Work overload consistently ranks as the top contributor to burnout, signaling the importance of managing work demands

Lack of control and mismatched work values also play a role in burnout, suggesting the importance of job autonomy and alignment IT leaders frequently raise burnout as a topic in both team meetings and one-on-one meetings, and many indicate they have confidence in their ability

to manage burnout The perceived recovery time from burnout with managerial support spans a wide range, with most believing between two weeks and two months is typical

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signs of burnout in the recent year.

Data collection: Jun 13 - Aug 1, 2023 Respondents: 268 IT leaders (Director, VP, C-suite) whose current role involves managing people

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Most IT leaders say workplace burnout is evident within

their teams

of IT leaders perceive that at least one of their direct reports have shown

4%

Not sure

68%

n = 225

13%

No

a state of physical, mental and emotional exhaustion caused by chronic work-related stress. In your assessment, do you believe any of your direct reports have experienced

84%

Yes

Burnout in the workplace refers to

burnout in the last 12 months?

Note: May not add up to 100% due to rounding

n = 268

Work overload stood out as the primary cause of burnout, with 68% of IT leaders attributing it to their direct report(s)' burnout. The other significant factors were a lack of control (46%) and insufficient recognition and reward (43%). One-fifth of respondents cited an aggressive workplace environment as a

contributing factor.

Work overload (e.g.

- Director, software industry,

cited as a leading cause

Work overload (e.g.

unmanageable workload)

Insufficient recognition

Mismatched values (e.g. gap between work they want to

do and work they have to do)

Work overload (e.g.

unmanageable workload)

Insufficient recognition

work, lack of autonomy)

Lack of control (e.g. inability to influence decisions that affect their

In the last 12 months, have you

Weekly

Every

other week

Monthly

in their ability to manage burnout in their direct reports.

More

frequently

than weekly

41%

7%

Completely

Note: May not add up to 100% due to rounding

and following through on action

- Director, finance industry, 10,000+ employees

plans, are the keys to success."

- C-suite, manufacturing industry,

<1,000 employees

confident

n = 268

Mostly confident

proactively brought up burnout as a

discussion topic when leading team meetings with your direct reports?

and reward

and reward

Question: Do you have any final thoughts to share on employee burnout in IT?

1,000 - 5,000 employees

In your assessment, what factors contributed to your direct report(s)' burnout? Select all that apply.

unmanageable workload) Lack of control (e.g. inability to influence decisions that affect their 46% work, lack of autonomy) Insufficient recognition 43% and reward Mismatched values (e.g. gap

between work they want to 30% do and work they have to do) Perception of work decisions 29% being unfair and inequitable

Aggressive workplace environment 20% | Factor(s) not listed here 13% |

Other* (fill in) <1% | Prefer not to say 0% | Not sure 0% *Other includes: "Reductions in force" Question shown only to leaders who answered "yes" to the question "In your assessment, do you believe any of your direct reports have experienced burnout in the last 12 months?"" "[Employee burnout in IT is] "It's usually the result of a a very real issue especially combination of personal life with the negative state of the issues, and the behaviors of leadership, stakeholders and economy and poor company financials limiting new hires." team resources."

- VP, retail industry,

10,000+ employees

Have you personally experienced burnout in your role during the last 12 months? 5% 60% 35% n = 268Yes Not sure No Note: May not add up to 100% due to rounding Like their employees, IT leaders primarily attributed their burnout to work overload, with 67% citing an unmanageable workload.

While they identified the same leading causes of burnout for themselves as they did for

their employees, the rankings differed. Specifically, IT leaders placed greater emphasis

What factors contributed to the burnout you experienced in your role? Select all that apply.

67%

67%

70%

n = 58

4%

Never

1%

Not sure

n = 268

42%

9%

1%

Somewhat confident

Not very confident

Not at all confident

n = 268

In your opinion, with

n = 268

appropriate support from their

manager, what is a reasonable

has experienced burnout to

return to their full capacity?

timeframe for an employee who

Note: May not add up to 100% due to rounding

Not sure 0% | Prefer not to say 0%

proactive in addressing it."

- C-suite, software industry,

1,000 - 5,000 employees

48%

41%

47%

on insufficient recognition and reward (47%) over lack of control (45%).

A majority of IT leaders report they've personally

experienced burnout, with an unmanageable workload

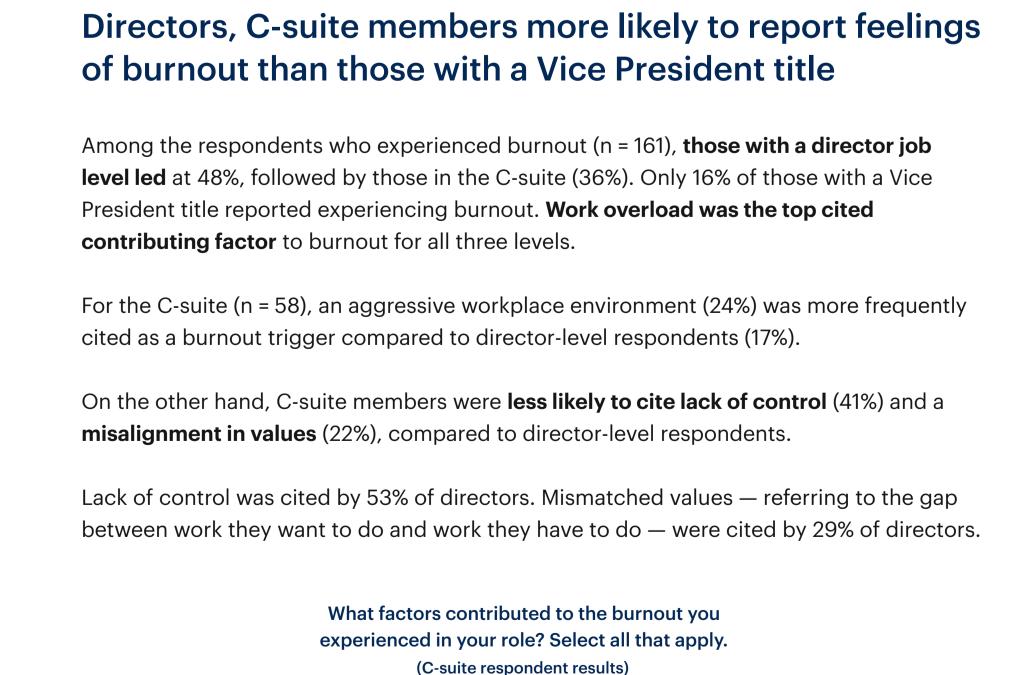
Personal experiences with burnout were also prevalent, with 60% of respondents

acknowledging they've felt burnout in their role in the past 12 months.

Lack of control (e.g. inability to influence decisions that affect their 45% work, lack of autonomy) Perception of work decisions 30% being unfair and inequitable

27%

n = 161*Aggressive workplace environment 20% | Factor(s) not listed here 10% | Prefer not to say 1% | Other* 1% | Not sure 0% *Other includes: "Layoffs," "Disagreement with my boss on how we run the business"



Perception of work decisions 28% being unfair and inequitable Aggressive workplace environment 24%

IT leaders feel largely capable of managing employee burnout

of IT leaders have proactively addressed burnout in team meetings with

Mismatched values (e.g. gap between work they want to do and work they have to do) 22%

Factor(s) not listed here 14% | Prefer not to say 2% | Other 0% | Not sure 0%

their direct reports over the past year.



7%

month

Every other Quarterly

The majority of IT leaders feel either somewhat confident (42%) or mostly confident (41%)

How confident are you in your ability to manage burnout if it emerges in your direct reports?

2-3 times

per year

Once per

year

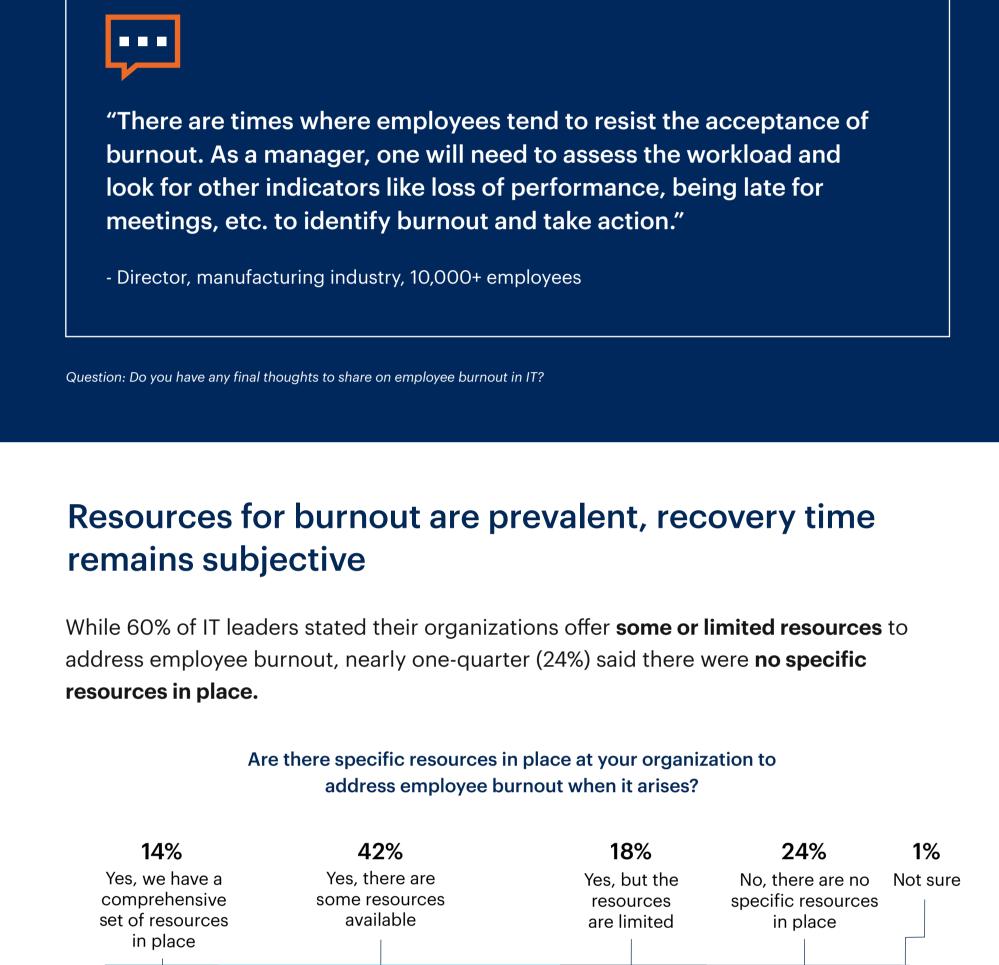
frequently

than annually

Note: May not add up to 100% due to rounding

"A good manager should be able "While we don't regularly discuss it, we do look for the to recognize the signs of burnout typical signs of burnout so and act accordingly. Promptly responding to signs of burnout, that we can be somewhat

"I wasn't aware that a regular conversation could be beneficial."



When asked about recovery timeframes for employees who have experienced burnout,

just over one-third (36%) of IT leaders believe between 2 weeks to less than 1 month is a

reasonable timeframe for an employee to recover from burnout with manager support.

One-quarter of respondents (26%) estimated between 1 month to less than 2 months.

8%

11%

2%

1%

2%

Less than 2 weeks

36% 2 weeks to less than 1 month

26% 1 month to less than 2 months

13% 2 months to less than 3 months

6 months less than 1 year

essential practice."

1 year or longer

Not sure

3 months to less than 6 months

situation and the employee. There can be [a] suggested timeframe but a person's mental health and readiness should not be defined by a calendar alone." - VP, professional services industry, 1,000 - 5,000 employees

"I think it's a continuous process and we need to have [a] defined

framework for employee well-being at [the] workplace as an

"Returning to work after burnout should be subjective to the

Want more insights like this from leaders like yourself? **Click here** to explore the revamped, retooled and reimagined

- Director, professional services industry, 1,000 - 5,000 employees

Question: Do you have any final thoughts to share on employee burnout in IT?

Gartner Peer Community. You'll get access to synthesized insights and engaging discussions from a community of your peers. **Respondent Breakdown** Region North America 51%

<1.001 C-Suite 46% 28% employees 33% 37% VΡ 5,001 - 10,000 employees 16% 18% 1,001 - 5,000 24% employees

Note: May not add up to 100% due to rounding. Respondents: 268 IT leaders (Director, VP, C-suite) whose current role involves managing people

APAC 25% EMEA 24% Job Level **Company Size** 10,001+ Director employees

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