

The Fifth Industrial Revolution

Leading Organisations that create energy,
not burnout



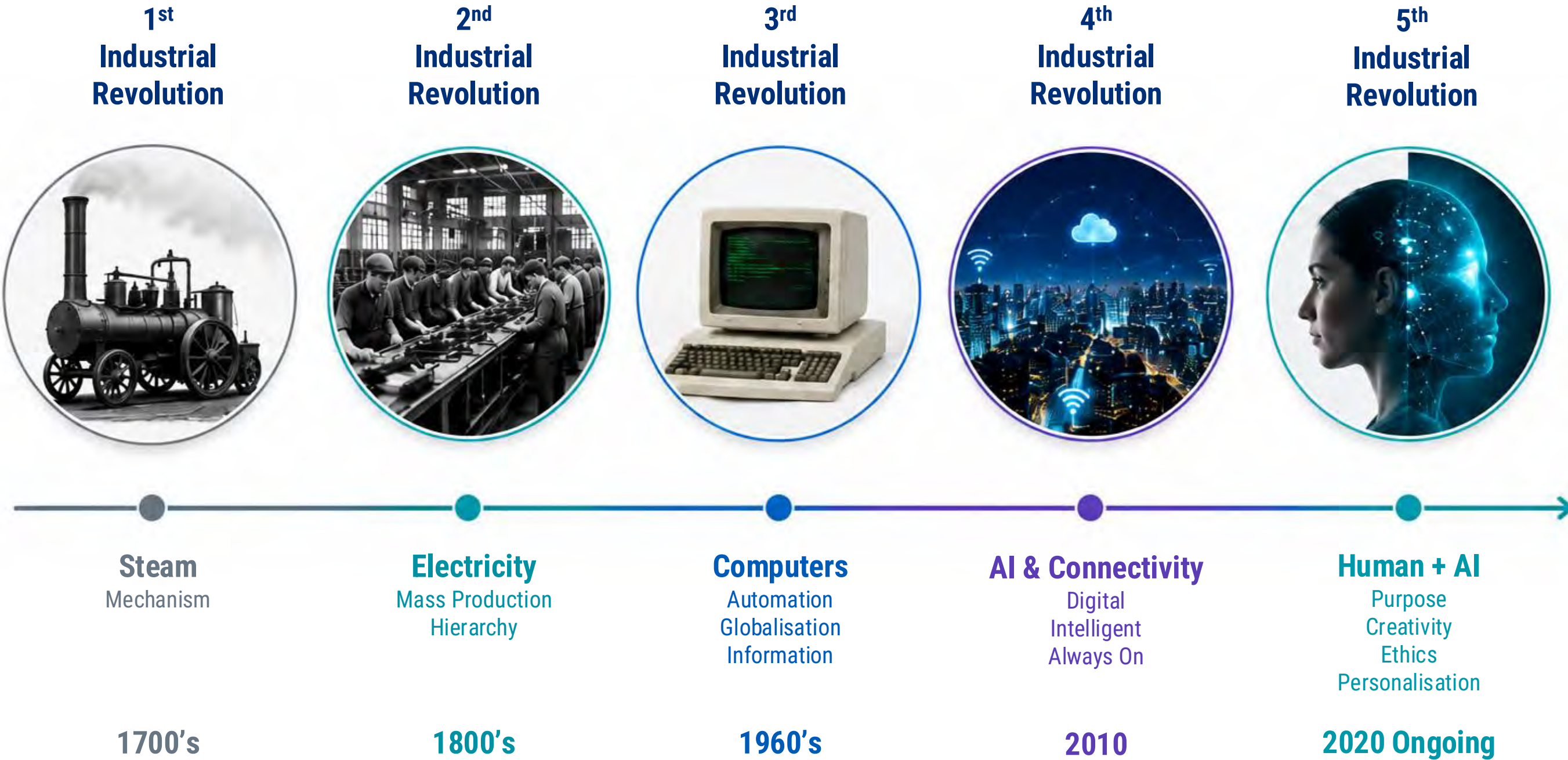
**Our work has changed faster than
we have.**

**Is this now simply modern
life & work?**

**Or...
Are we leading
organisations that create
burnout?**

Every Industrial Revolution changed our way of working

And each one has also impacted people



New Era. New Opportunities. New Responsibility

1st Industrial Revolution

Steam in the 1700's



We had to adapt to machines



Our work was no longer local



Stress became physical and we lost
our sense of interdependence



2nd Industrial Revolution

Electricity in the 1800's



Mass Production with electricity



Hierarchy Command & Control in the workplace



Efficiency and extra hours



Faster and more unsafe



3rd Industrial Revolution

Computers – late 1960's



Information Exploded



Global, not local



Knowledge Workers



4th Industrial Revolution

Connectivity – from 2010



Anytime Anywhere



Always connected & available



Smart not hard



Always interrupted



Always collaborating

20 x faster than the previous IR's



5th Industrial Revolution

Human + AI – 2020 ongoing



Less repetitive type work



Creativity solves problems – who is now solving them



Ethics guiding decisions



Personalisation creates value

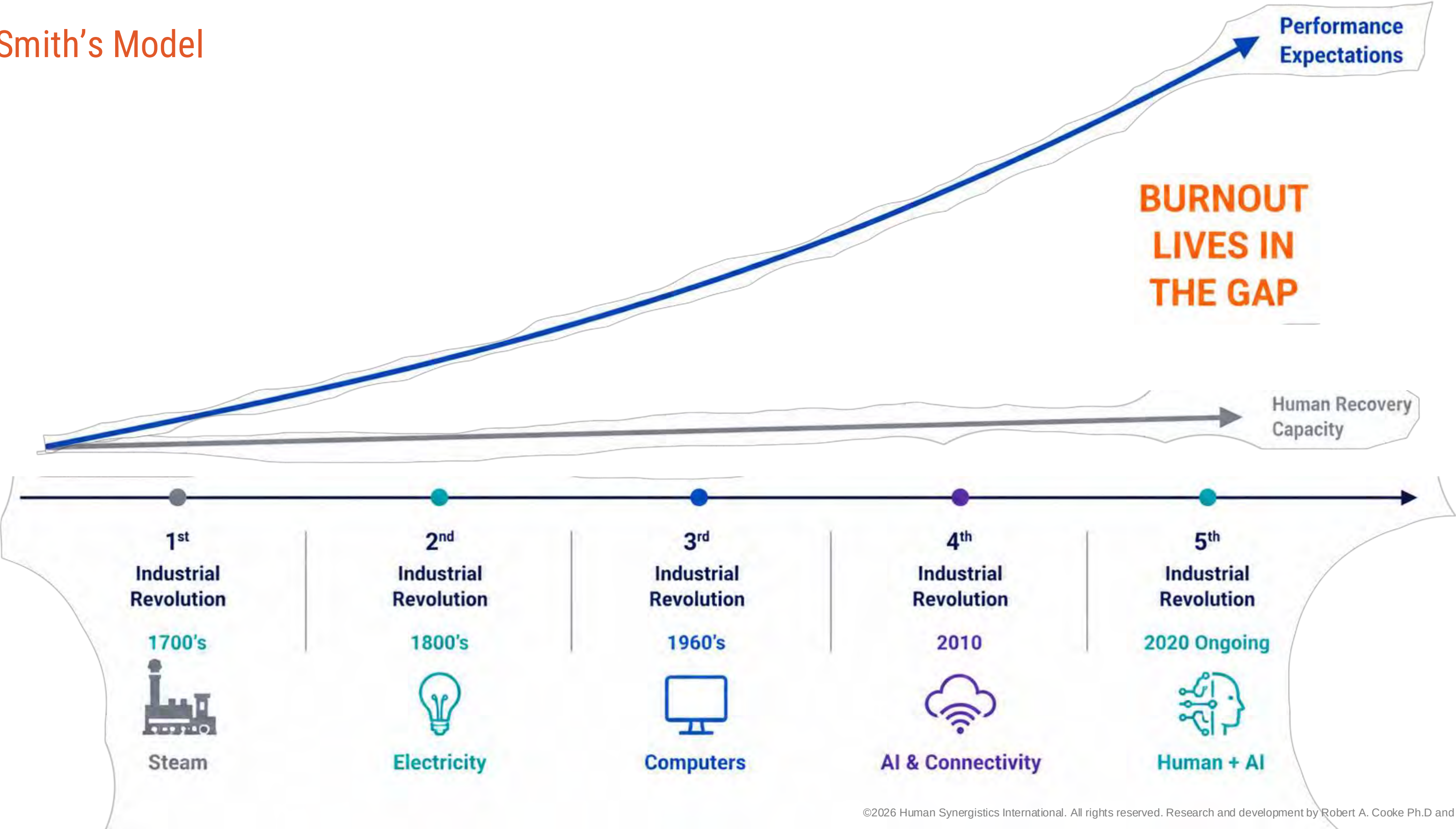


Human + AI is our advantage



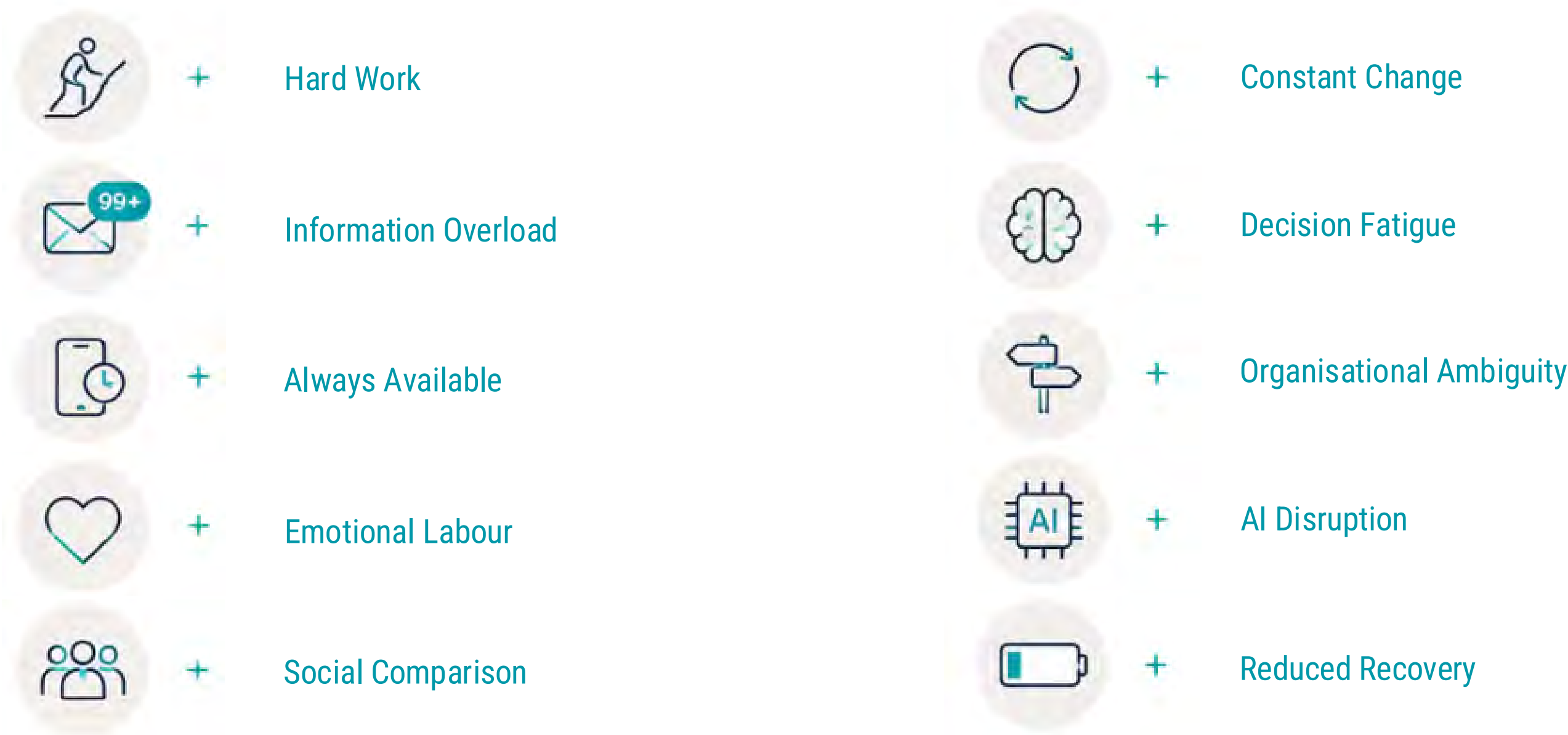
The Performance-Recovery Gap

Ash Smith's Model



The Accumulation of Pressure

Demands stack up until ordinary work feels overwhelming



**And your brain is processing all of
this before morning tea.**

PERFORMANCE

WITHOUT

RECOVERY

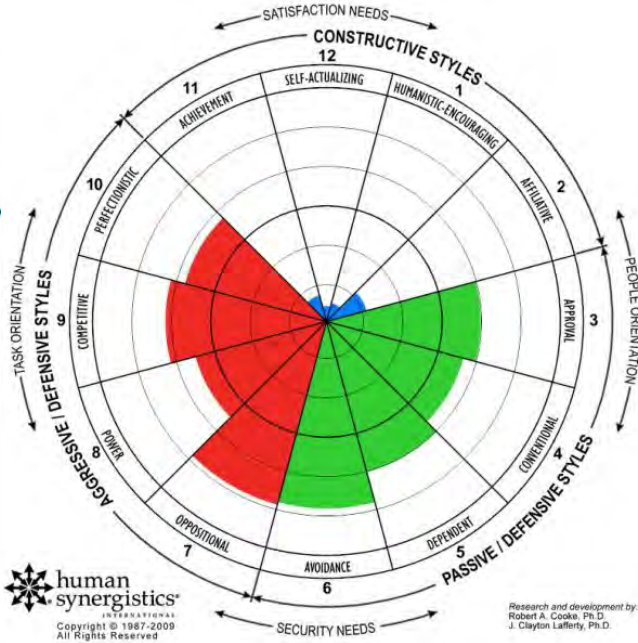
= BURNOUT

The Brain Under Pressure

When pressure becomes chronic, protection can crowd out growth

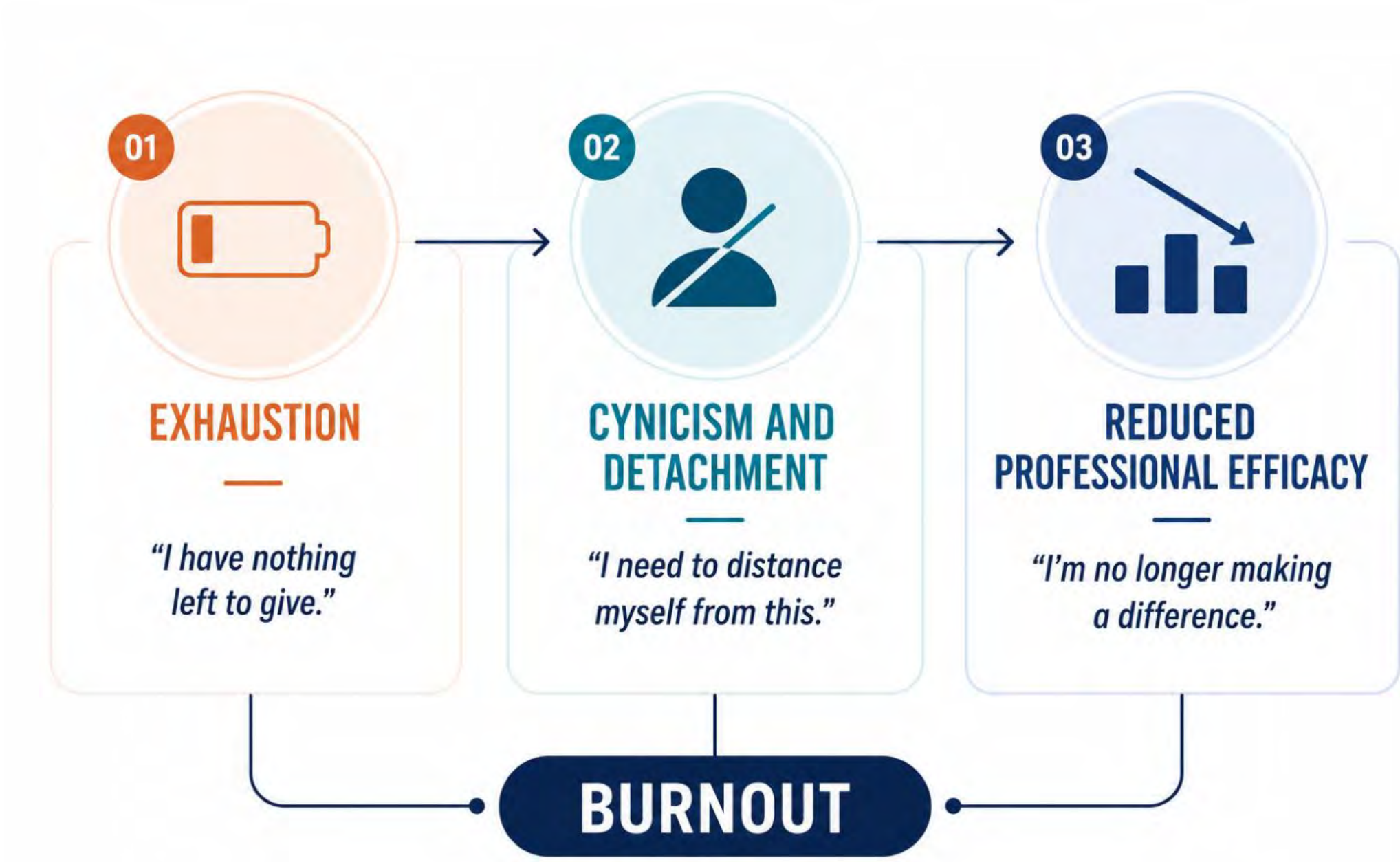


WHEN PEOPLE FEEL UNDER THREAT, THEY PRIORITISE PROTECTION OVER GROWTH.



Burnout Has Three Dimensions

Maslach Framework



Source: Maslach & Leiter

Burnout Does Not Always Look Like Collapse

Sometimes the highest performer is still performing. But at what cost?



SOMETIMES THE HIGHEST PERFORMER IS STILL PERFORMING.

People burn out.

Organisations do too.

The Performance-Recovery Imbalance

Sustained imbalance depletes human energy



ORGANISATIONAL DEMAND

- > Expectations
- > Complexity
- > Change
- > Workload
- > Emotional demand



PEOPLE NEEDS

- > Clarity
- > Control
- > Recovery
- > Certainty
- > Support

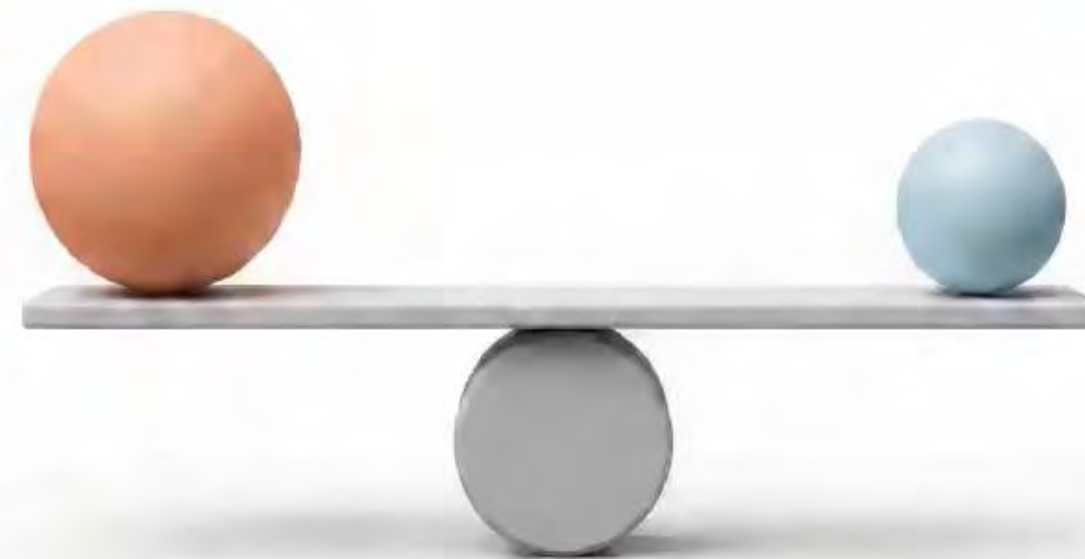
The Performance-Recovery Imbalance

Sustained imbalance depletes human energy



ORGANISATIONAL DEMAND

- > High Expectations
- > High Complexity
- > High Change
- > High Workload
- > High Emotional demand



PEOPLE NEEDS

- > Low Clarity
- > Low Control
- > Low Recovery
- > Low Certainty
- > Low Support

! DEMANDS EXCEED RESOURCES

The Way HS Sees This Overload



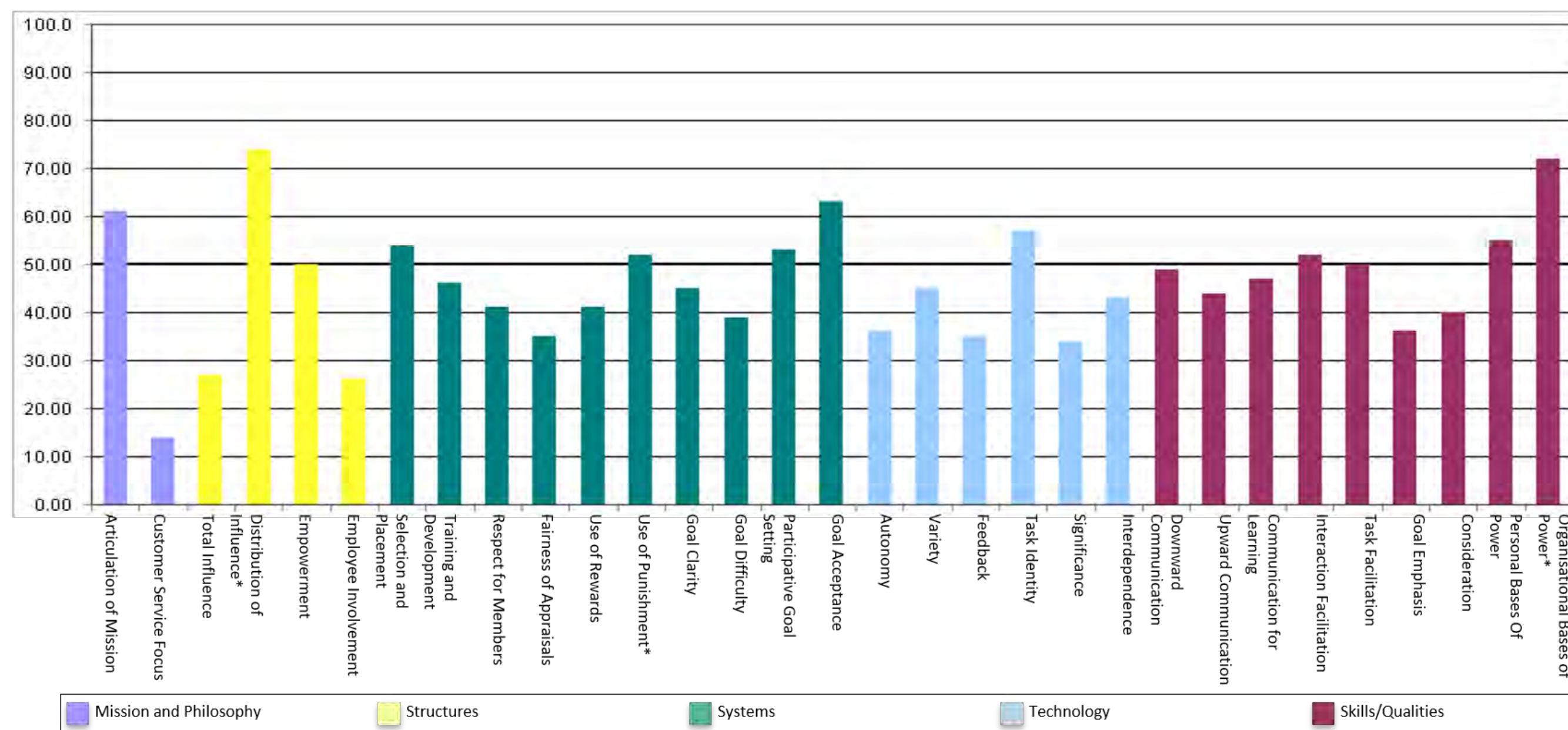
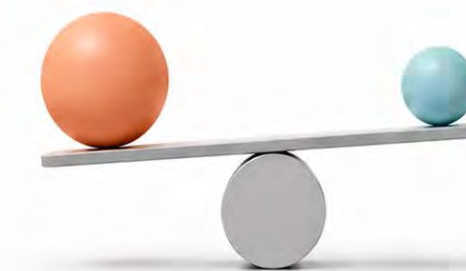
ORGANISATIONAL DEMAND

- > High Expectations
- > High Complexity
- > High Change
- > High Workload
- > High Emotional demand



PEOPLE NEEDS

- > Low Clarity
- > Low Control
- > Low Recovery
- > Low Certainty
- > Low Support



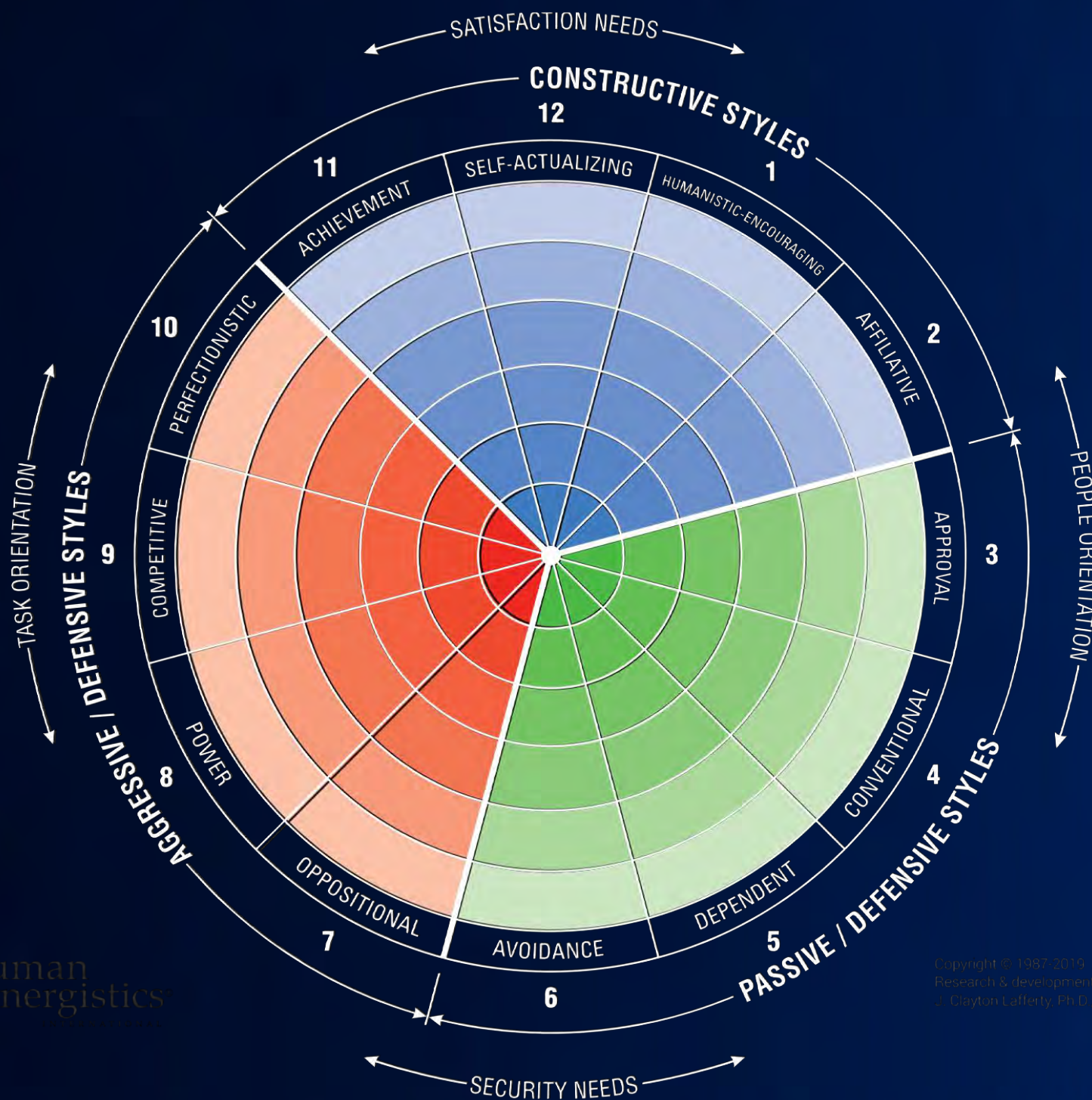
* In the barchart shown above, the scores for distribution of influence, use of punishment, and organisational bases of power were reversed so that higher percentile scores signify more desirable results.

When an Organisation Begins to Burn Out

High activity. Low progress.



What Happens to Culture Under Pressure?



**PASSIVE /
DEFENSIVE**

Energy is drained
through hesitation,
approval-seeking
and avoidance.



**AGGRESSIVE /
DEFENSIVE**

Energy is consumed
through pressure,
competition and
control.



CONSTRUCTIVE

Energy is generated
through purpose,
growth and
connection.



**PASSIVE CULTURES
DRAIN ENERGY.**



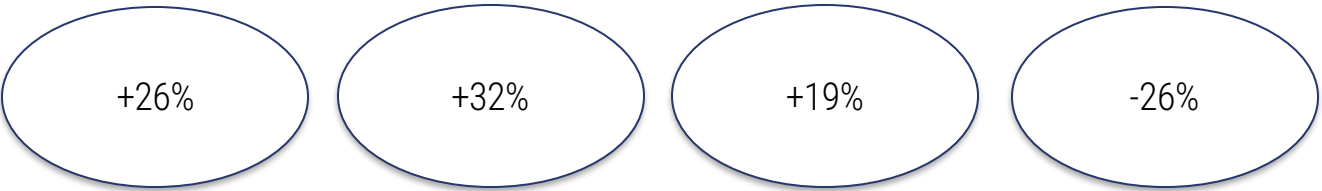
**AGGRESSIVE CULTURES
CONSUME ENERGY.**



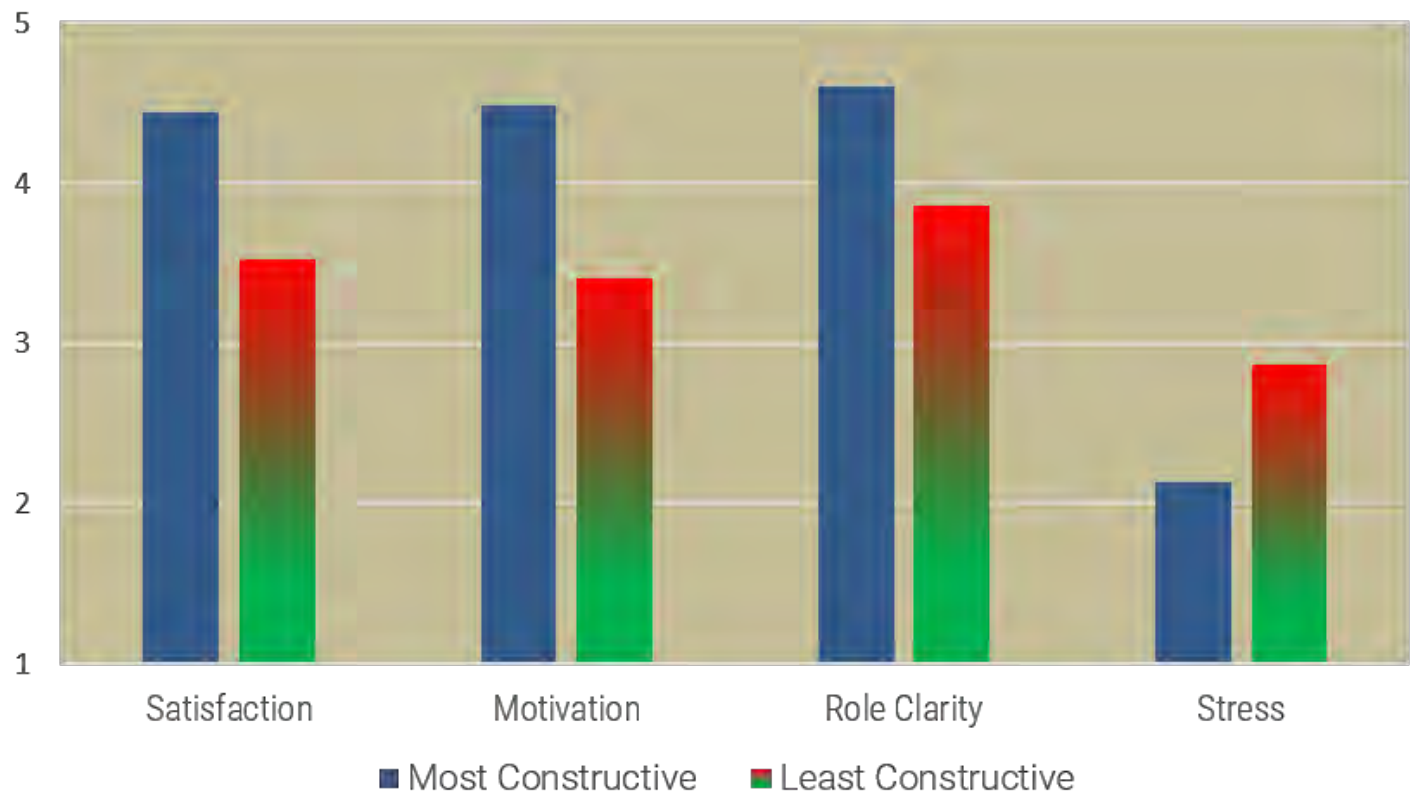
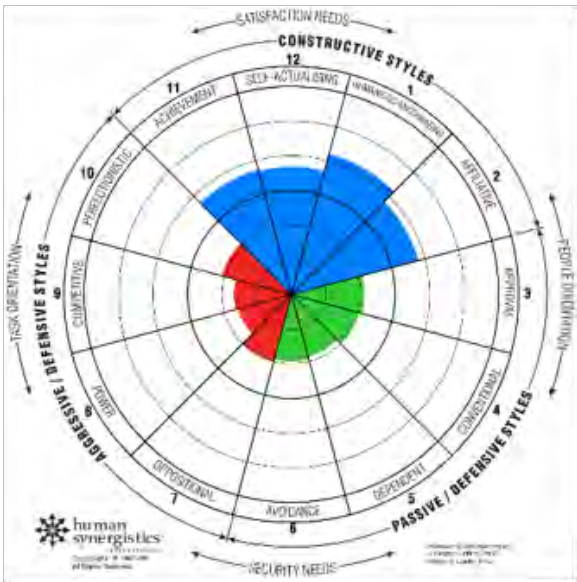
**CONSTRUCTIVE CULTURES
GENERATE ENERGY.**

Why Constructive Cultures Matter

Culture & Individual Level Outcomes



Most Constructive



Least Constructive

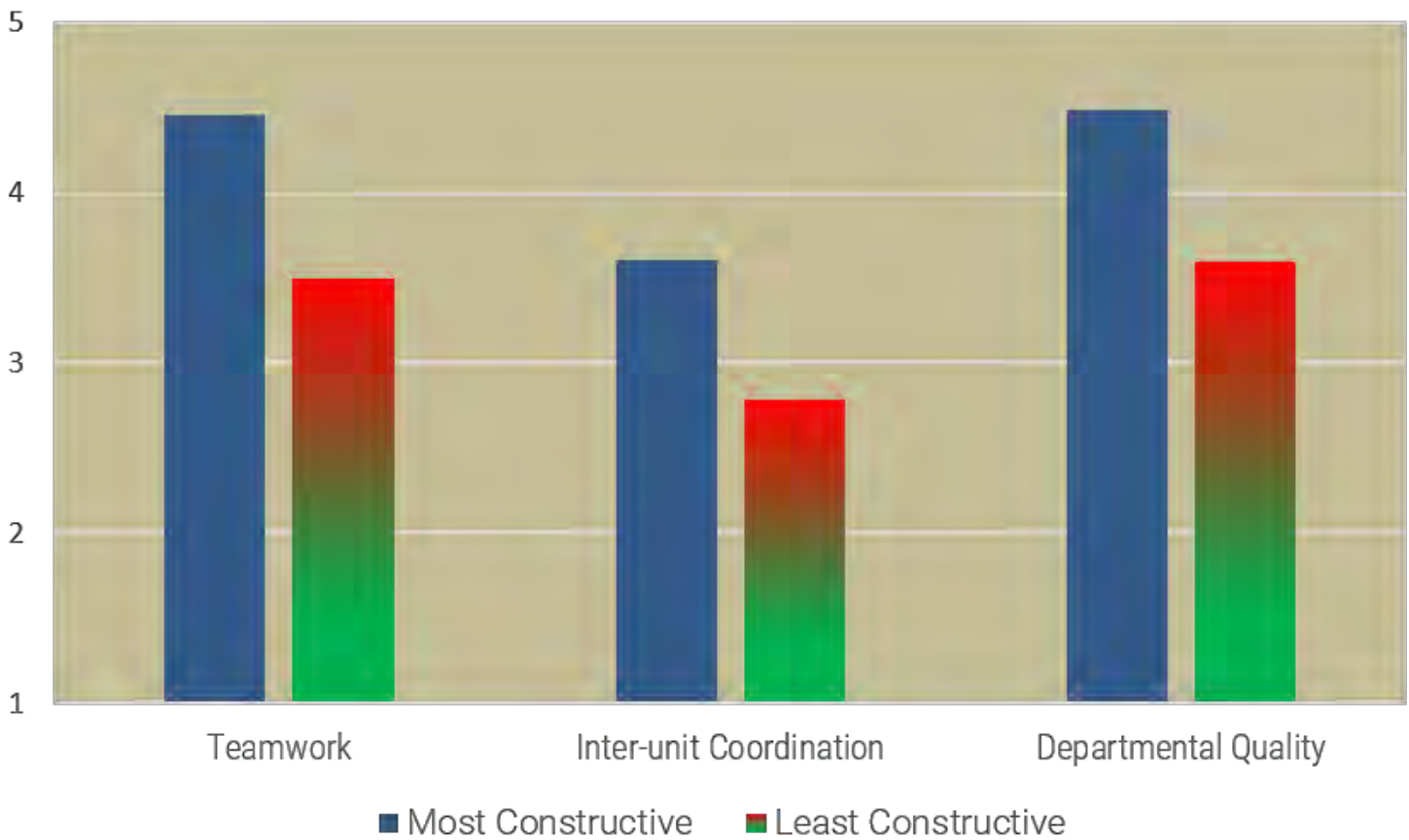
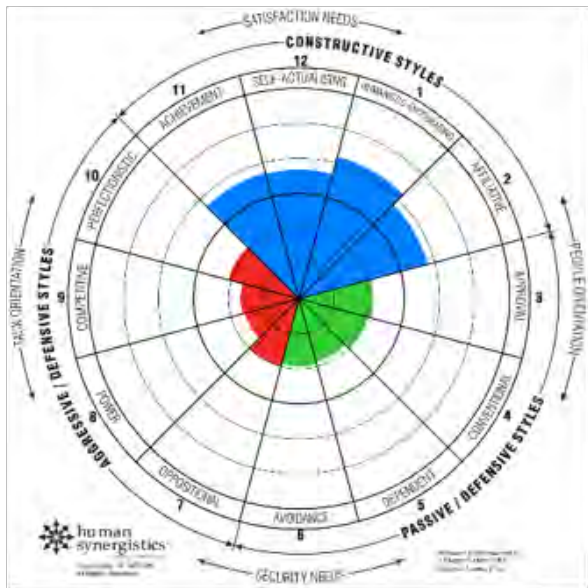


Why Constructive Cultures Matter

Culture & Group Level Outcomes



Most Constructive

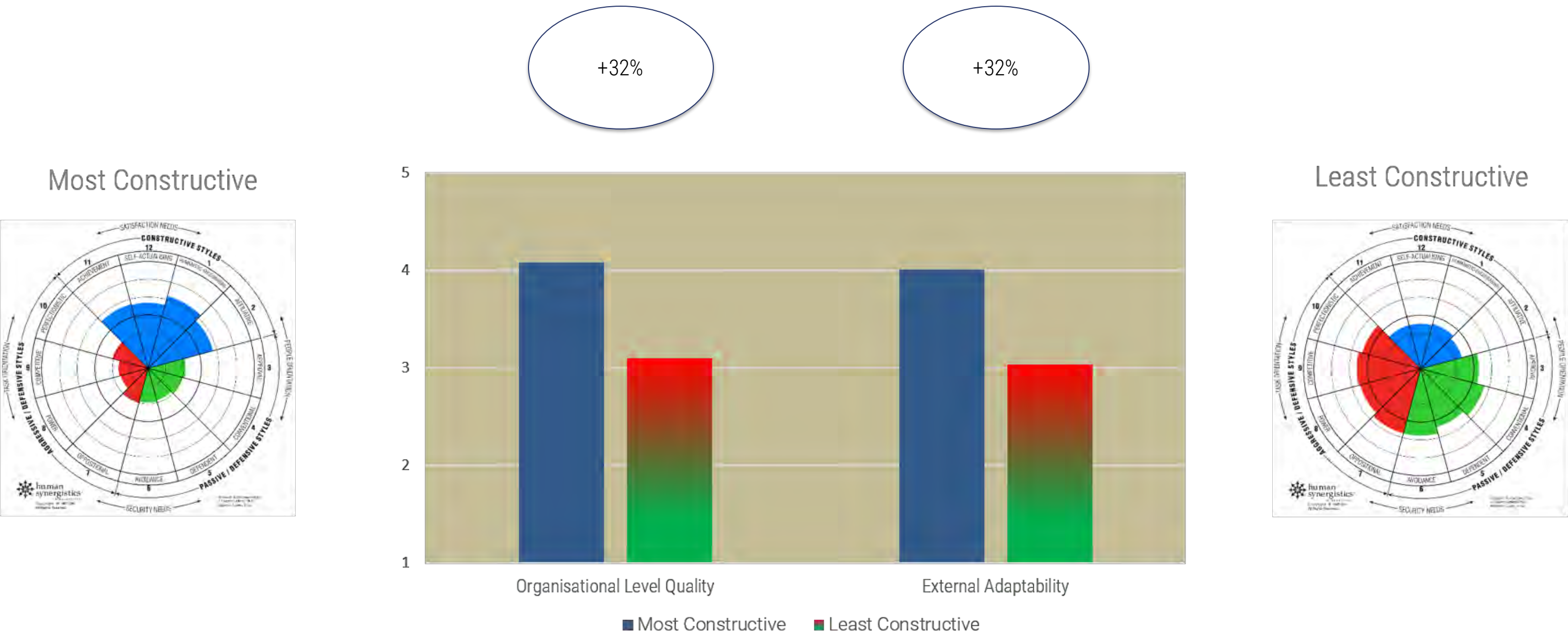


Least Constructive



Why Constructive Cultures Matter

Culture & Organisational Level Outcomes



Achievement Creates Momentum

Achievement energy is generated when people focus on meaningful goals, progress and excellence.

Purpose



I know what matters.

Plan



I know who is doing what.

Progress



I can see progress.

Excellence



My effort makes a difference.

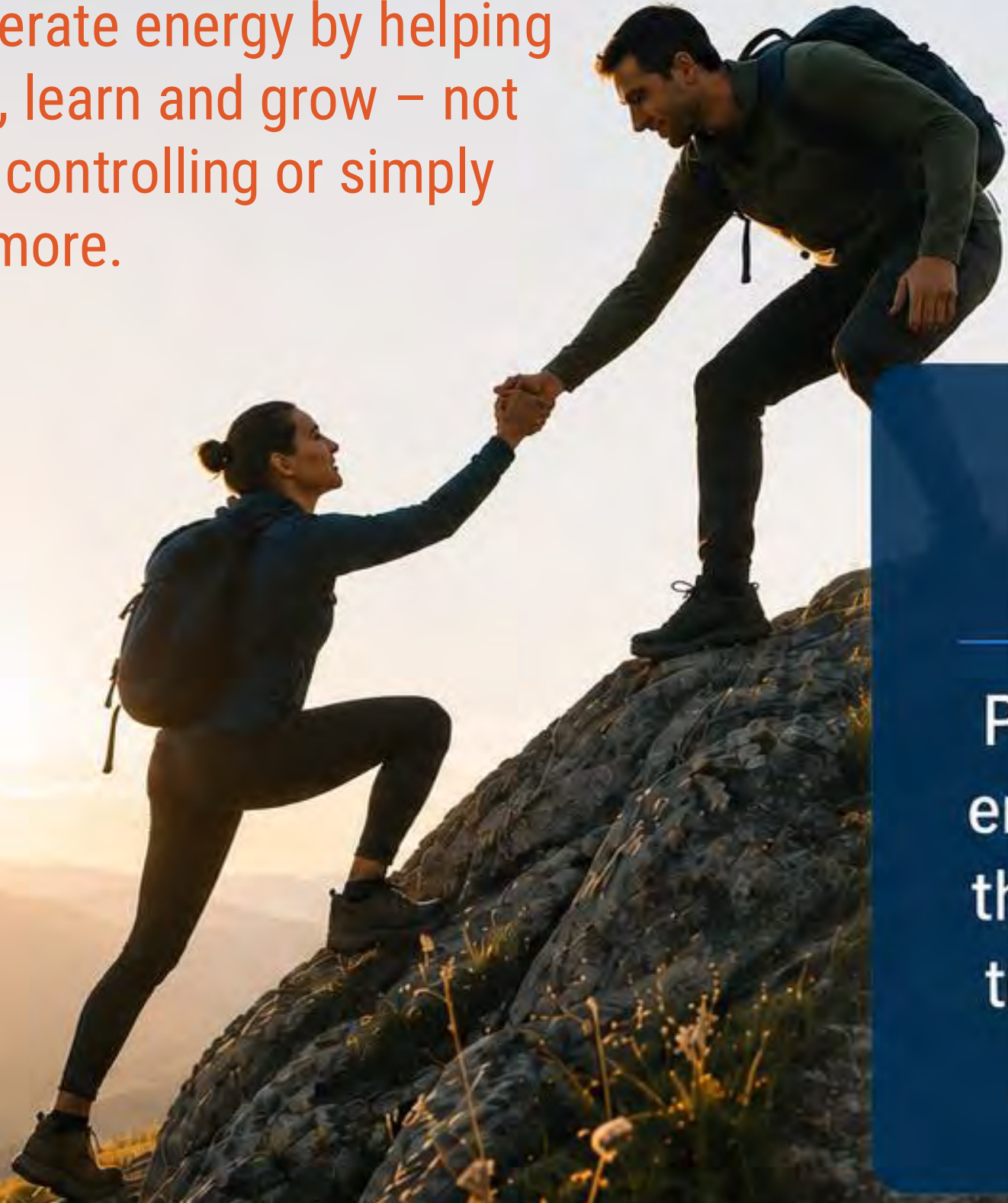
Self-Actualising Creates Possibility

Self-Actualising cultures create energy through curiosity, learning, authenticity and adaptability.



Humanistic-Encouraging Builds Capability

Leaders generate energy by helping people think, learn and grow – not by rescuing, controlling or simply demanding more.



People gain energy when they can see themselves growing.



SUPPORT

Create the conditions for success.
Remove barriers.
Build confidence.



CHALLENGE

Stretch thinking.
Encourage initiative.
Raise the bar.



ACCOUNTABILITY

People own the goal.
Know what is expected.
Is accountable for the delivery.



GROWTH

Build capability.
Strengthen resilience.
Expand potential.

Affiliative Creates Belonging

Strong relationships are not separate from performance – they make coordination, honesty and resilience possible.



**Trust
reduces
friction.**



**Easier
conversations**



**Faster
collaboration**



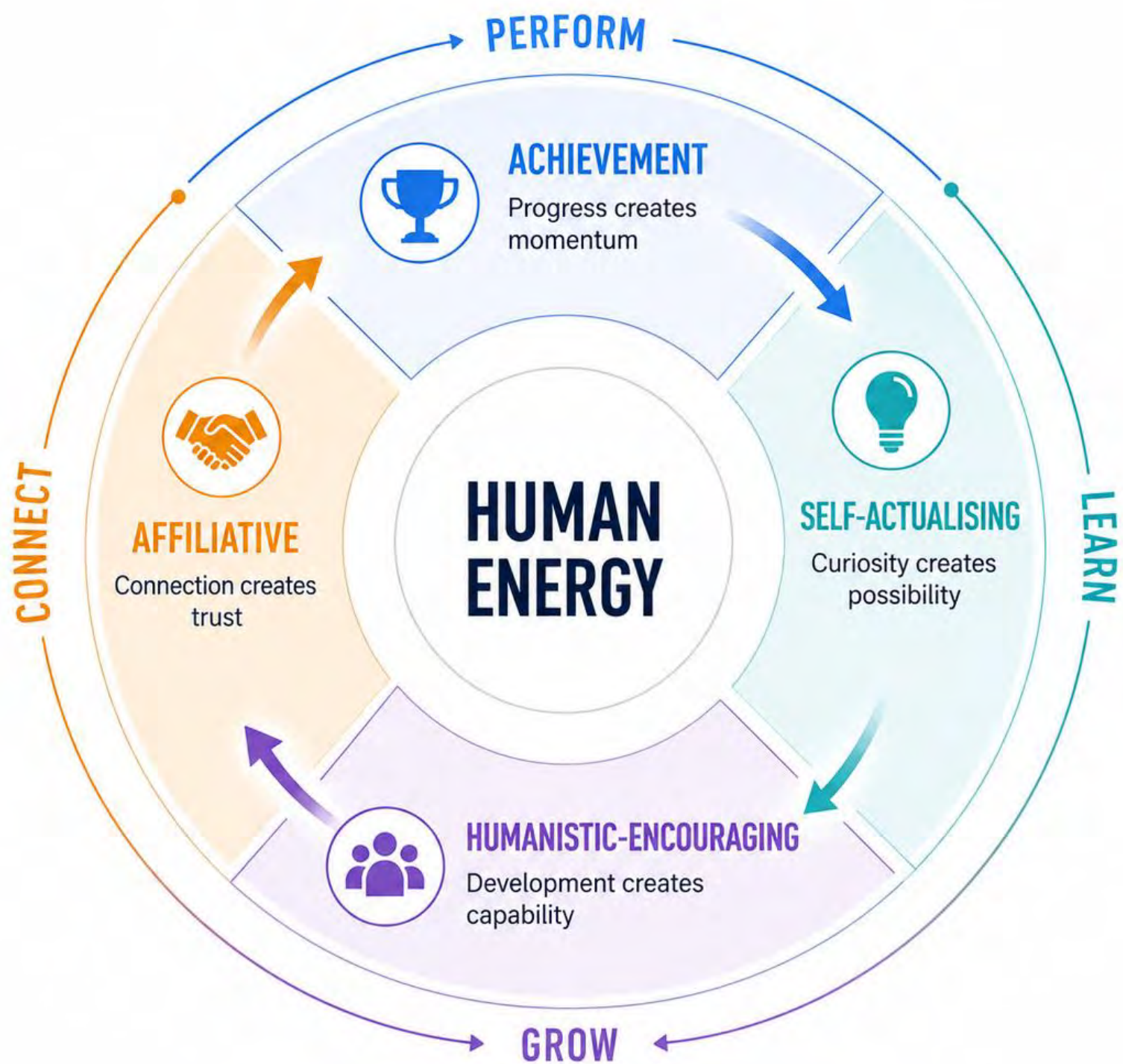
**Stronger
support**



**Healthier
disagreement**

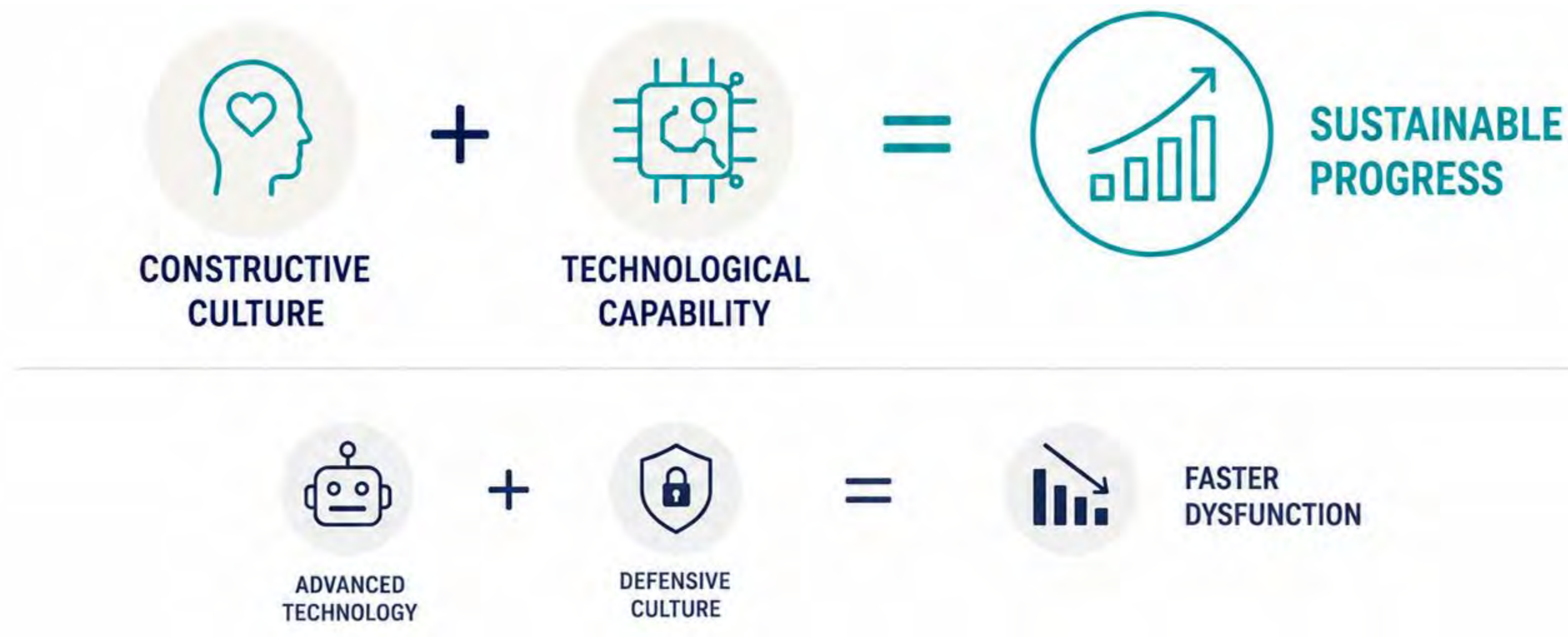
The Constructive Energy Cycle

Four Styles. One Cycle. Sustainable Human Energy.



The Fifth Industrial Revolution Is a Leadership Revolution

The challenge is not just technological. It is human, cultural and leadership.



Technology will **amplify** the organisation **we already are**.

**Design Constructive Organisations that create positive
productive human energy.**

Not Burnout.

**The Fifth Industrial Revolution begins with
how we choose to lead.**



Need Support? Get in touch.

Ash Smith

Head of Consulting

asmith@human-synergistics.com.au

02 9271 5900

human-synergistics.com.au

Are We Connecting?



Culture &
Leadership
CONFERENCE • EST1997