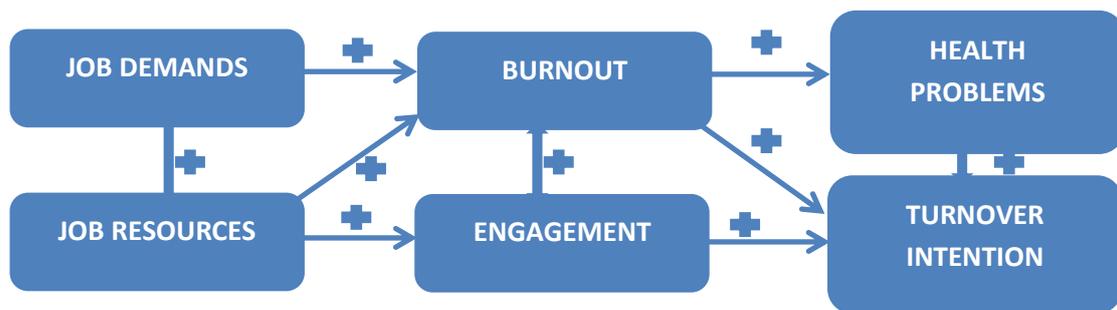


How to improve your team's well-being and engagement with JD-R-model

Key Finding: The Job Demands-Resources (JD-R) model can predict employee burnout and engagement, and consequently organizational performance.

Executive summary: The JD-R model is based on the assumption that every occupation may have its own causes of employee well-being, which can be classified into two general categories: job demands and job resources. An overarching model can be applied to various occupational settings, irrespective of the particular demands and resources involved.

1. **Job Demands:** The physical or emotional stressors in your role. These, for example, include time pressures, heavy workload, stressful working environment, role ambiguity, emotional stress, and poor relationships.
2. **Job Resources:** The physical, social, or organizational factors that help you achieve goals and reduce stress. They include autonomy, strong work relationships, opportunities for advancement, coaching and mentoring, and learning and development.



The authors argue that there are two simultaneous processes under way. The first, when job demands are high and job resources are low, stress and burnout are common. High job demands exhaust employees' resources and lead to depletion of energy and to health problems. Conversely, good job resources can offset the effects of extreme job demands, and encourage motivation and engagement.

Applying the model:

1. **Identify and address job demands:** Start by noting the stressors that could have a negative effect on your team. Talk to people on your team and figure out what stresses them the most.
2. **Identify possible job resources and address them:** Talk with your team members and ask what changes they would like to see. They could include clearer career goals, constructive feedback, training and development opportunities etc.

Summary of Schaufeli B. W. & Bakker, B. A. (2004) 'Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study' *Journal of Organizational Behavior*, 25:293-315.