

# Between Burnout and Success

How to bring sub team  
leads through the hardest  
year of their life  
by Laurin Heßlich



# 1. Why I ask



Laurin Heßlich

- 24 years
- Computer Science Diploma
- @ELBFLORENCE since 2021
- Career Steps:
  - Head of Autonomous System 2022/2023
  - Consultant Autonomous System 2023/2024
  - Advisory Board Member 2024/2026
- Current Tasks:
  - Guidance of current top level management
  - Internship at **VECTOR** >



## 2. The situations



- On average one sub team lead quits the job
- Many sub team leads get ill during season and events
- Difficulties to manage people and yield tasks:
- Not always well prepared for the job
- Other burnout symptoms:
  - forgetting stuff
  - conflicts in the management team
  - often dead times (being there without being there)
  - loss of time and plan perception

# 3. What do we do 1/2



- Regularly 1:1 feedback sessions in the management circle
- Try to find next years sub team leads early (planned around may):
  - Lots of time for preparation
  - Time for finding out if the new lead is the right one for the job
- Good alumni support:
  - Lots of experience
  - Can help in difficult situations
- “Forced” day off (or half day off, depending on time pressure)
- Need to get a feeling for the needs of your peers:
  - Listen to each other
  - Doing simple stuff together (eating together)
  - SubTeamLeader-Buildings (e.g.: go to a bar):
    - Fast recognition of personal problems of peers
    - Having fun together, bonds together
    - ⇒ FS is more than a job

## 3. What do we do 2/2



- Structures like “Beirat” and “Subteambeirat”:
  - external people reading management meeting protocols
  - can detect problems early based on their experience
  - can advertise early countermeasures
- Every sub team lead can set working time limits
  - Must be respected by peers (very hard sometimes)
  - BUT improves quality of work a lot
- Consciously using the correct pronouns:
  - Always speak of “we” not “I”
  - “We fail as team and we win as team but always WE”
- Bringing holidays in the workshop (like Christmas):
  - Small christmas present for everyone (selfmade)
  - Hiding choco easter bunnies in the workshop

## 4. And you ?



Questions of interest:

1. Do you have similar problems in your management round?
2. Do you have measures in place for avoiding “burnouts”?
3. Can you imagine different measures against the problems?
4. How do you handle the loss of a sub team lead?

Thank you for your interest and contributions!

Feedback:



## 5. Feedback



**ARWo Feedback Link:**



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Slides at

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