

THE EFFICIENCY ILLUSION

Deconstructing the Burnout-Output Correlation.

Research Category:
Sustainable Performance

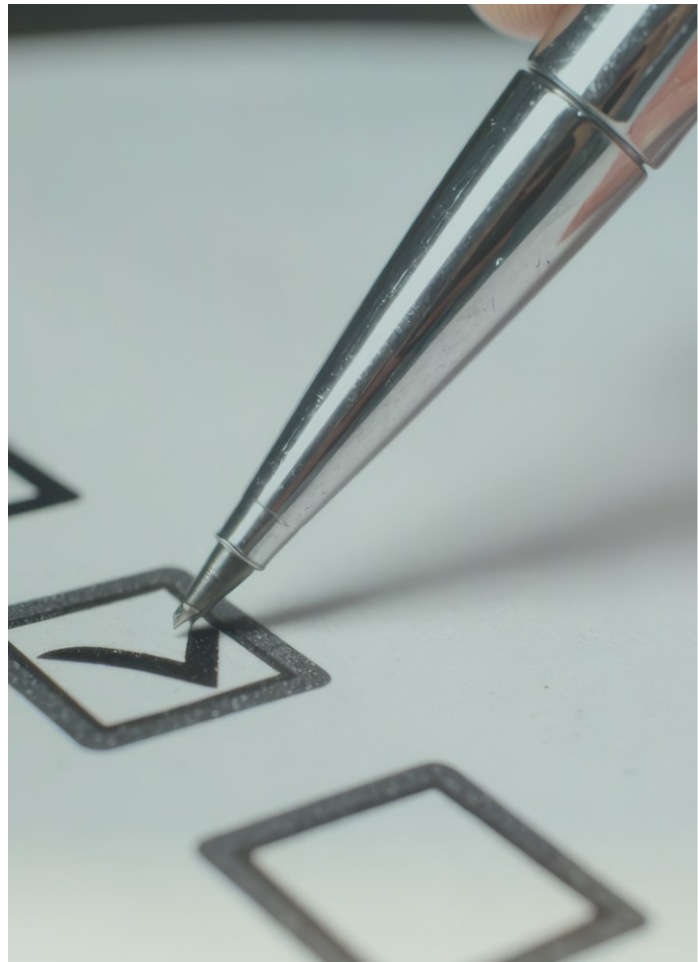


01. THE PREMISE:

FLEXIBILITY IS NOT A PERK

Most organizations treat "Flexible Work" as a concession—a "soft" perk primarily for parents or caregivers. Research from **Inclusionem** (*Six Elements of a Truly Flexible Workplace*) refutes this view, positioning flexibility not as a benefit, but as an **Operational Necessity** for high performance (Riera, 2023b).

This misconception is driven by the **"Efficiency Illusion"**: the belief that rigid hours and visible presence equal maximum output. In reality, rigid structures in a complex economy lead to "Presenteeism" (being physically present but mentally disengaged) and systemic burnout.



02. THE ECONOMICS BURNOUT:

Current "High Performance" models are often **Extractive**: they mine human energy like a finite resource until it is depleted, resulting in churn.

- **The Cost:** The cost of replacing a high-performing knowledge worker is estimated at 150-200% of their annual salary.
- **The Shift:** We must move from an "Extraction" mindset to a **"Regeneration"** mindset, where the system is designed to replenish the energy it consumes.



03. THE SOLUTION

STRUCTURAL FLEXIBILITY

True flexibility extends far beyond "Working from Home" (Hybrid). It requires a redesign of role architecture to grant Autonomy.

1. Beyond Location: The Menu of Options

Inclusionem research highlights that flexibility must be multi-dimensional:

- **Job Sharing:** Two minds applied to one complex role. This ensures continuity of coverage while preventing individual burnout in high-stakes positions.
- **Annualized Hours:** Contracting for output over a year rather than hours per day. This is critical for seasonal industries or roles with fluctuating demand.
- **Compressed Hours:** The restructuring of the work week (e.g., 4 days) to maintain full output with increased recovery time (Riera, 2023b).

2. The Trust Battery: From Input to Impact

The primary barrier to flexible work is a lack of management trust. As noted in *Measured Inclusion*, "The main reason managers don't offer flexible working is a concern about measuring performance" (Riera, 2023c).

- *The Fix:* Organizations must shift measurement from **Attendance** (Input) to **Impact** (Output). If a manager cannot trust an employee to work unseen, the organization has a hiring problem, not a location problem.



04. CONCLUSION:

Regenerative Performance is not achieved through wellness apps or "Pizza Fridays." It is achieved by giving high-performing adults the autonomy to design their own workflows. When autonomy increases, burnout decreases, and sustainable output becomes possible.

REFERENCES

Riera, P. (2023b). *Six Elements of a Truly Flexible Workplace*. Inclusionem Research Series.

Riera, P. (2023c). *Measured Inclusion: The Importance of Measuring Inclusion*. Inclusionem Research Series.

Riera, P. (2024). *The Efficiency Illusion: Deconstructing Burnout*. Inclusionem Research Series.



THANK YOU

Website:

www.patrycjariera.com

Linkedin:

[patrycjariera](https://www.linkedin.com/company/patrycjariera)

Instagram:

[@patrycjariera](https://www.instagram.com/patrycjariera)

Email:

consult@patrycjariera.com

