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Appendix 4

PositiveWorkplace (ERASMUS+)

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Executive Summary on the Best Practices Identified

Introduction

The research under the PositiveWorkplace project [Work Package 2 (Prevention of Job Burnout - Exchange of Best Practices), Activity 1 (Identification of Best Practices)] was conducted in the second half of 2024 in four partner countries, i.e. Poland, Lithuania, Luxembourg and Spain.

The target group for this research consisted of IT management staff from various enterprises, encompassing those within the IT sector as well as IT departments in other industries. The rationale for focusing on this specific target group lies in the pivotal role that managers play in fostering a healthy work environment. Their ability to set clear expectations, provide regular feedback, offer recognition, and allocate resources significantly contributes to the prevention of burnout among their employees. Furthermore, managers are essential in cultivating a positive organisational culture that promotes individual growth, learning, and development—all critical components for reducing burnout and enhancing employee engagement.

The research methodology was developed by the Activity Leader, Łukasiewicz - Institute for Sustainable Technologies, with the collaboration of the rest of the partners. The research was guided by two primary objectives: first, to gather insights into the challenges associated with preventing job burnout, particularly in the context of pandemic-related, multicultural, and war-induced stressors; and second, to identify and document best practices within the IT sector that effectively address these challenges. The information collected through this research serves as a valuable resource for the project consortium, enabling the integration of these insights into training programs and facilitating the dissemination of best practices among managers across various regions in the European Union.

Best practices identified

The research yielded valuable insights into the complexities of job burnout within the IT sector and highlighted several effective strategies for prevention. Key themes that emerged from the interviews included the importance of flexible working conditions, the promotion of a culture of mental health awareness, the creation of designated rest spaces, and the regular monitoring of employee

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satisfaction. Participants emphasized the necessity of tailored psychological support programs and the integration of monitoring technologies to identify early signs of burnout. Moreover, the significance of building trust and openness within teams, along with the collaboration with experts in workplace psychology, was underscored as a crucial element in combating burnout.

By compiling and analyzing the perspectives shared by IT managers, the partnership identified a set of best practices that can be implemented across various organisations that can significantly contribute to the prevention of job burnout in the IT sector. These practices are based on the collective insights of the managers who participated in the study and provide a comprehensive framework for organisations seeking to enhance their approaches to employee well-being.

One of the most notable best practices is the **implementation of flexible working arrangements**. Many interviewees highlighted the importance of allowing employees to have greater control over their schedules, which can help them balance work and personal responsibilities more effectively. By fostering a culture that embraces flexibility, organisations not only accommodate diverse employee needs but also enhance overall job satisfaction and productivity.

Another key practice is the **promotion of a culture of mental health awareness** within the organisation. Participants stressed the necessity of normalizing conversations around mental health, encouraging employees to seek support without fear of stigma. This can be achieved through regular training sessions and workshops that equip managers and staff with the skills to recognize signs of burnout and understand the importance of mental well-being.

Creating designated rest spaces within the workplace emerged as a crucial practice for reducing burnout. Interviewees noted that providing quiet areas for relaxation can help employees recharge during their workday, allowing them to return to their tasks with renewed focus and energy. Such environments not only promote mental well-being but also signal to employees that their health is valued by the organisation.

Regular monitoring of employee satisfaction and well-being is another essential practice identified in the study. Several managers advocated for the use of surveys and feedback mechanisms to gauge employee sentiments continuously. This proactive approach enables organisations to identify potential burnout symptoms early and address them before they escalate into more significant issues. Incorporating technology, such as mood-tracking apps and real-time analytics, can facilitate this ongoing assessment and ensure that employees feel heard and supported.

The importance of **tailored psychological support programs** was also underscored by interview participants. Collaborating with mental health professionals to provide customized workshops, counseling sessions, and resources can empower employees to manage stress effectively. These programs should be accessible and promote a preventive approach, allowing employees to seek help as needed.

Moreover, **building trust and openness within teams** was highlighted as a vital component in combating burnout. Managers should cultivate a supportive atmosphere where team members feel comfortable sharing their experiences and challenges. This can be fostered through regular one-on-

one check-ins and team-building activities that strengthen interpersonal relationships and enhance collaboration.

Finally, the **integration of expert collaboration** in the development and implementation of burnout prevention strategies emerged as a best practice. By partnering with external consultants who specialize in workplace mental health, organisations can gain valuable insights and resources tailored to their specific needs. Such partnerships can facilitate the creation of effective, evidence-based programs that address the unique challenges faced by employees in the IT sector.

Summary

In conclusion, the best practices identified through this research provide a comprehensive and actionable framework for organisations aiming to prevent job burnout. By implementing these strategies, companies can foster healthier work environments that prioritize employee well-being, ultimately leading to increased engagement, productivity, and retention. As the modern work landscape continues to evolve, the adoption of these practices will be essential for sustaining a resilient and motivated workforce in the IT sector and beyond.