

# The Employee Burnout Connection: How Is Your CSAT Score Being Impacted?

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# Common Causes for Burnout with PS Consultants

With a down economy and rounds of layoffs happening, all technology workers are under more pressure than usual. But for professional services consultants, there are a lot of factors that can cause employee burnout.

- High-pressure environments, both internally and with customer projects.
- Business travel remains a challenge, with crowded planes, and frequent delays and cancelations.
- Long hours, juggling billable and non-billable work.
- Demanding workloads, with a constant focus on utilization rates.
- Unrealistic expectations from both project managers and customers.
- Lack of control in project assignments and hours.





# Employee Engagement for Professional Services

A recent Gallup poll found that companies with disengaged employees have 16% lower profitability, 18% lower productivity, and 37% lower job growth. So focusing on employee engagement isn't just good for attrition rates, it has an impact on your business.

According to TSIA's Professional Services Benchmark, 83% of companies have a documented process or program to measure PS employee engagement. But traditional engagement programs focused on career progression, not well-being, and may not help with employee burnout.

Most employee engagement programs were created prior to the Pandemic. If you have not revisited your program for a few years, it may be time to re-think your approach to employee engagement, and be sure it is addressing employee well-being, and life and work balance, in addition to improving skills and career pathing.

## What components of Talent Management do you have in place?



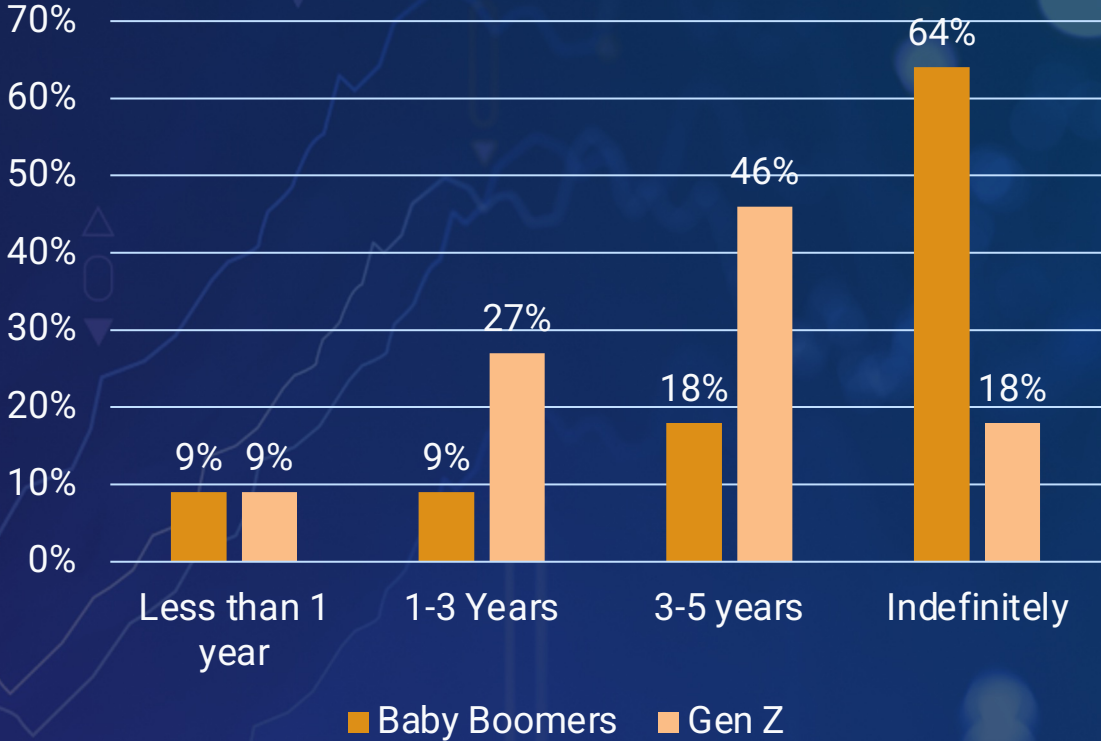
Source: TSIA 2022 Professional Services Benchmark

# Generational Differences in Career Expectations

Another factor to keep in mind is that there are some significant differences in expectations for careers and work environment by age demographic. This chart from TSIA's 2022 Employee Engagement Survey found that younger workers expect to stay with their current company much less time than older workers.

For younger workers, job stress and burnout can easily push them to consider moving to another company. And even in the current economy, talented consultants continue to be in great demand, so companies can't assume employees will stick it out for fear of not finding another job.

How long do you plan to stay at your current company?

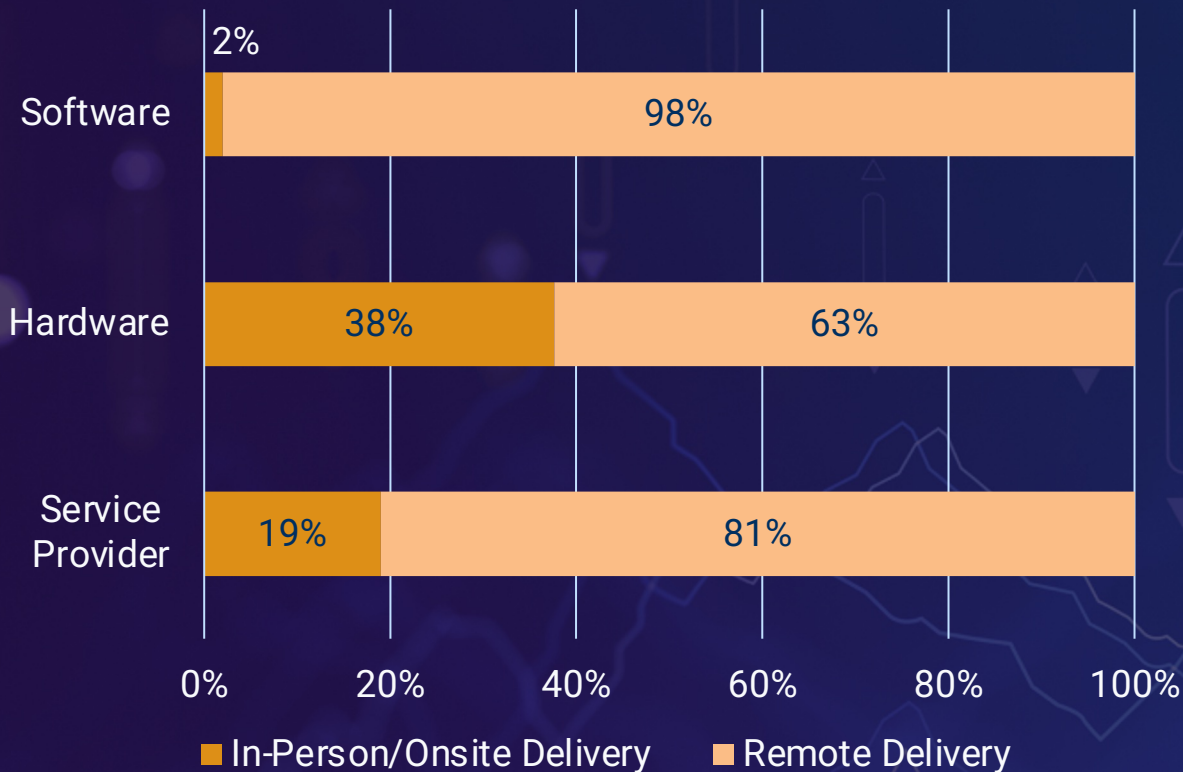


Source: TSIA 2022 Employee Engagement Survey



# PS Shifts to Remote Delivery

Distribution of PS Delivery Hours:  
Onsite vs. Remote



Source: TSIA 2023 Professional Services Benchmark

A survey from GOBankingRates found that 87% of Gen Z employees prefer to work remotely. This is one advantage of professional services, which pivoted to primarily delivering projects remotely during the Pandemic.

Currently, 98% of PS projects for B2B software companies are delivered remotely, and almost two-thirds of PS projects for B2B hardware companies, 63%, are now delivered remotely, as the shift from on-premise to managed services implementations continues.

# Employee Burnout in Professional Services: Recommendations

If your PS consultants are feeling overwhelmed, under appreciated, and on the verge of burnout, this is going to be visible to customers. You can't allow employee frustration to impact the quality of service delivery, or the communication with customers. Some tips to monitor this situation so you can identify small problems before they become big problems are:

- **Measure satisfaction on 100% of projects.** Currently, only 26% of customer engagements involve a post-engagement project review, on average, and only 25% of customer engagements receive a project satisfaction rating/score. Companies must do a more thorough job of capturing customer sentiment regarding project delivery and consultants in able to identify problems.
- **Revisit legacy employee engagement programs.** If your approach to employee engagement has not been overhauled in the last 2-3 years, it is likely time for an upgrade. With so many pressures on PS consultants, these programs need to focus on well-being, not just career advancement.
- **Have ongoing conversations about burnout.** Do surveys of your consultants. Have meetings to talk about friction points in projects and the employee experience. Have 1:1 conversations so you are collecting information across employee segments. And when you identify elements causing employee stress or burnout, discuss these with your executives and human resources to develop a plan to address them.