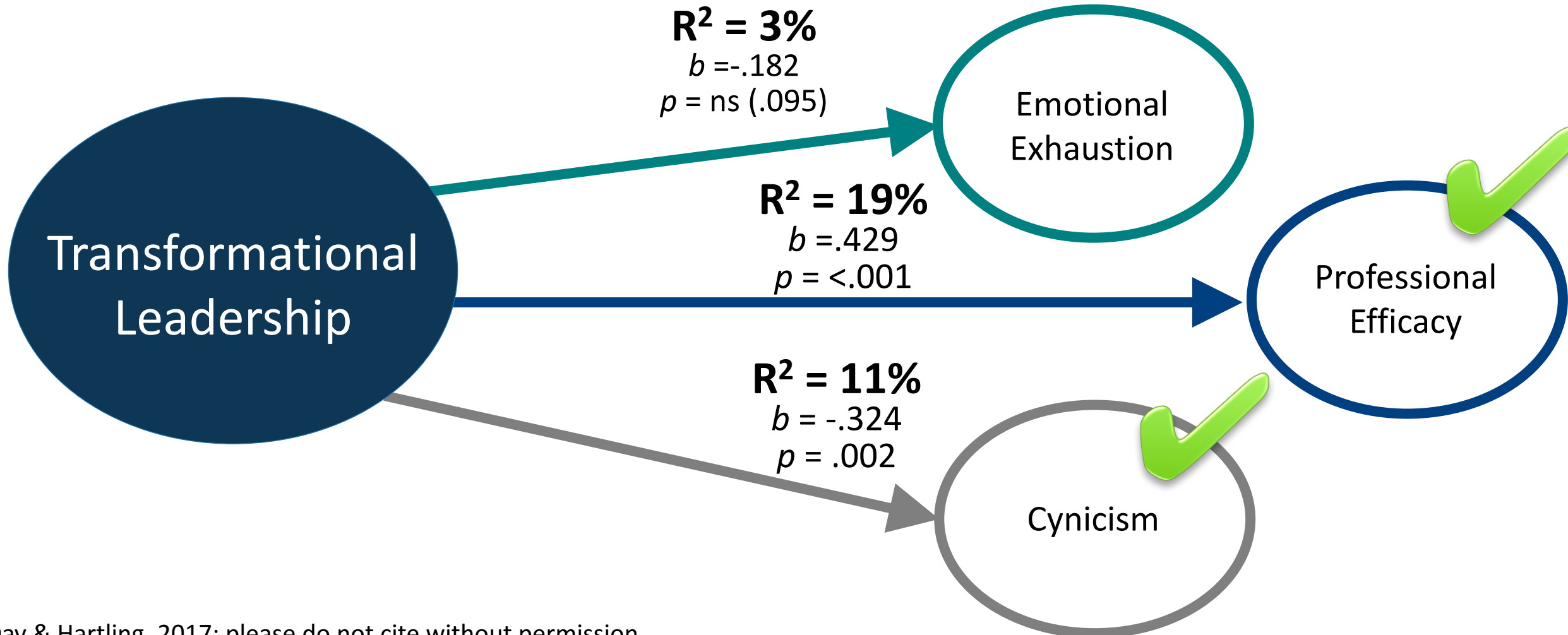
- Effective transformational leadership behaviours
 - Lower levels of leadership burnout (over time)
 - Lower levels of subordinate burnout & strain (over time)
 - Higher levels of subordinate trust & support (over time)



Leadership (T1) and Burnout (T1)

Leader

Time 1

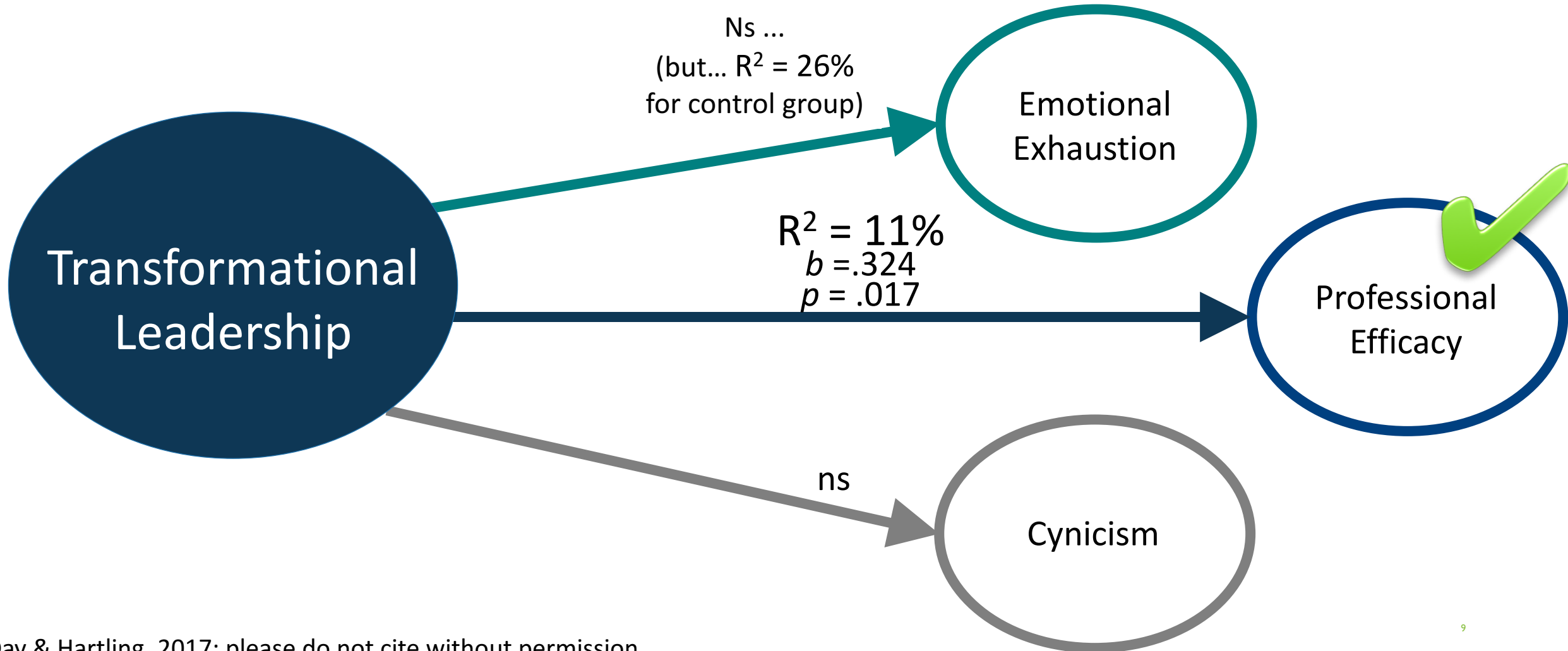


Leadership (T1) and Burnout (T2)

Time 1

Leader

Time 2

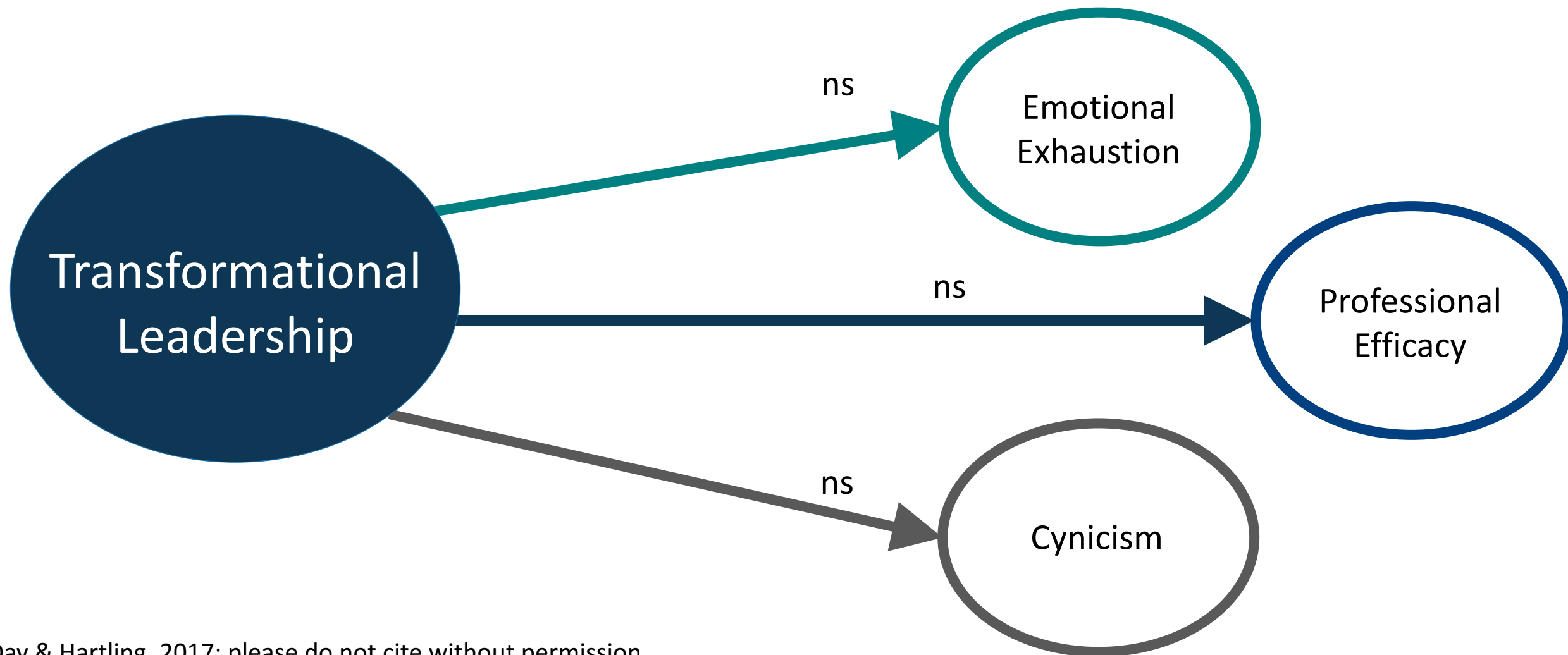


Leadership (T1) and Burnout (T3)

Time 1

Leader

Time 3



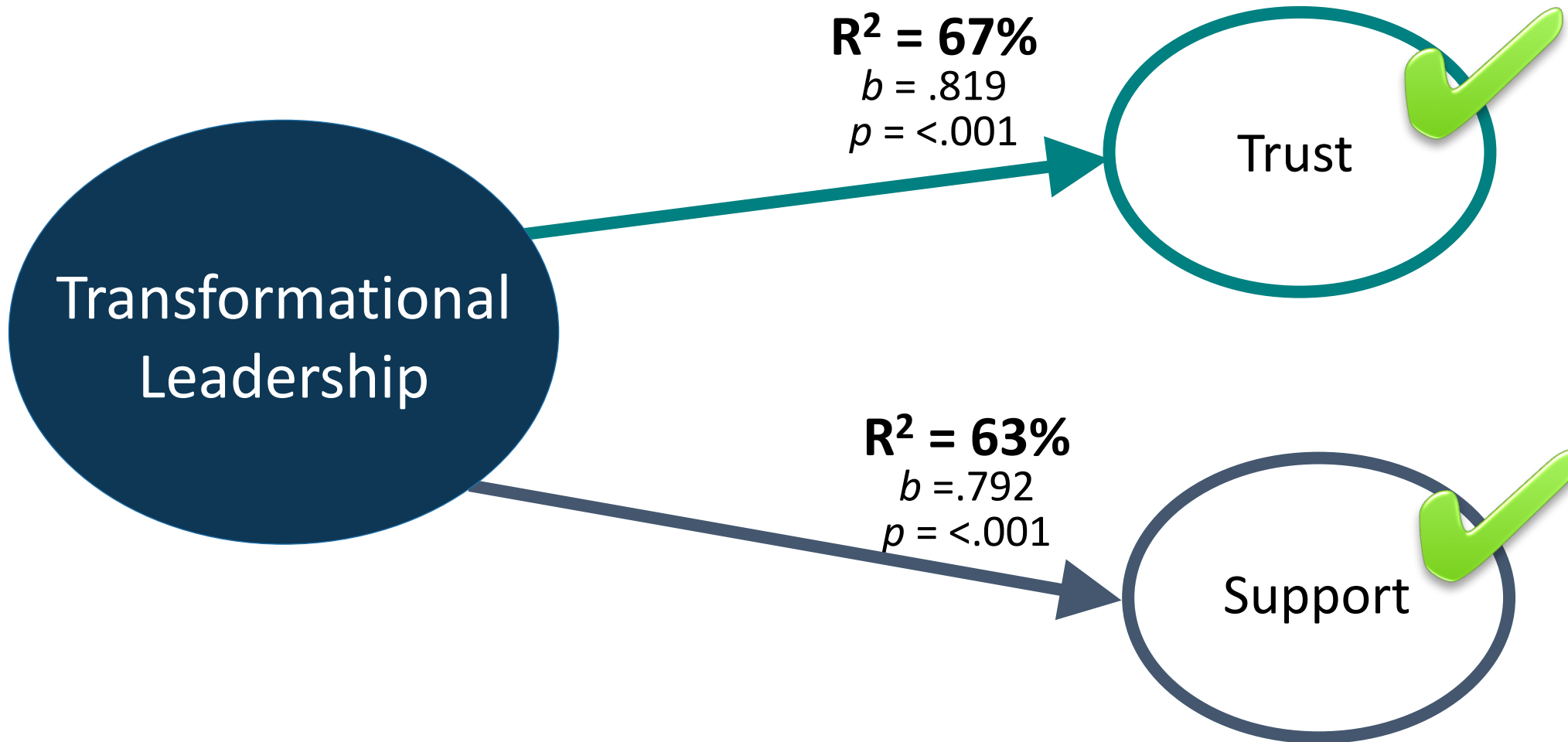


DIRECT REPORT DATA

LEADERSHIP, TRUST, & SUPPORT

Direct Report

Time 1

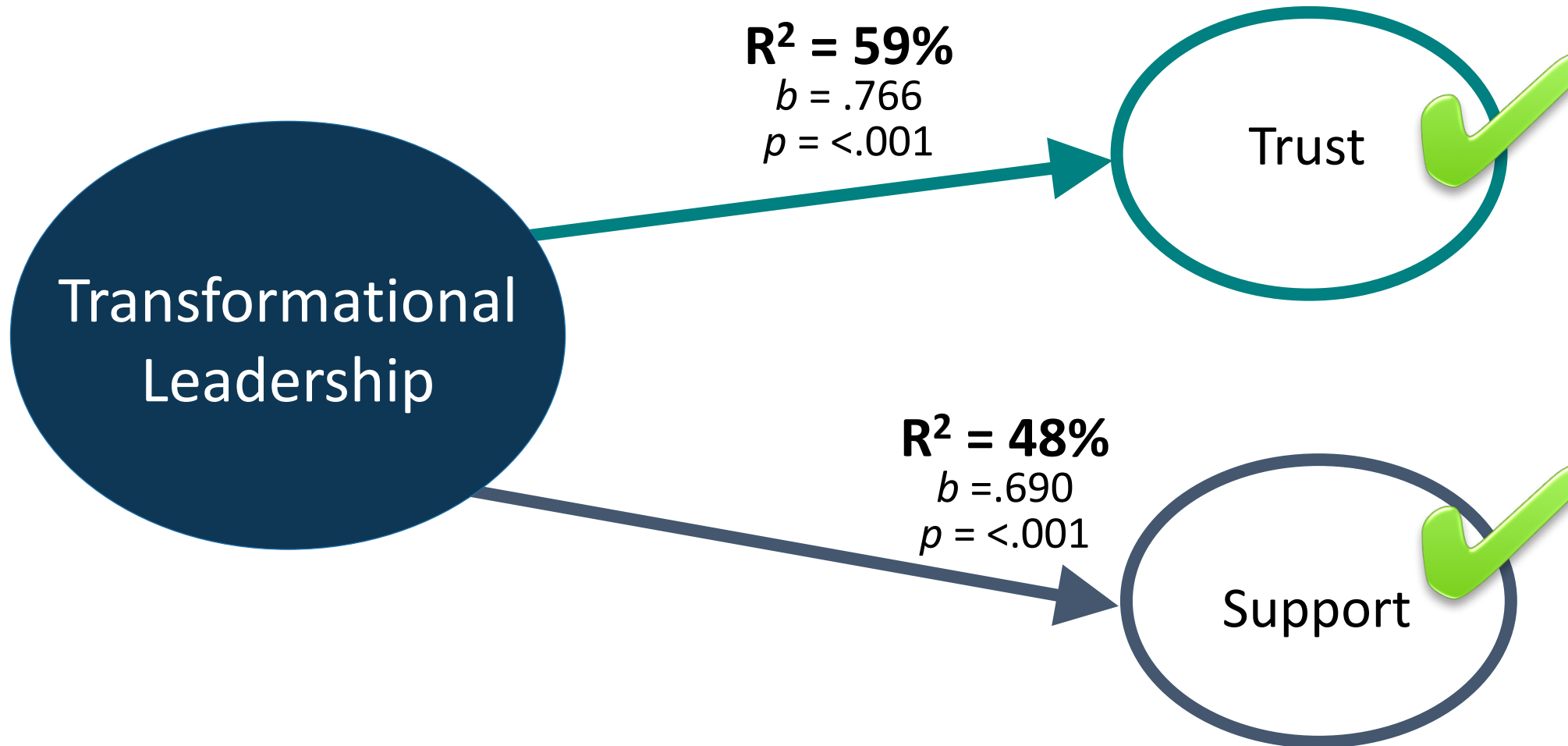


LEADERSHIP, TRUST, & SUPPORT

Direct Report

Time 1

Time 2

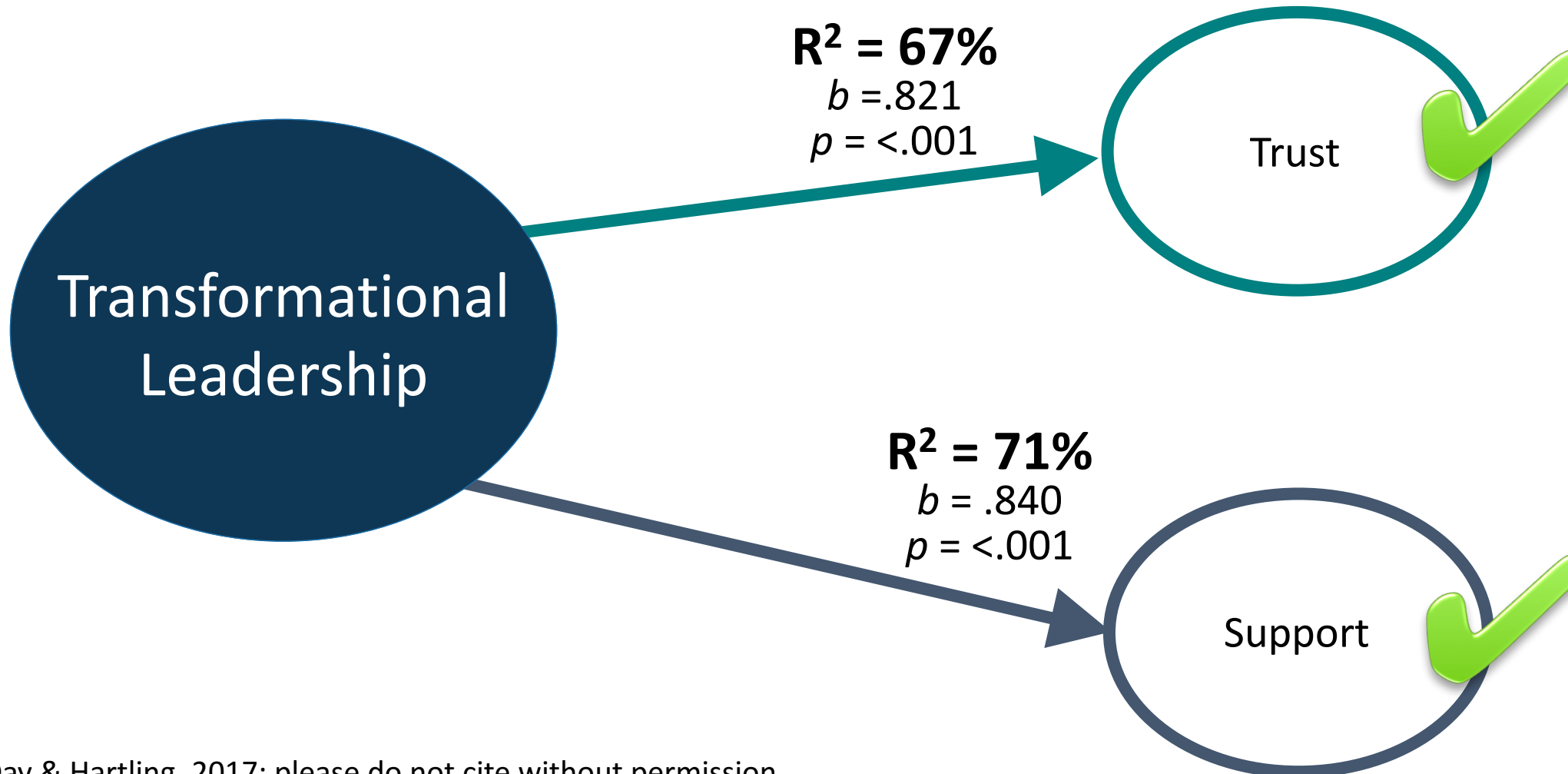


LEADERSHIP, TRUST, & SUPPORT

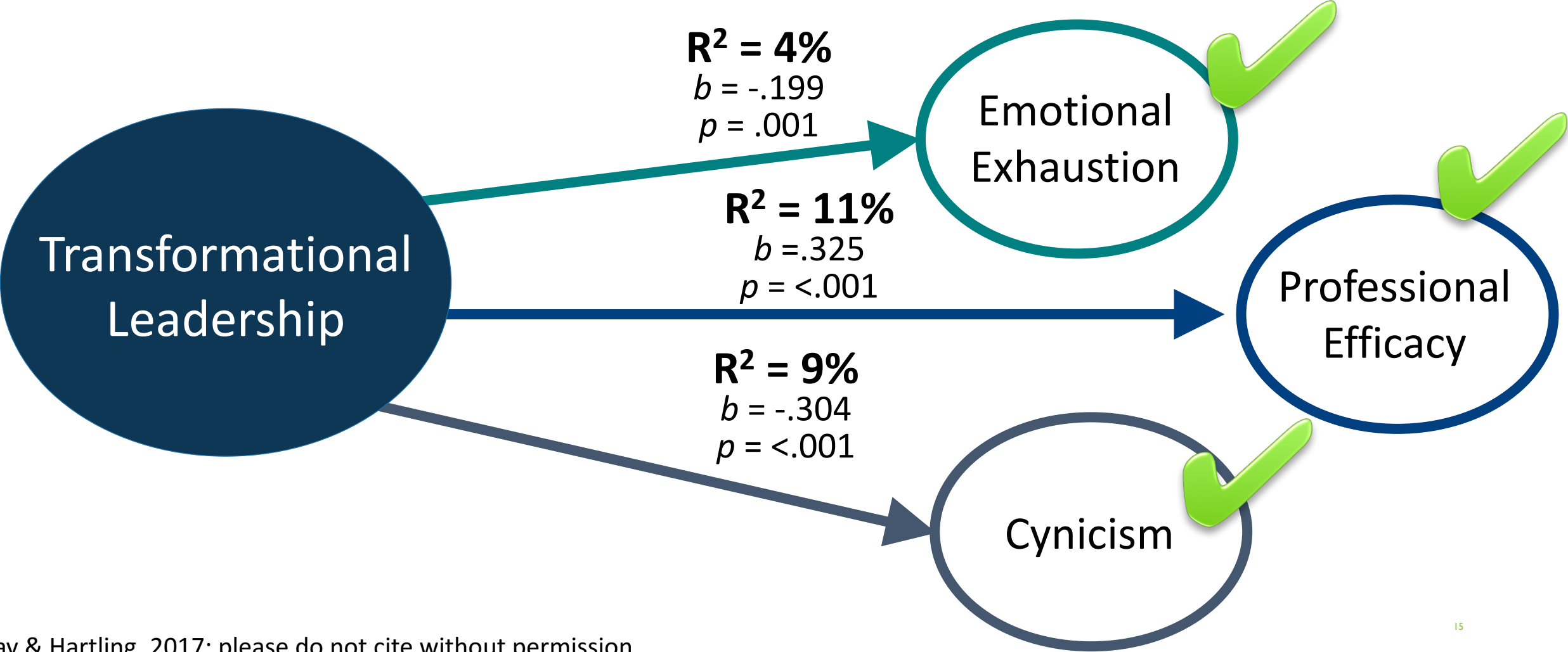
Direct Report

Time 1

Time 3



Time 1

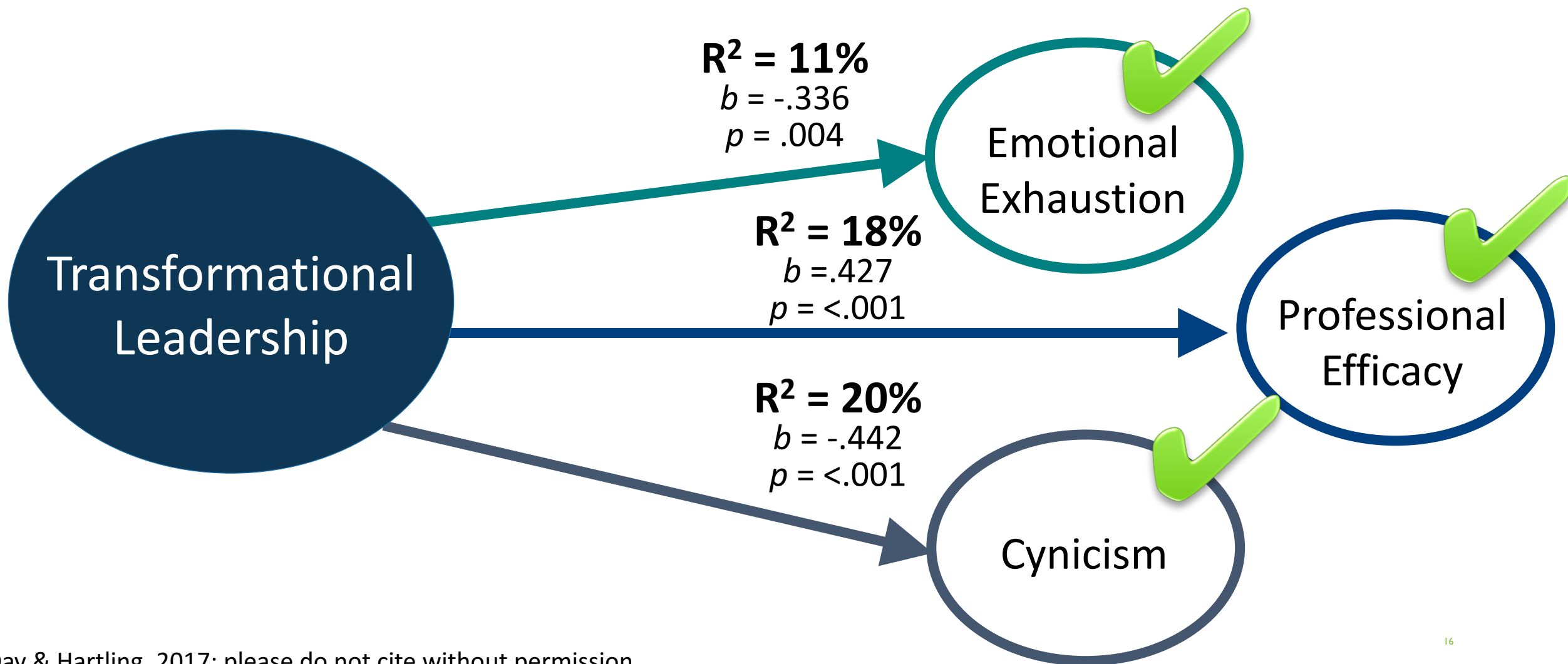


LEADERSHIP & BURNOUT

Direct Report

Time 1

Time 2

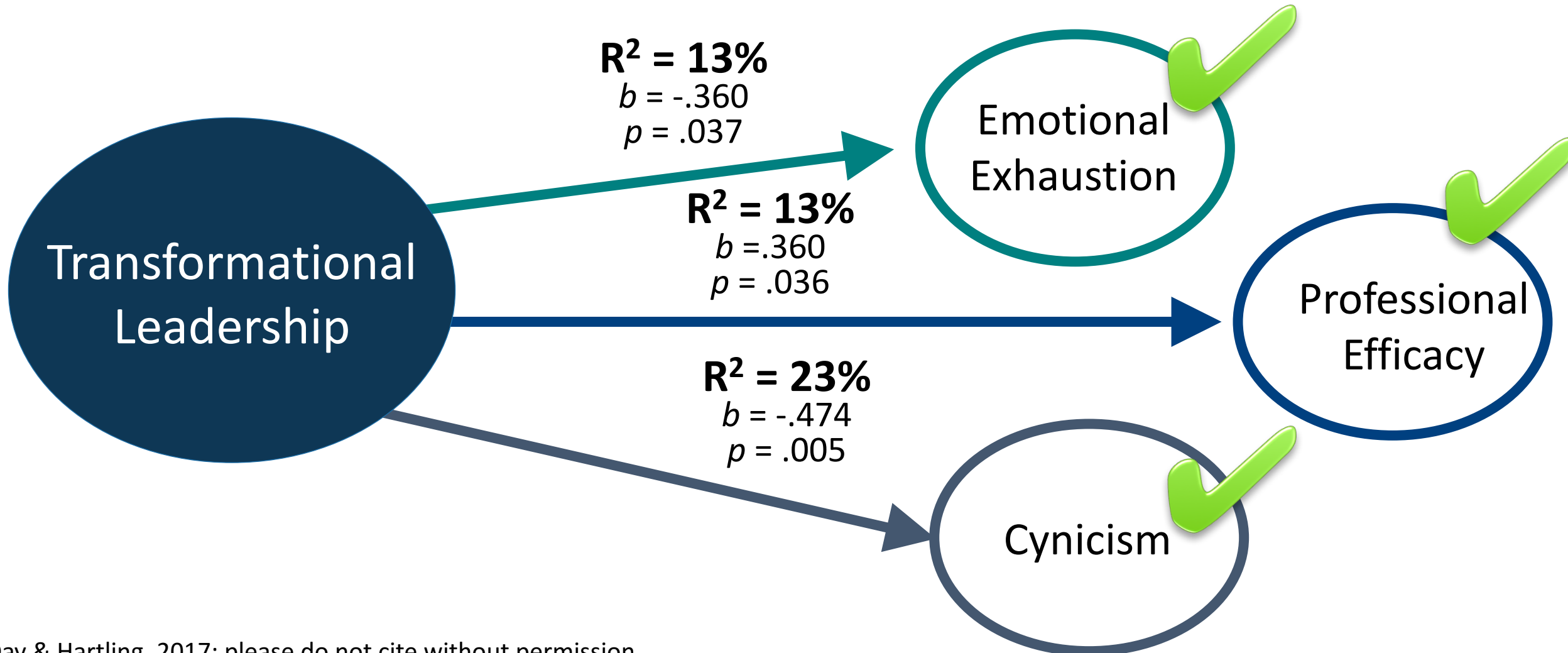


LEADERSHIP & BURNOUT

Direct Report

Time 1

Time 3



LEADERSHIP & STRAIN

Direct Report

Time 1

Time 3

Transformational
Leadership

$$R^2 = 21\%$$
$$b = -.456$$
$$p = .007$$

Strain



Discussion

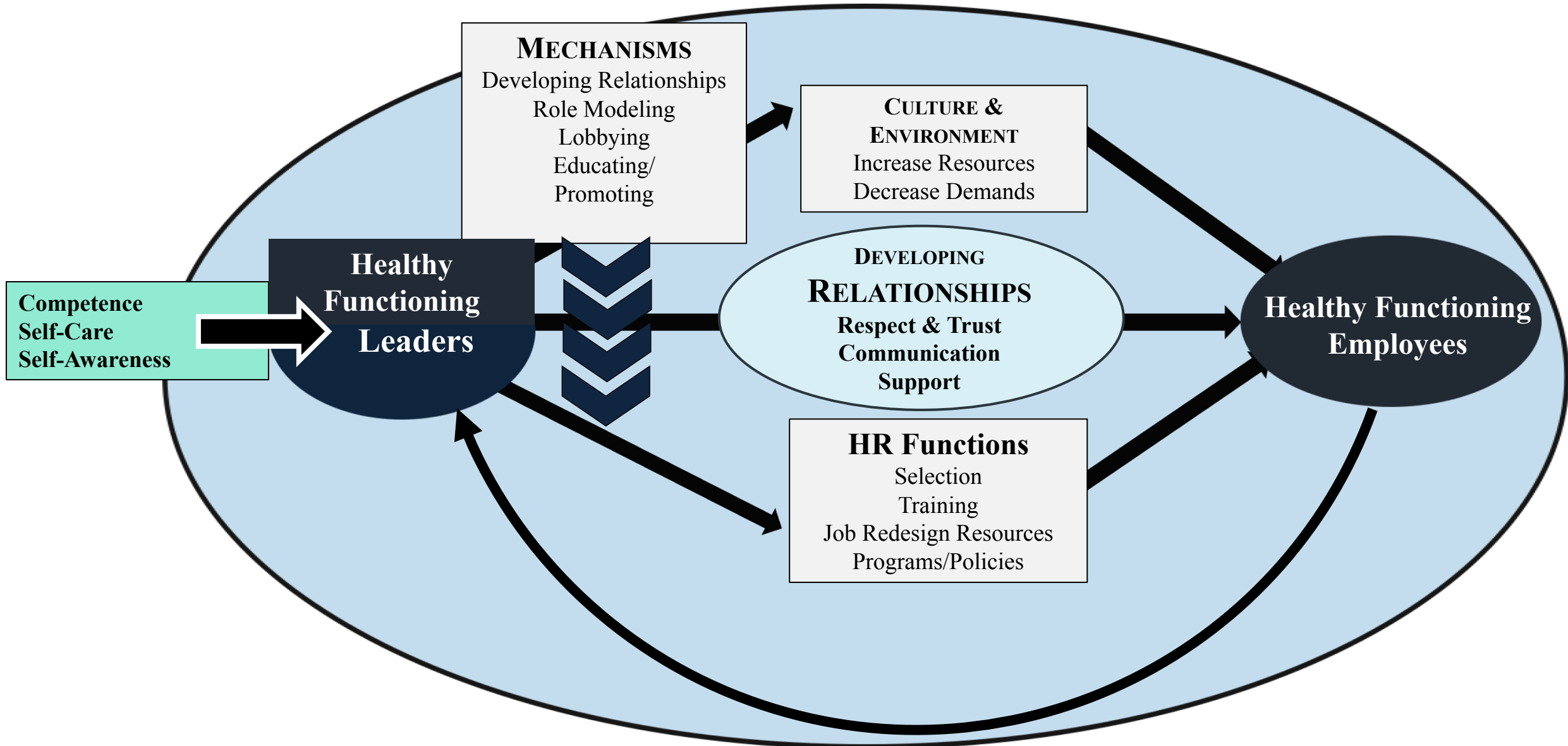
- Is transformational leadership behaviours beneficial?
 - ... to whom?
- ... leaders
 - leader professional efficacy (& sometimes exhaustion & cynicism)
- ... direct reports
 - burnout & strain
 - trust in leader
 - perceived support from leader



- LEAD?
- Leading Healthy Workplaces?



Leading Psychologically Healthy Workplaces





Thank You

