



HOW TO BE

**EFFECTIVE**

~~PRODUCTIVE~~  
TOOLKIT

FOR BURNED OUT HR LEADERS



YOUR APPROACH TO WORK

# WHY BURN OUT

When a new problem surfaces, instead of asking how we as a team should solve it, why does HR become the solution?

BURNED OUT

DO YOU IDENTIFY WITH ANY OF  
THESE TRAITS?

## **Common characteristics**

- The People Pleaser
- The Perfectionist
- The Helper
- The Overfunctioner
- The Overachiever
- The Nice One



BURNED OUT

# THE SPECTRUM OF BURNOUT

How do you feel?



## MISSION STATEMENT

What would be a more **effective** strategy?

TRANSFORM THE HR ROLE  
INTO A **CATALYST**  
NOT A DOER.

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STEVEN COVEY

# 7 habits of highly **effective** people

## **Be proactive.®**

Focus on what you can control instead of what you can't.

## **Begin with a clear end, in mind.®**

When you think about outcomes or goals, define a strategy to get there. You need the blueprints before you build the house.

## **Put first things, first.®**

Prioritize and achieve your most important goals instead of constantly reacting to urgencies.

## **Think win/win.®**

Learn to collaborate effectively by building high-trust relationships.

## **Seek first to understand, than be understood.®**

Influence others by developing a deep understanding of their needs.

## **Synergize.®**

Develop innovative solutions to satisfy all stakeholders.

## **Sharpen the saw.®**

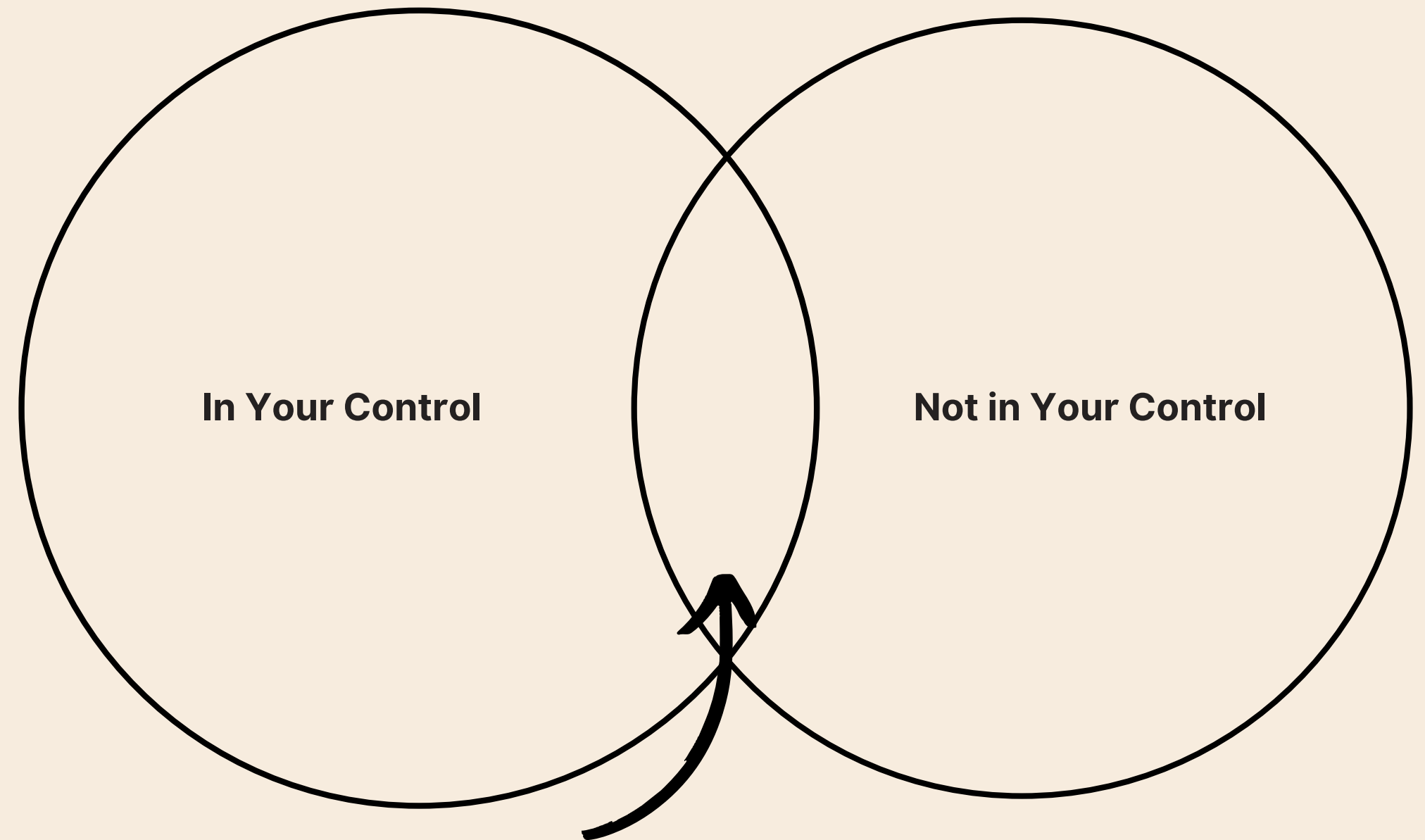
Increase motivation and energy by making time for renewable activities you enjoy.

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Sometimes they are influenced by one  
another and can go in the middle or on  
the edges.

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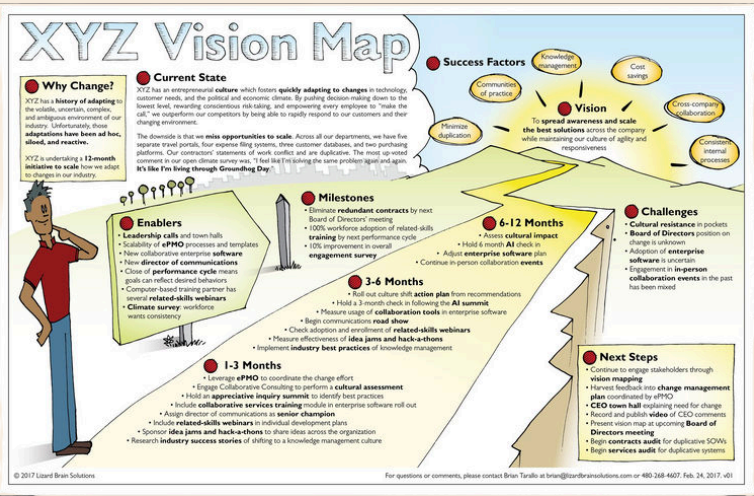
# 7 habits of highly effective people

## Begin with a clear end, in mind.®

When you think about outcomes or goals, define a strategy to get there. A vision map can serve as a powerful tool for stakeholder engagement and buy-in.

## Create a Vision Map

1. Start with a **small group** of stakeholders.
2. **Print out** vision map on 11 x 17 and on handouts for participants.
3. Present it as “**just the way you see it**,” noting that there are many different ways of looking at it. This invites **collaboration**.
4. **Resist the temptation** to complete a well-polished deliverable. Don’t expect immediate feedback, as this is the first time they are seeing it.
5. Give a **brief walk through**, cover high level themes.
6. Allow time for **quiet reflection**.
7. Mark up the document with **feedback** after 5 min.
8. **Resist the urge** to explain or defend. Just make notes and go back to your team to decide how to incorporate the feedback.



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7 habits of  
highly  
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people

**Put first things, first.®**

Prioritize and achieve your most important goals instead of constantly reacting to urgencies.

**At the start of every week...**

	URGENT	NOT URGENT
IMPORTANT		
NOT IMPORTANT		

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## **Think win/win.®**

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## **How to Use Crucial Conversations**

A conversation turns crucial when high stakes, opposing opinions, and strong emotions force us into the emotional and reactive part of our brain. When we react, we react in violence or silence. Crucial Conversation is a method of dialogue that gives you tools to respond instead of react so there's a good outcome for all.

### **Ask Yourself**

What do I want for **myself**, for **others**, and for the **relationship**? How can we **both** get what we want?

**Tip:** This **calms** down your brain so you don't have an **emotional reaction**.

*Is it getting **sticky**?*

### **Refuse the Fool's Choice**

Are you caught in **ultimatums**? This or that? Either/or? Search for the "**and**".

### **How to Respond When it Gets Tough**

What I **don't** want \_\_\_\_\_

What I **do** want \_\_\_\_\_

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than be understood.®**

You influence others by developing a deep understanding of their needs.

01

## PAY ATTENTION

Pause before responding. Don't interrupt or focus on how you'll respond. Pay attention to your body language as well as your frame of mind. Be present, make eye contact, and convey respect for the speaker.

02

## WITHHOLD JUDGMENT

Have an open mind. Be open to different perspectives and new opportunities. Especially when you have a strong opinion, don't judge, criticize, or interrupt. Convey openness with your body posture. Folded arms across your chest can communicate that you are closed off.

03

## REFLECT

Don't assume that you understand the speaker or heard them correctly. Reiterate their key points. Reflecting back what you're hearing from the speaker communicates respect.

04

## CLARIFY

Ask open-ended, clarifying, and probing questions with phrases like, "Let me see if I'm understanding. Are you talking about ...?" or "Wait a minute. I didn't follow you." Asking for clarification shows you are paying attention.

05

## SUMMARIZE

Communicate back key themes. This helps to be clear on mutual responsibilities and follow-up. Briefly summarize what you've understood the speaker to say and ask them to do the same.

06

## SHARE

Active listening is about understanding what the other person is trying to communicate. As you get a clear understanding, you can introduce your own ideas, feelings, and suggestions. When people feel understood they are more receptive to your ideas.

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# 7 habits of highly **effective** people

**Synergize®**

Develop innovative solutions that leverage differences  
and satisfy all key stakeholders.

## 6 Steps to Define Your Decision Models (with Stakeholders)

**1**

Define the  
decision to be  
made.

**2**

List ideas.

**3**

Draw “filters”  
as a horizontal  
series of  
diamonds.

**4**

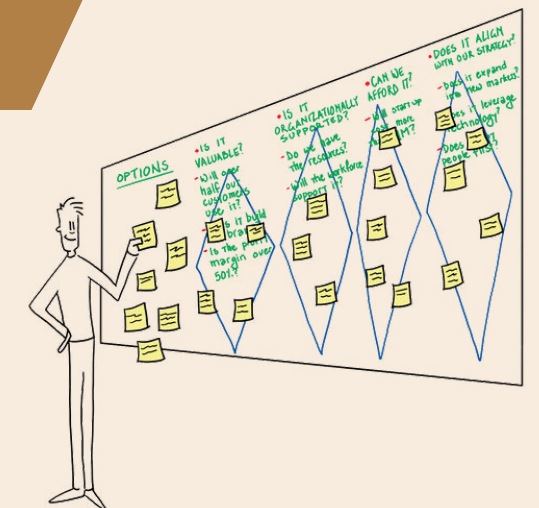
Add criteria to  
each filter.

**5**

Test ideas with  
filters.

**6**

Iterate and  
clarify as  
you go.



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## Sharpen the saw.®

Increase motivation and energy by making time for renewable activites you enjoy.



These are examples...

## Define Your Top and Bottom Lines

Top and bottom lines represent boundaries we set for ourselves. It is our guide to define our approach to work. Top and bottom lines are the boundaries we set with work regardless of the amount or volume of tasks we have to do.

Top Lines: My Goals and Vision for My Life
<ul style="list-style-type: none"><li><i>I spend the weekends with my family</i></li><li><i>I am not plagued by my to-do list after work or on the weekends</i></li><li><i>I have time and energy to hike with my dog after work</i></li><li><i>I exercise and meditate</i></li></ul>
Bottom Lines: Red Flags
<i>I work more than 8-9 hours a day, or more than 5 days a week</i>
<i>I work on the weekends</i>
<i>I eat lunch at my desk while working or I do not eat lunch at all</i>