

THE HENLEY FORUM

KNOW | LEARN | ADAPT | INNOVATE

RESEARCH PROJECT 3: Energy commitments in change: Sustaining engagement and avoiding fatigue

Given the high rate of change experienced in organisations, employees are increasingly being asked to simultaneously commit their energy to multiple work tasks and one or more change processes. Yet energy is a limited resource, so employees must make choices about where to direct their energy at any given time. With increasing demands, an individual's available energy pool is spread thinner and thinner, making it essential to understand **how individuals choose to commit their energy to work tasks vs. change activities, and what impact these choices have on overall work/change engagement and fatigue?**

Why is this research needed?

Recent research found that individuals engage in different patterns of energy commitments. Some focus all their energy on business-as-usual tasks, while disengaging from change activities. Others throw themselves into change at the cost of their regular work. Still others attempt to support both sets of activities, but suffer fatigue and burnout. By identifying the factors that contribute to these choices, we can avoid costly implications of fatigue, burnout, and turnover, and help develop resilience-developing strategies for navigating both successfully.

What is involved?

To be confirmed. We are currently posting this project to gauge interest.

Potential benefits for you and your organisation

- New insights on the demand for multiple energy commitments and their impact on engagement.
- Organisational comparisons can identify additional factors related to culture and change contexts.
- Important insights into the causes and consequences of change fatigue.

Project lead: *Professor Karen Jansen*

If you'd like to register your interest, or if you have any questions about this project, please contact Karen.Jansen@henley.ac.uk.