

TRAIN THE TRAINER PROGRAM

HOW CAN MANAGERS BECOME COACHES?

1. INTRODUCTION

Coaching is a favoured management style for improving employee wellbeing and engagement, since managers focus on helping their team members to develop their strengths, overcome their difficulties and improve their performance. Coaching isn't a one-size-fits-all process, and that is why managers need to tailor the focus to the person they are interacting with. Having a genuine understanding of the individuals that make up their team and what they need to work towards will allow managers to more efficiently plan and execute projects. Furthermore, consulting company Gallup found (2019) that people who use their strengths every day are six times more engaged. So, being at the end of the project, use all the information gathered in first three results (WP2, WP3 and WP4) and create a train the trainer program; this is the moment to see how managers can become coaches.

The training program is based on the particular needs of managers, leaders, HR managers to work with their employees to set an appropriate work pace using specific tools and skills developed during the project Beat Burnout. It provides a summary of the materials developed during the first phases of the project and delivers coaching materials that can help individuals (women), managers as well as employees to foster a healthy culture that prevents people from mental illness at work.

The aim of this training program is to create awareness about the topic burnout, and specific risks women face and experience, and create self-awareness and introduce the modules to (HR) managers/leaders across Europe.

2. WHY SHOULD WE IMPLEMENT THIS TRAINING?

Implementing this training on how to prevent and/or burnout is crucial for companies for several reasons:

1. Employee well-being

Health and happiness: Burnout has serious consequences on employees' mental and physical health. Preventive training helps employees recognise the signs of burnout early and take proactive steps to maintain their well-being.

Job satisfaction: Employees who are educated on how to manage stress and workload are more likely to experience higher job satisfaction, leading to a more positive workplace environment.

2. Productivity and performance

Sustained productivity: Burnout often leads to reduced productivity, errors, and absenteeism. Training employees to manage stress and workload effectively helps maintain consistent performance and quality of work.

Retention of talent: High burnout rates can result in turnover, costing the company in terms of recruitment, training new employees, and lost productivity. Training can help retain talent by creating a more supportive work environment.

3. Workplace culture

Positive culture: Burnout prevention training promotes a culture of care, empathy, and support within the organisation, which can enhance team collaboration and morale.

Leadership development: Training helps managers and leaders recognise burnout in their teams and equips them with tools to address it, fostering better management practices.

2. WHY SHOULD WE IMPLEMENT THIS TRAINING?

4. Legal and financial implications

Reducing legal risks: Burnout can lead to mental health issues, which, if not properly addressed, can result in legal claims related to workplace stress. Training can help mitigate these risks.

Cost efficiency: The financial cost of burnout can be significant, including healthcare costs, absenteeism, and turnover. Investing in training is often more cost-effective than dealing with the consequences of burnout.

5. Adaptation to modern work environments

Remote work challenges: With the rise of remote work, employees may face new challenges in maintaining work-life balance. Training on burnout prevention is especially relevant to help employees navigate these challenges effectively.

Resilience building: In fast-paced and high-pressure industries, building resilience through training helps employees manage demands better and adapt to changing work environments.

6. Corporate Social Responsibility (CSR)

Employee-centered policies: Implementing burnout prevention training aligns with CSR initiatives, showing that the company values its employees' health and is committed to sustainable, ethical business practices.

Overall, investing in burnout prevention/combating training not only supports employees but also enhances overall organisational performance, making it a smart and responsible business strategy.

3. TARGET GROUP

The project combines the employee target group of women working remotely with the organisational target group of managers, HR managers, leaders and coaches.



4. AIMS

The objective of this phase of the project and of this program is to raise awareness about burnout, highlight the specific risks faced by women, foster self-awareness, and introduce relevant modules to (HR) managers and leaders across Europe.

Participants of this training will be trained as facilitators and equipped with this training manual and material, consisting of the instructions on how to facilitate the tailored learning process for individuals.

5. THE METHODOLOGICAL APPROACH OF THE TRAINING PROGRAM

Introducing new innovative educational methods (OERs), blended-learning and flipped classroom approaches, and the new emotional needs[1] of managers and coaches to enhance their professional development
Presentation of all tools (with explanations on how to use them in practice and on how trainers can use them to facilitate teaching)



6. THE STRUCTURE OF THE TRAINING PROGRAM

- Day 1:

The self-assessment test



Let participants conduct the self-assessment test and discuss the results. **The test is available** here: <https://beatburnout.eu/self-assessment-test/>

This self-assessment is designed to **help remote/hybrid workers** become more aware of their work environment and well-being, there are no right or wrong answers. By completing this test, one can identify potential challenges that may negatively impact one's mental and physical health in the current work situation. It's also a way to identify what areas one might need more support with.

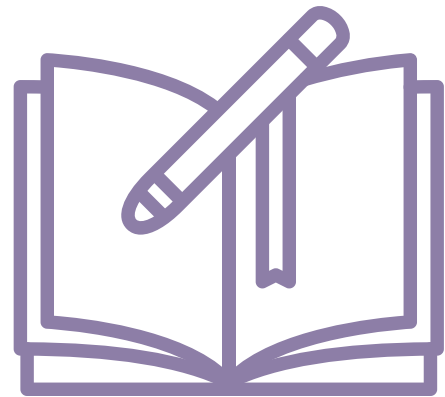
The test contains **45 statements** and typically takes about **10-15 minutes** to complete. **Your response is confidential and will only be shared with you. The result will be sent to you** after you've completed the test if you wrote your correct email address in the beginning of the survey, you'll also get access to a Work Book explaining more in detail how you could work and improve the identified areas.

If you have any questions or concerns regarding the self-assessment test don't hesitate to reach out to us at all@beatburnout.eu

6. THE STRUCTURE OF THE TRAINING PROGRAM

- Day 1:

The Self-Exploration Workbook: Take action



After the self-assessment test, let the participants look through the **Self-Exploration Workbook: Take action.**

Self-Exploration Workbook: Take action This Self-Exploration Workbook is **designed to support you in further exploring the potential challenges of your remote or hybrid work life.**

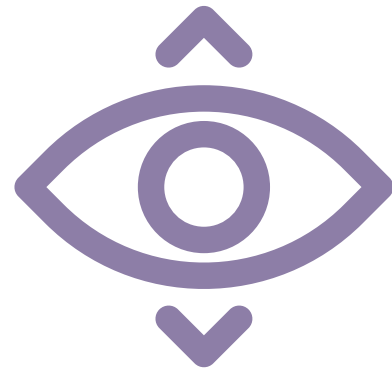
If you received low scores (lower than 3) in any area of the Beat Burnout Self-assessment test, it indicates a potential challenge within your current work situation that could negatively impact your mental and physical well-being. To improve your situation and foster a more fulfilling work life, we recommend delving deeper into the specific areas for potential improvement, whether individually, with colleagues, or with your manager.



6. THE STRUCTURE OF THE TRAINING PROGRAM

- Day 1:

Women's perspective



Give participants time to read the report [Uncovering the Hidden Struggles: Examining Remote Work Challenges and Burnout Risk for Women in the Modern Workplace!](#)

Discuss the report in the group thereafter.

In this comprehensive study, we delve into the **experiences of 283 women from eight different European countries**, including Austria, Sweden, Ireland, Italy, Spain, Greece, Poland, and Czech Republic, uncovering 15 critical aspects that influence mental health and well-being at work.

Through a combination of quantitative and qualitative data, we offer a comprehensive view of the remote work landscape, emphasising the need for proactive solutions that cater to the diverse needs of women working remotely. This is one of two reports in the project that explore the challenges women experience while working remotely, providing a unique insight from their point of view. As a reader and an employer, a possibility to gain insight from your employees' perspectives.

6. THE STRUCTURE OF THE TRAINING PROGRAM

- Day 1:

Managers' perspective



Give participants time to also explore the managers' perspective by reading the report [Leading through distance: Difficulties faced by managers in a virtual work setting.](#)

This report is the second in a series of comprehensive studies across eight European countries (Sweden, Ireland, Italy, Czech Republic, Austria, Greece, Poland, and Spain) focusing on the evolving landscape of remote work. Unlike the first report, which delved into burnout among women working remotely, this phase emphasizes the perspectives of managers, leaders, and coaches.

The **primary goal of this study** is to delve into the nuanced challenges and perspectives of managers, leaders, and coaches in the context of remote work, with a particular focus on the issue of burnout. Following our initial research on burnout **among women working remotely, this phase aims to broaden the understanding of how remote work impacts** those in managerial roles.

6. THE STRUCTURE OF THE TRAINING PROGRAM

- Day 2:

Checklist for managers and team leaders



This **checklist** serves as a **guide and support** for you as a manager who wants to become more aware of your employees' well-being and your leadership style and how that might affect well-being. We have especially focused on companies in a remote/hybrid work setting. We hope that this tool can spark thoughts, reflections, and important dialogues.

The checklist **covers five key dimensions** — Social, Personal, Cultural, Planning, and Practical — that will help you explore **various aspects of remote/hybrid work challenges** and assess to what extent your organization already contributes to creating a more inclusive and supportive work environment.

Completing the checklist involves answering simple **YES/NO questions** and should take approximately 10 minutes of your time.

Guidelines 1-7



6. THE STRUCTURE OF THE TRAINING PROGRAM

- Day 3:

Guidelines 8-15



THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

1. Difficulties in Fostering Team Cohesion

- Exercise 1 - Infinite Narratives

In this innovative workshop, team members are invited to collaboratively create a story in a virtual setting. Each participant contributes a sentence or idea, building upon the previous person's input.

- Exercise 2 - Navigation Quest

Embark on a virtual quest where team members navigate through collaborative challenges in a fictional workplace. Assign roles based on scenario cards outlining challenges like communication breakdowns or conflicting priorities.

- Exercise 3 - Mind Mapping Session

In this collaborative activity, team members engage in a self-analysis of their professional identity within the organization. Using mind mapping tools, each participant visualizes and explores key aspects such as their strengths, skills, and values.

2. Poor Communication and Insufficient Feedback

- Exercise 1 - Water Cooler Moments

Recreate the casual, team-building conversations that occur naturally in an office by introducing virtual break rooms. These spaces, accessible during breaks, encourage team members to catch up and foster a sense of community in the remote working environment.

- Exercise 2 - Starting a Good News Story

Alleviate the loneliness of remote work by initiating a 'good news' conversation channel. Providing an outlet for sharing personal victories and uplifting moments, this activity serves as a positive conversation starter.

- Exercise 3 - Monthly Show and Learn Virtual Sessions

Cultivate a culture of knowledge-sharing by dedicating time each month for team members to informally teach their unique skills or talents.

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

3. Lack of Competencies

- Exercise 1 - External Trainings and Workshops

Establish external trainings and workshops as a common practice in the workplace for you/lead group and employees.

- Exercise 2 – One-on-one Meetings

Schedule one on meeting with remote employees to foster open communication and fast problems resolution.

- Exercise 3 – Debrief Exercise

These sessions offer participants an opportunity to review past experiences, whether they be projects, events, or simulations, with the aim of extracting key insights, identifying successes and areas for improvement, and ultimately fostering growth.

4. Difficulty Establishing Personal Connections

- Exercise 1 - Emotion Check-in Meetings

Establish regular virtual meetings to openly discuss emotions and well-being, fostering a safe space for employees to share their feelings and needs.

- Exercise 2 - Customised Flexible Work Arrangements

Tailor work schedules to individual needs through personalized discussions and trial periods, providing employees with the flexibility to meet both personal and professional commitments.

- Exercise 3 - Employee Resource Groups (ERGs)

Form peer support groups (ERGs) focused on remote-working women's challenges, enabling them to share experiences, collaborate on solutions, and build a sense of community.

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

5. Mental and Emotional Strain

- Exercise 1 - Create Awareness – Game About Emotions and How It Affects Us

This game aims to enlighten team members about emotional intelligence in a memorable way, sparking conversations that can build empathy and understanding within the team. It's also a steppingstone to discussing mental wellness openly, contributing to a supportive team environment.

- Exercise 2 - Wellbeing Ambassador Programme

The ambassador program helps ensure that team members have someone to turn to except for the manager, reducing loneliness and encourage a network of support.

- Exercise 3 - Build on Your Strengths

An exercise that will help identify and build on each individual's strength as a team. An exercise that will help identify and build on each individual's strength as a team.

6. Low Employee Motivation

- Exercise 1 - Undergo a Leadership Training

In a customised leadership training for your team, explore the critical elements of motivating your remote employees.

- Exercise 2 - Understand Key Drivers of Motivation

By understanding key drivers of motivation and using them to guide interactions with team members, managers can help increase motivation and inspiration.

- Exercise 3 - Driving Intrinsic Motivation

This part is about how to promote individual intrinsic motivation.

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

7. Variances in Cultural and Individual Backgrounds

- Exercise 1 - Provide Cultural Sensitivity Training

Understand how cultural and individual differences might impact the way someone works and communicates. Ask your team members which habits are typical in their original culture and in what ways they differ individually from them.

- Exercise 2 - Encourage Open Dialogue

People collaborate and participate differently; some are more dominant than others in meetings. Empower women to disagree with a man on their team, speak up during meetings or let others know when they have a problem.

- Exercise 3 - Create a Sense of Belonging

Host regular online team building activities so people can talk about their interests. For example, weekly online happy hours or coffee breaks or Show-and-Tells.

8. Work-Life Balance

- Exercise 1 - Virtual Wellness Workshops

Organize regular virtual wellness workshops covering topics such as stress management, mindfulness and work-life balance strategies

- Exercise 2 - Flexible Work Scheduling Tools

Implement flexible work scheduling tools or platforms that empower employees to manage their own schedules effectively

- Exercise 3 - Peer Support Groups

Facilitate the formation of peer support groups or buddy systems among remote employees to encourage mutual accountability and emotional support

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

9. Creating and Assimilating Organizational Culture

- Exercise 1 - Values and Culture Mapping

In this exercise, leaders invite employees to identify and share their personal values and what they consider important at work. They then compare these values with the company's values and culture.

- Exercise 2 - Reverse Mentoring Programme

This program pairs employees from different hierarchical levels to teach each other. Leaders can younger employees, and vice versa.

- Exercise 3 - Cultural Goals Board

A collaborative digital board is created where teams set goals related to the organizational culture. Employees contribute specific ideas and actions that promote company's values.

10. Issues with Trust, Either Insufficient or Misused

- Exercise 1 - Did You Know That?

Functions as an educational quiz to deepen team members' understanding of trust, feedback, and work culture. This exercise promotes active learning and discussion, crucial for building trust in remote and hybrid environments.

- Exercise 2 - Monday Mornings: Moments & Mindfulness

"Monday Mornings: Moments & Mindfulness" aims to foster a culture of empathy and understanding within teams, enhancing deep listening skills, strengthening interpersonal relationships, setting constructive collaborative tone for the week through reflective personal sharing.

- Exercise 3 - Roleplay for Coaching Conversations

Focuses on developing effective leadership and communication skills essential for fostering trust. Through role-playing, team members practice empathetic engagement management styles, integral to building maintaining trust in modern, dynamic work settings.

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

11. Distractions

- Exercise 1 - Time Management Apps

Time management apps help employees organize their workload effectively and minimize distractions, ultimately leading to improved focus and productivity in the workplace.

- Exercise 2 - Focus Strategies

Focus strategies involving both focus and productivity apps and mindfulness practices

- Exercise 3 - Flexible Hours

Flexible hours empower employees to customize their work schedules, promoting autonomy, work-life balance, and productivity.

12. Limited Managerial Control

- Exercise 1 - Time Blocking Workshops

Conduct virtual workshops or training sessions to introduce the concept of time blocking to their remote teams.

- Exercise 2 - Weekly One-on-One Check-Ins

Implementing weekly one-on-one check-in meetings between managers and remote employees can provide an opportunity to discuss task priorities, progress, and potential challenges.

- Exercise 3 - Mindfulness and Focus Training Sessions

Hosting virtual mindfulness and focus training sessions can help remote employees cultivate mindfulness techniques to combat multitasking and improve concentration.

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

13. Inability to Provide Adequate Training

- Exercise 1 - Identification and Analysis of the Development Needs
Women Working Remotely/Hybrid

Practical tips on analysing and identifying development needs

- Exercise 2 - Alternative Development Paths

Showing other possibilities for developing competences

- Exercise 3 - Ways to Strengthen Self-Motivation

Ways to strengthen self-motivation

14. Compliance and Regulations

- Exercise 1 - Remote Work Regulations

Practical tips on creating internal remote work regulations.

- Exercise 2 - Ensuring Flexibility of Working Hours

Ensuring flexibility of working hours by managers in terms of task-based work, performed remotely or in a hybrid manner, is one of the tools that can be used to optimize work organization.

- Exercise 3 - 4-Day Work Week. Model 100-80-100

Assumptions of the working hours change experiment: 100% remuneration, 80% working time with 100% efficiency

THE GUIDELINES: LIST OF TOOLS, PRACTICAL EXERCISES & ACTIVITIES

15. Lack of Technical Infrastructure

- Exercise 1 - Equipment Checklist

Provide employees with a checklist of essential equipment for a well-equipped home office. Very often there is no time for thinking about what is missing in your (home) office. Let your employees define the equipment that improves their working conditions.

- Exercise 2 - Ergonomic Assessment Workshop

Offer employees the opportunity to participate in an ergonomic assessment workshop led by an expert in ergonomic design. They can find out what is the proper setting of a chair, how high a computer should be, and what routine stretch exercises to do to help establish a healthier place for work at home.

- Exercise 3 - Equipment Reimbursement Programme

Implement an equipment reimbursement program where employees can submit requests for reimbursement for necessary home office equipment. Encourage employees to research and select equipment that meets their needs and preferences.

b. Duration of the training program

The training program should ideally take three days. If needed, it can be shortened by – for instance – only picking some of the modules.



7. PLANNING OF THE TRAINING PROGRAM

a. Identification of the participants

Decide on the participants you want to be involved. Decide on the format, i.e. should the training take place online or face-to-face.



b. Content and timeframe of the training

- The program includes the 15 modules that tackle the 15 difficulties identified in WP2.
- Taking into account the challenges (HR) managers/leaders face (results from WP3), the training is adapted accordingly.
- Program will introduce (HR) managers/leaders to the modules and the results from all the WPs during 3 days.
- Awareness about burnout and difficulties women face (results from WP2),
- Difficulties managers/HR managers/Leaders face supporting their remote working employees (results from WP3),
- Activities from the modules (results from WP4),
- How to implement the modules in an organisation,
- Introducing a checklist for managers,
- Coaching techniques,
- Short-term and long-term risks of exclusion of women and gender gap within organisations,
- Introducing the advantages of coaching and emotional intelligence and soft skills in the productive process,
- Using learners' participatory approach,
- Organising reversed training process based on the OER modules,
- Applying blended-learning approach (face-to-face and online learning),
- Increasing the motivation of learners to upgrade their competencies,
- Facilitating learners' conduction of self-need analysis,
- Encouraging learners to validate their skills obtained and upgraded during the learning process, and
- Facilitating the development of learners' action plans with further steps.



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