



At the Intersection of Hope and Lament

FIELD NOTES FROM THE VINEYARD

October 8, 2020

INTRODUCTION

This *Crucial Conversation* provides insight into the thinking and feelings associated with the ministerial workplace using the Masloff Burnout Indicator and Area Work-life Survey. Once we have engaged this material, we will turn our attention to prayer and a theological reflection on lament and hope. These Field Notes are for your reflection and crucial conversations with others.

FOCUSING QUESTION

When you hear the word **WORK** what words do you associate with it?

AT THE INTERSECTION

When you reflect on your image of the intersection where lament and hope meet, what image depicts your vineyard?



REVIEW

Elements of Healthy Workplace

Three Aspects of Burnout

Exhaustion: the individual stress response

Cynicism: the negative reactions to others and the job

Inefficacy: the negative evaluation of one's own accomplishments

Work Engagement

Engaged: Low on emotional exhaustion and depersonalization and high on personal accomplishment

Ineffective: Low personal accomplishment. Diminished feelings of competence and successful achievement in one's work. This reflects a loss of confidence in one's capabilities, perhaps as a result from work that feels tedious or an environment that offers little recognition for a job well done.

Overextended: High emotional exhaustion score. Profile of someone who is dedicated to their job and who derives a strong sense of accomplishment from their work yet feels emotionally exhausted due to long work hours and disrupted recovery opportunities. The person is fulfilled and involved, but emotionally drained.

Disengaged: High depersonalization score which signals a crisis in values or diminished confidence in management. The disengaged person has energy and confidence in their competence but finds it difficult to dedicate themselves to their work.

Burnout: Problematic results on both high emotional exhaustion and high depersonalization.

Eight Areas of Work-life

Community: The quality of an organization's social environment. People thrive in communities characterized by support, collaboration, and positive feelings. Mismatches occur when you don't have a positive connection with others at work. An example item: "Members of my work group communicate openly."

Control: The opportunity to make choices and decisions, to solve problems, and to fulfill job responsibilities. A good match has correspondence between control and accountability. A mismatch occurs when you lack sufficient control to fulfill your responsibilities. An example item: "I have control over how I do my work."

Fairness: The extent to which the organization has consistent and equitable rules for everyone, and that resources are allocated according to generally understood and consistent procedures. Fairness communicates respect for the organization's members. A lack of fairness indicates confusion in an organization's values and in its relationships with people. An example item: "Resources are allocated fairly here."

Financial Well-being: A sense of financial security that enables one to have control over day-to-day, month-to-month finances. It is the perception that you have enough money to do what you want to do, and you don't routinely worry about money. Have the capacity to absorb a financial shock. Able to invest in the work of the organization without fear for one's long-term employment, health benefits, or retirement.

Reward: Financial and social recognition for contributions on the job. A meaningful reward system acknowledges your contributions to work and provides clear indications of what the organization values. People experience a lack of recognition as devaluing their work and themselves. An example item: "I receive recognition from others for my work."

Values: Values are what is important to you and to the organization. When personal and organizational values are congruent, successes are shared. Mismatches occur when differences exist between your values and the organization's values, or if the organization does not practice its stated values. An example item: "My values and the organization's values are alike."

Vocation: Recognition and active support for the ministerial character of what one does in response to God's call to service in and for the church. Feels a sense of satisfaction and stimulation. Able to make a positive impact within the ministerial organization. Important components consist of goals and ambition, job satisfaction, personal performance, and a feeling of meaning and purpose.

Workload: The amount of work to be done in a given time. A manageable workload provides the opportunity to do what you enjoy, to pursue career objectives, and to develop professionally. A crisis in workload is not just stretching to meet a new challenge but going beyond human limits. An example item: "I do not have time to do the work that must be done."

REFLECTION

1. What surprises you about this data?

2. What questions does it pose for you—

Personally?

As a staff?

3. In what ways do you imagine the vineyard differently now?

4. Prophetic messages are hard for one person to carry. Where do you find support to carry the vision of a healthy ministerial vineyard?

5. What are concrete actions for renewing ministerial workplace health in your ministerial setting or institution?