

## Appendix 5

### PositiveWorkplace (ERASMUS+)

No. 2023-2-PL01-KA220-VET-000176713

## Executive Summary on the Problems of the Target Group and the Expected Training Solutions Identified

### Introduction

The research under the PositiveWorkplace project [Work Package 2 (Prevention of Job Burnout - Exchange of Best Practices), Activity 2 (Exploring the problem and desirable solutions)] 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 justification for choosing such a target group was the fact that managers play a crucial role in creating a healthy work environment for their employees. They can help prevent and handle burnout by providing clear expectations, regular feedback, recognition, autonomy, support, and resources to their employees. They can also foster a positive work culture that encourages individual growth, learning, and development, which can reduce burnout and increase 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, learning about challenges in the prevention of job burnout (including pandemic, multicultural and war-induced challenges); and second, learning about desirable forms and methods of online education.

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.

### Problems of the Target Group and the Expected Training Solutions

According to the research findings, job burnout has emerged as a significant concern in today's fast-paced work environment, particularly within the IT sector, where high demands and constant technological evolution can place immense pressure on professionals. A predominant challenge highlighted across both data sources is the combination of high workloads and insufficient resources,

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which leaves many employees feeling overwhelmed and dissatisfied with their jobs. This sentiment was echoed in interviews, where participants frequently mentioned that their organisations often require them to juggle multiple tasks without adequate support, leading to heightened stress and a sense of helplessness.

While organisations have implemented preventive measures such as remote work options and flexible hours, the effectiveness of these initiatives has received mixed feedback from employees. Many respondents indicated that although they appreciate the flexibility of remote work, it can blur the lines between professional and personal life, making it challenging to fully disconnect and recharge. This issue highlights the necessity for better-defined boundaries and clearer guidelines around work-life balance, as emphasized by interviewees who shared experiences of struggling to “switch off” after working hours. Regular surveys, conducted through platforms like Google Forms and SurveyMonkey, do provide valuable insights into employee satisfaction; however, there is a noticeable gap in the consistency of reviewing and updating burnout prevention strategies.

Moreover, while some companies provide occasional training sessions on stress management, participants expressed a strong desire for more structured and frequent workshops focusing on both stress management techniques and soft skills development. They emphasized that burnout prevention should be viewed as an ongoing conversation rather than a one-off effort, indicating a need for more proactive engagement from management. This sentiment was particularly poignant in interviews, where individuals pointed out that the issues surrounding burnout are systemic and require leadership to recognize the importance of mental well-being as part of organisational health.

The analysis further underscores specific needs among employees, including professional development opportunities and improved employee engagement tools. Respondents expressed the importance of resources that can be directly applied to their roles, enabling them to manage stress and workload effectively. The desire for practical, applicable knowledge was also a common theme in the interviews, with many participants stating that immediate applicability of the skills learned would significantly enhance their motivation to engage in these courses.

However, a significant barrier to participating in online courses aimed at burnout prevention is the lack of time. Many employees reported that heavy workloads and personal commitments leave little room for additional learning opportunities. Consequently, they prefer learning that fits their schedules, ideally during work hours or at their convenience. In terms of learning methods, survey respondents favored interactive formats, such as video lectures and interactive modules, over traditional reading materials, which they found less engaging and effective. This preference for engaging, multimedia learning experiences highlights the necessity for organisations to adapt their training approaches to meet the evolving needs of their workforce.

Topics of interest for burnout prevention courses included healthy working standards, factors contributing to professional burnout, supervisor support, and participative management. Interviewees specifically mentioned the importance of recognizing early signs of burnout, both in themselves and their colleagues, as a crucial component of prevention strategies. They advocated for

a culture that encourages open discussions about mental health, breaking the stigma that often surrounds these conversations in the workplace.

## Summary

In conclusion, while companies are making strides to address job burnout, significant areas for improvement remain. Enhancing the structure and frequency of training on stress management, improving resource availability, and fostering ongoing dialogue about burnout prevention are critical steps that can lead to a healthier work environment. Moreover, creating a culture where burnout prevention is prioritized and viewed as an ongoing commitment will help organisations mitigate burnout and enhance overall employee well-being. By recognizing the systemic nature of burnout and investing in comprehensive prevention strategies, organisations can create a supportive atmosphere that promotes both individual resilience and collective organisational health.