



32nd EfVET Annual Conference
A Vocational Education Training Agenda of Future Skills for Green Transition

#EfVET23

Well-Being of Managers in leading the Green Transition

Dr. Joachim James Calleja, President of EfVET

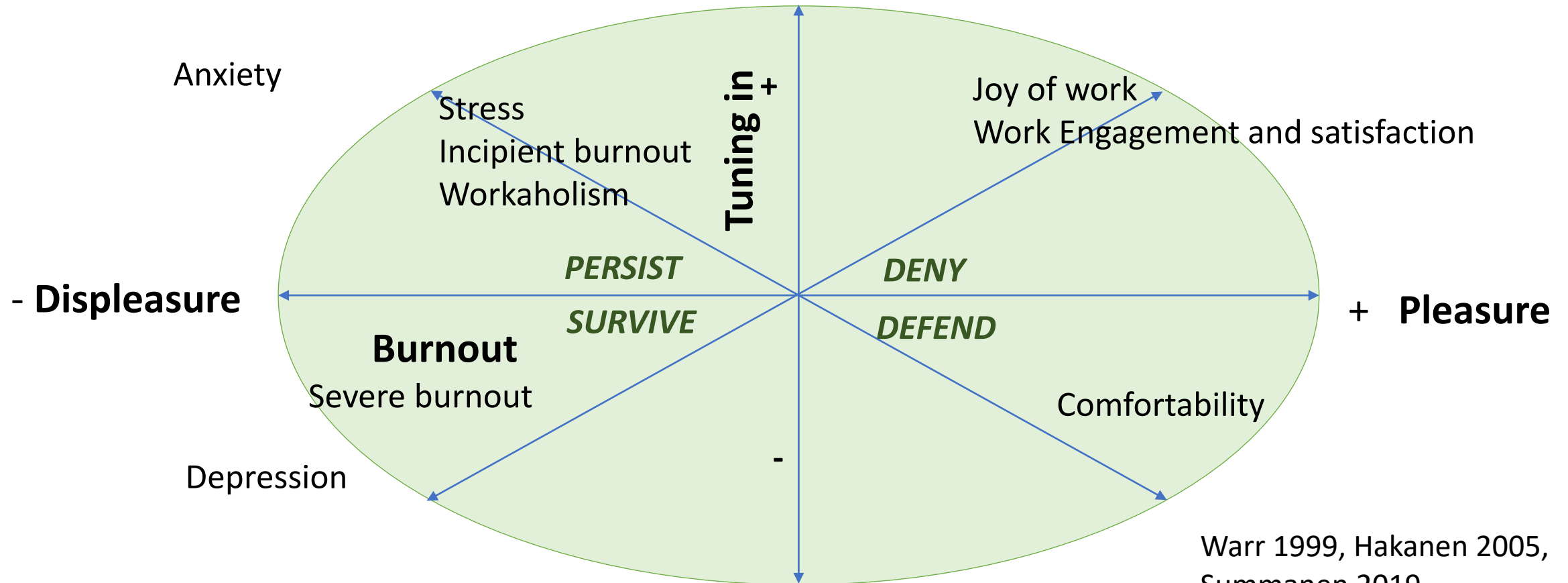
Arja Flinkman, Vice President (Policy) of EfVET

Dr. Annemaija Summanen, PhD / Working ability specialist

Managers well-being and green transition

- The green transition demands leaders to acquire strategic new competencies in their professions
- Organising different functions, processes, and events
- Operations and financial planning, decisions related to students, and stakeholder collaboration
- Complex world dominated by technology and the increasing amount of workers' rights
- Managers' duty to seek adjustments and ensure smooth running
- Is technology and AI supporting the well-being of managers?
- This session is a continuation from EfVET Kuopio Management Corner.

In Kuopio we analysed the feelings of managers and today we will continue to the roots of our feelings



Warr 1999, Hakanen 2005,
Summanen 2019

Main results from Kuopio

- Lot of empathy to others but not myself
- March 2020 was an uneasy situation with colleges closing and students not being at schools
- Tension during situations that are challenging
- Enthusiasm when a solution comes
- As soon as you relax the motivation / drive / enthusiasm fades, shifting into depression
- Not always easy to confront the challenging situations as a manager as you want to show that you are strong and easy-going at the same moment
- We do not always realize that we made it when we are out of the creative process and when we do not enjoy it
- We tend to deny our feelings
- We might have achieved a peak but we tend to not realize that we made it there
- Lead by example is the way to solve this issue
- Negative feelings, even depression do not last for that long
- Talking about that topic in a group helps as we support each other
- Difficulty talking about feelings and accepting them from management position

Interesting points from participants

- It is great that this breakout session is happening as well-being has been a trend for some years now
- You have to take responsibility for your own life and not wait for an event that would make you happy. Sometimes that never comes. We need to take control of our lives and our emotions. Participant: Talking is very important. We tend to look like superficial beings that can not be affected by emotions
- It is easier to talk with people that are not in your group and you do not meet daily in your work life and personal life
- As managers / leaders we are responsible cultivating this culture in our organizations
- Within an organization the manager / leader is responsible for setting and promoting the culture as well as driving the change
- Getting together and talking about wellbeing together is the best way as we support each other. Together we can make the change.



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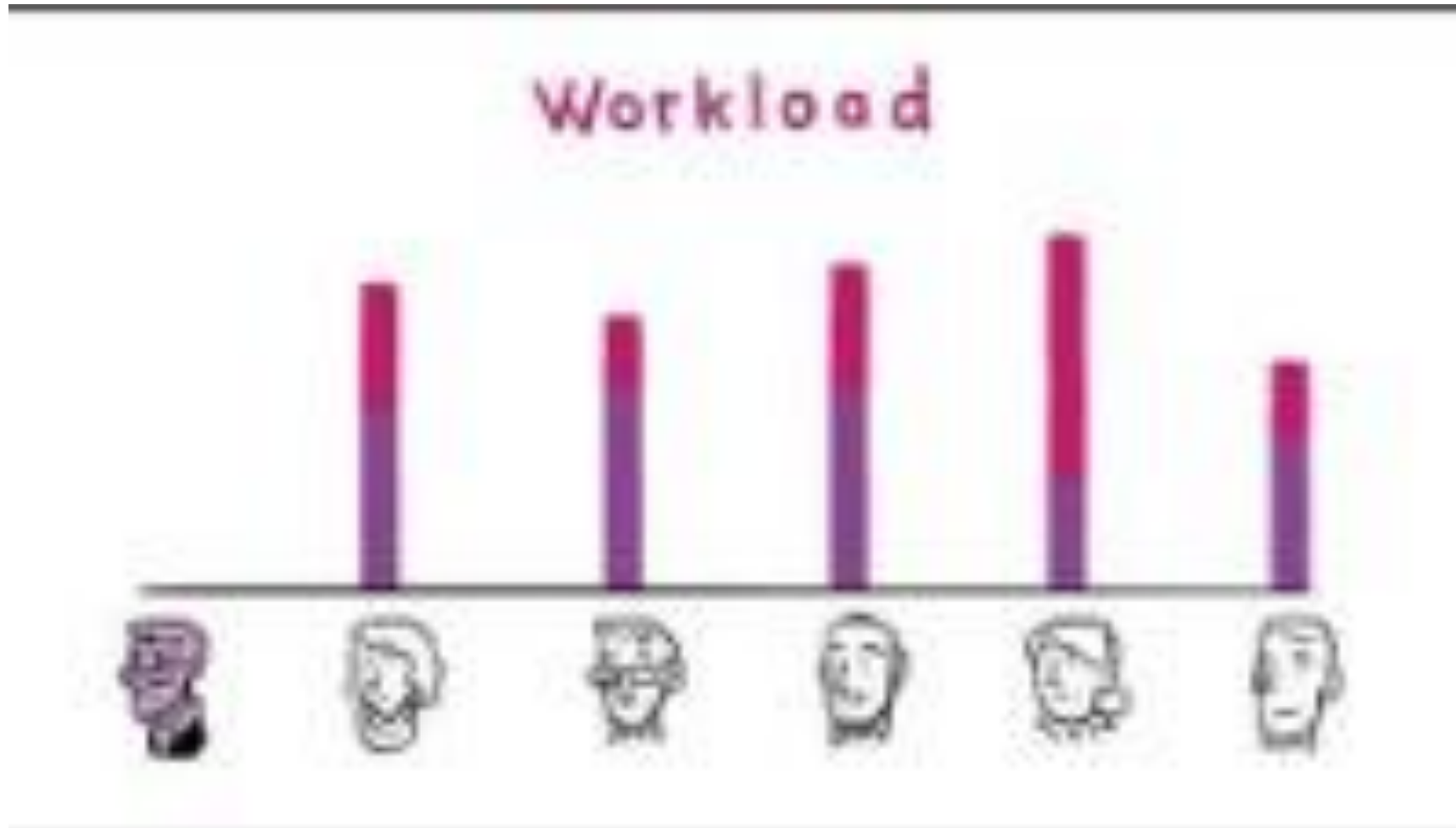
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Burnout narratives of members of municipal management teams

Annemaija Summanen, PhD / Working ability specialist

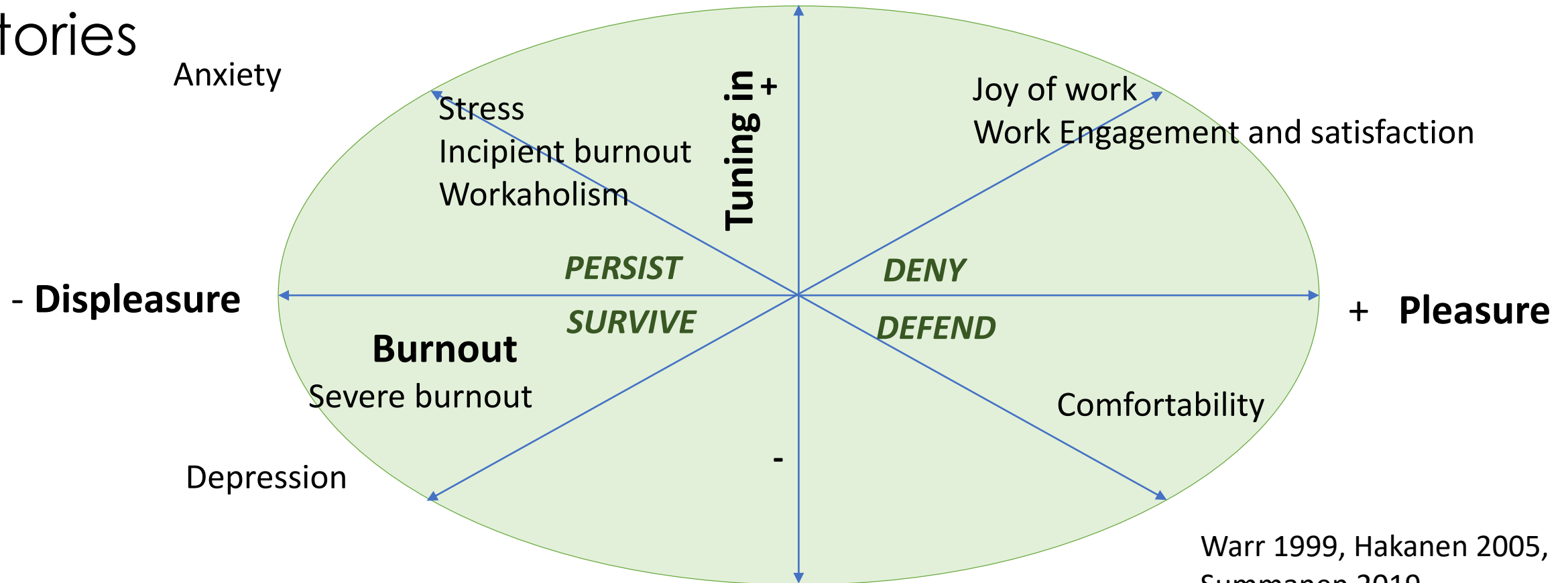
- The aim of the study was to increase understanding and knowledge of the burnout phenomenon, and how the Finnish municipal management team members experience, see and give significance to burnout.
- The key scientific contribution of this study is in the management context based on the burnout stories of fourteen management team members.

Manager's well-being



- Burnout appears to each management team member in a different way, and there are different depths in understanding the burnout concept.
- Burnout could be interpreted by the help of Maslach, Leiter and Schaufel's (2001) three dimensional burnout symptoms. (exhaustion, cynicism, and inefficacy).

The narratives were then added in the model of the dimensions of well-being developed by Peter Warr and supplemented by Jari Hakanen to describe the burnout stories



Warr 1999, Hakanen 2005,
Summanen 2019

Denying narratives

- Deniers can be assumed to have work-related positive feelings of affective well-being in their work, so they do not experience work burnout. Deniers can be assumed to accept resources easily, because they have not personally experienced work burnout and they said *"I don't think I'm tired from work"*.

to be continued

- According to their stories, work burnout results from challenges in their private life. They do experience fatigue from time to time and perhaps exhaustion as well, but they have experienced them as normal work related emotions. It can be assumed that they feel enthusiastic and absorbed in their work.

Persevering narratives

- Work burnout typically with low alertness and little pleasure.
- They say that they persisted for a long time without taking sick leave, even though they felt that their health was deteriorating. They belonged to the risk group, for they were at risk of incapacity.

to be continued

- Because the impairment of functioning and the loss of the joy of work was recognisable. It was typical for them to strive.
- The persevering recognized their own work burnout, but could not speak about it out loud in the management team.

Surviving narratives

- Work burnout is an individual experience.
- The three dimensional symptoms of work burnout and the gradual development of work exhaustion can be found from the survivors' narratives.
- In my study the survivors were the only group diagnosed with depression and they were on sick leave due to work exhaustion.
- The stories of the survivor of work burnout were related to the lack of support from the supervisor and their experiences of bad and unfair leadership.

Defending narratives

- The defenders themselves had not experienced burnout. They said that the work community should discuss the topic openly, because it is possible that every manager can get sick with work burnout.
- According to defenders, burnout is a collective problem, in the work community.
- Work burnout should be prevented and efforts should be made to prevent it in sufficient time in work communities.

- The main argument of my study is that the significance of the burnout phenomenon is underestimated or not recognised at all.
- The phenomenon is either ignored or very difficult to perceive. The research also shows that burnout can be deliberately left unnoticed in the working organisation.
- The work burnout and burnout of managers is partly taboo and is very sensitively kept quiet.



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Thank you for your attention!

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Questions and discussing

- How does the management culture/ organisational culture support your well-being?
- How do you take care of your recovery?
- Do you rely on your own resources, or do you think you also need external mental and physical coaching?
- What aspects would you like to highlight regarding the well-being of a leader?