

Preventing Burnout

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Objectives

- ♦ Provide a resourcing activity for staying grounded
- ♦ Define burnout
- ♦ Provide tools for assessing our level of burnout
- ♦ Consider risk and protective factors using a socio-ecological model
- ♦ Present research from multiple fields and perspectives
- ♦ Provide simple exercises for restoring individual protective factors (efficacy, self-compassion, hope, resilience)
- ♦ Discuss anything else you need or want to talk about



What IS
Burnout,
anyway?

What is burnout? According to who?



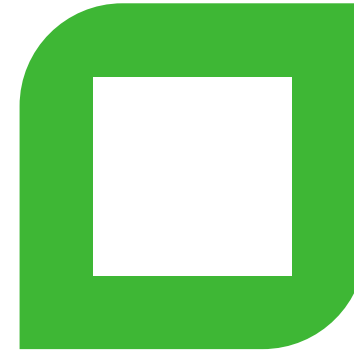
"BURNOUT IS AN OCCUPATIONAL PHENOMENON WHERE EMPLOYEES EXPERIENCE A MIX OF PHYSICAL AND PSYCHOLOGICAL SYMPTOMS THAT RESULT IN DECREASED JOB SATISFACTION AND PRODUCTIVITY"

Bridgeman, Bridgeman, & Barone, 2018



A SYNDROME CONCEPTUALIZED AS RESULTING FROM CHRONIC WORKPLACE STRESS THAT HAS NOT BEEN SUCCESSFULLY MANAGED.

World Health Organization,
according to the ICD



A BREAK BETWEEN *WHAT PEOPLE ARE* AND *WHAT THEY HAVE TO DO*, EXPERIENCED AS EMOTIONAL EXHAUSTION OR DEPERSONALIZATION

Positive psychology

Evaluating Burnout:

Maslach Burnout Inventory (MBI)

<https://www.mindgarden.com/184-maslach-burnout-toolkit>

Have you become cynical or critical at work?

Do you drag yourself to work and have trouble getting started?

Have you become irritable or impatient with co-workers, customers or clients?

Do you lack the energy to be consistently productive?

Do you find it hard to concentrate?

Do you lack satisfaction from your achievements?

Do you feel disillusioned about your job?

Are you using food, drugs or alcohol to feel better or to simply not feel?

Have your sleep habits changed?

Are you troubled by unexplained headaches, stomach or bowel problems, or other physical complaints?

<https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/burnout/art-20046642>

What is the opposite of burnout for you?

The opposite of Burnout:

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World psychiatry : official journal of the World Psychiatric Association (WPA)*, 15(2), 103–111.
<https://doi.org/10.1002/wps.20311>

Engagement

High energy

Strong involvement

Sense of efficacy

Sense of agency/control

▪

A large group of skydivers in various poses and colors falling against a clear blue sky. The skydivers are scattered across the frame, with a dense cluster in the center. The text "Risk and Protective Factors related to burnout" is overlaid in the center in a white, sans-serif font.

Risk and Protective Factors related to burnout



What already helps you prevent burnout?

Structural:

- ♦ Individual

Cultural Studies, Social Sciences (consider larger policy/cultural and community context)



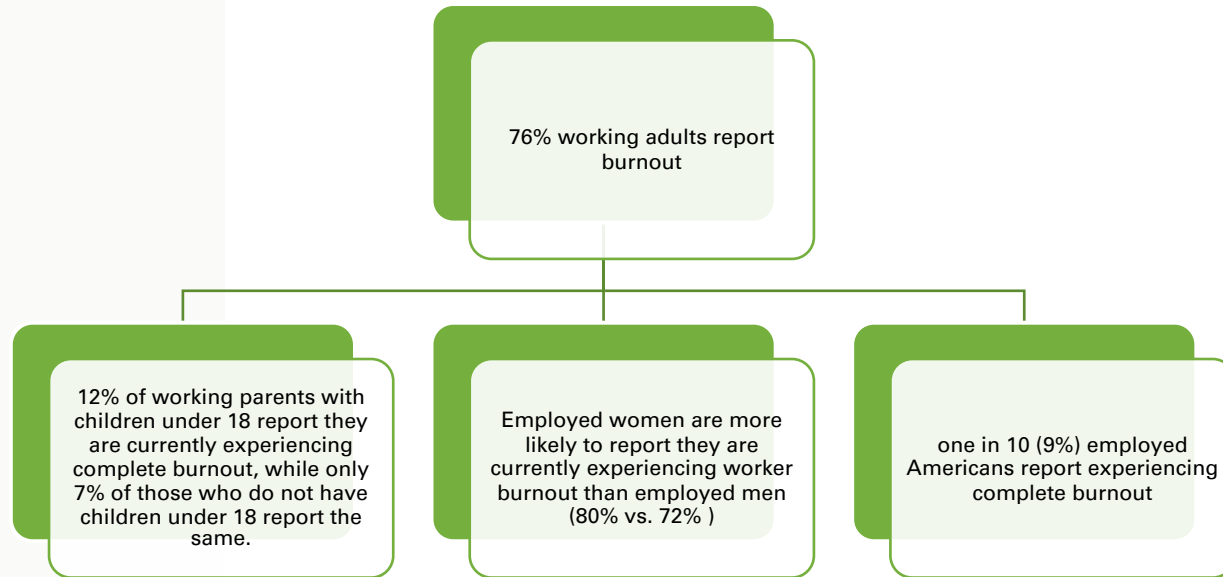
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graph TD; A[Cultural Studies, Social Sciences (consider larger policy/cultural and community context)] --> B[Social Psychology, social work (considers community/family/social/organizational context)]; B --> C[Positive psychology/ Neuroscience/Wisdom Traditions (domain of the interpersonal/individual)];
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Social Psychology, social work (considers community/family/social/organizational context)

Positive psychology/ Neuroscience/Wisdom Traditions (domain of the interpersonal/individual)

What does the research say about risk and protective factors for burnout?

From a 2019 Harris Poll on Burnout:



<https://lp.springhealth.com/burnout-nation>

What is the “coal mine?”

“Picture a canary in a coal mine. They are healthy birds, singing away as they make their way into the cave. But, when they come out full of soot and disease, no longer singing, can you imagine us asking why the canaries made themselves sick? No, because the answer would be obvious: the *coal mine* is making the birds sick.”

- Social psychologist Maslach, in an interview with Jennifer Moss, Harvard Review, 2019

What is the American “coal mine?”

- Increased pressure on individual responsibility while support for safety net decreases (stigma)
- 2 weeks paid time off vs. 7 in other industrialized nations
- lack of paid parental leave
- Wage inequalities between sectors
- Unequal labor distribution of care and household work
- Lack of structural support or compensation for caregiving
- What else?

Organizational/Workplace early predictors of burnout (Maslach & Leiter, 2008):



Job demands that exceed human limits.



Role conflict leading to a perceived lack of control; being under pressure from several, often incompatible, demands that compete with one another.



Insufficient reward and lack of recognition for the work performed, devaluing both the work and the worker.



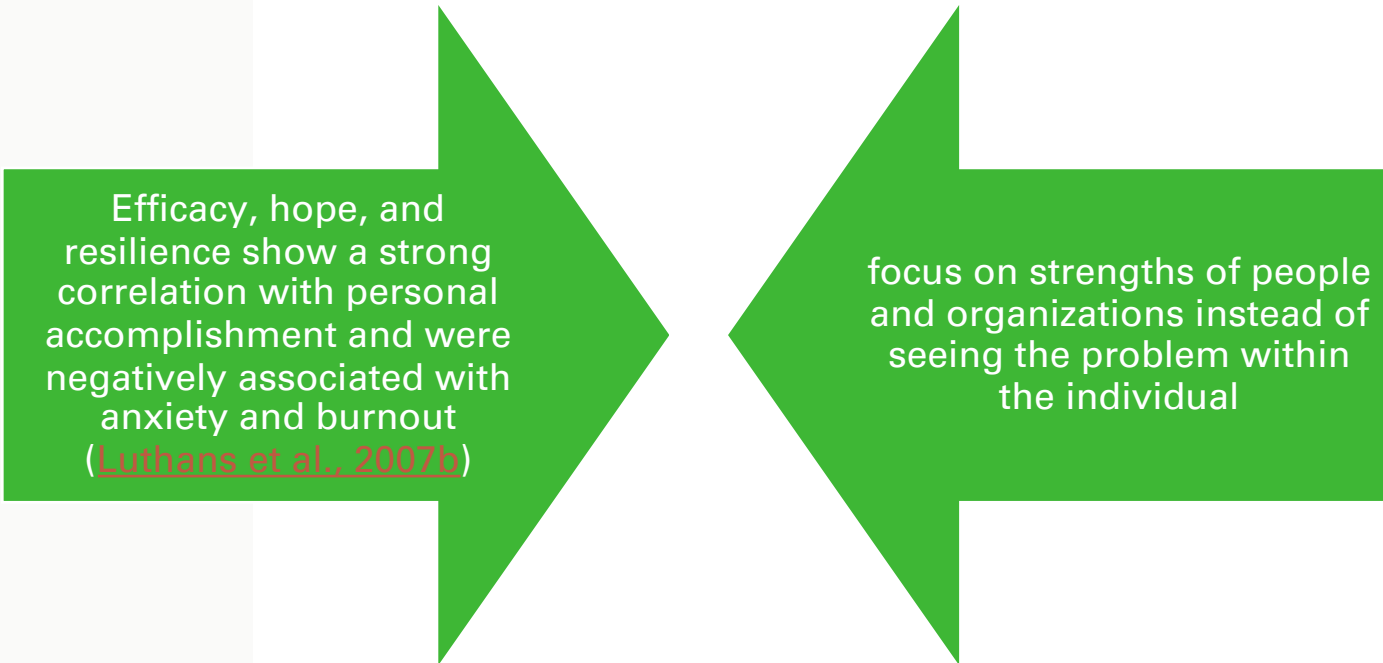
Lack of support from the manager or team, consistently associated with exhaustion.



Work perceived as unfair or inequitable, caused by an effort–reward imbalance.



Relationship between the individual and the environment leading to feelings of imbalance or a bad fit. Such incongruity connects with excessive job demands and unfairness at work.



Efficacy, hope, and resilience show a strong correlation with personal accomplishment and were negatively associated with anxiety and burnout ([Luthans et al., 2007b](#))

focus on strengths of people and organizations instead of seeing the problem within the individual

Individual protective factors:

Efficacy, self-compassion, hope, and resilience

Efficacy: what is it, really?

- ♦ Self-efficacy is a belief in one's capabilities to accomplish a task (Bandura, 1977).
- ♦ Self-efficacy is NOT perfectionism
- ♦ Self efficacy is tied to resilience, but trauma and social conditions can negatively impact self efficacy.
- ♦ <https://scholar.utc.edu/cgi/viewcontent.cgi?article=1075&context=rcio>

Self-compassion has been shown to reduce burnout when efficacy is challenged. How?

Compassion fatigue is related to secondary traumatic stress, and vicarious traumatization (Pross C., 2006)

What is self compassion?

Tender vs. Fierce (Kristen Neff)

Simple practice: Soften, soothe, allow

<https://www.compassion.emory.edu/>

<https://self-compassion.org/>

Hope

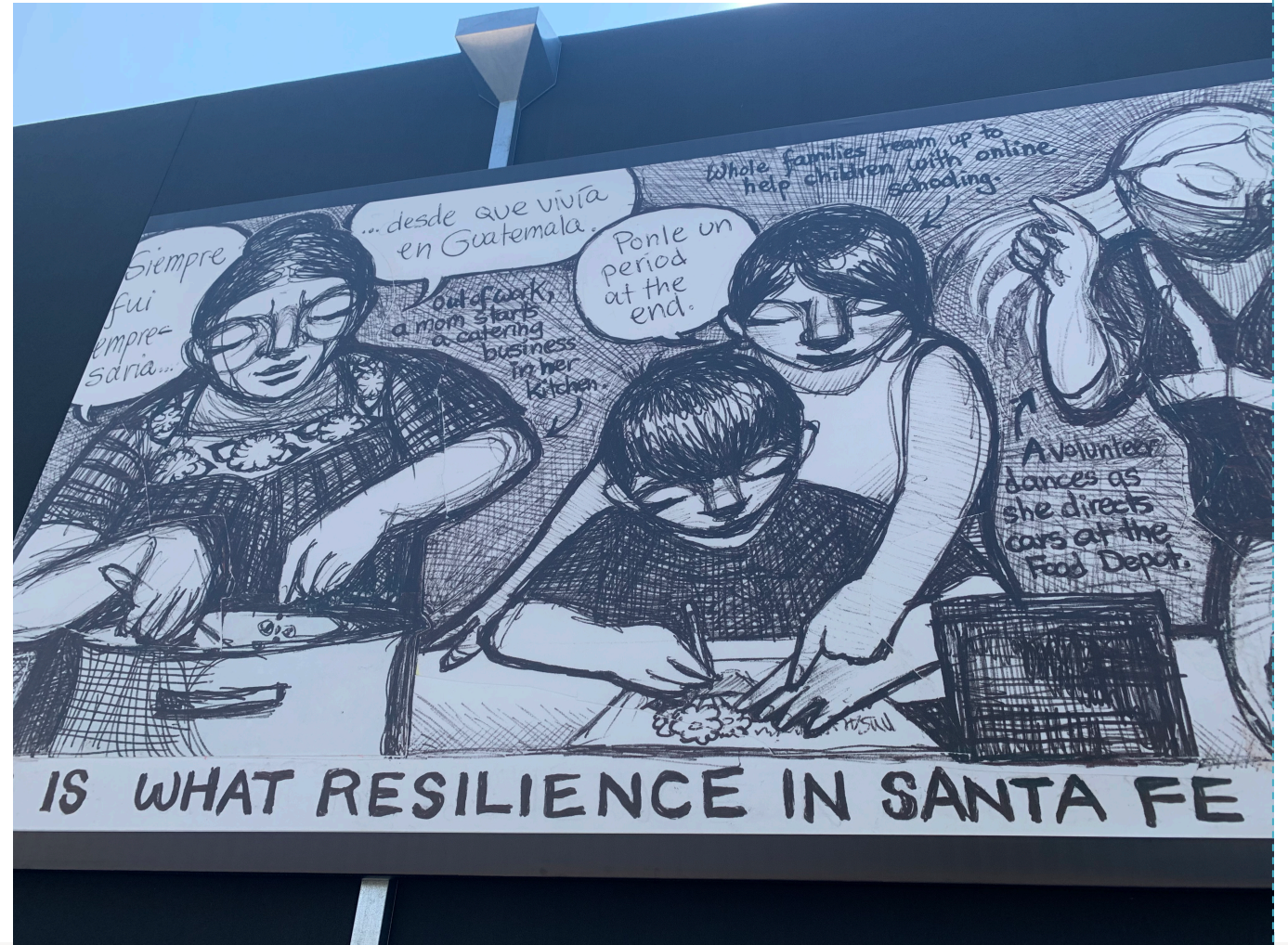
The cultivation of hope-centered systems has a positive correlation to mitigating the effects of ACES as well as ongoing systemic trauma.

Hope is not optimism.

- ♦ <https://www.ou.edu/tulsa/hope>
- ♦ https://www.researchgate.net/profile/Timothy-Elliott-4/publication/225067468_Negotiating_the_Reality_of_Caregiving_Hope_Burnout_and_Nursing/links/02e7e514b26f4eb7db000000/Negotiating-the-Reality-of-Caregiving-Hope-Burnout-and-Nursing.pdf

Resilience: What is it?

Artwork: Eleanor Stevens,
*This is What Resilience in Santa Fe
Looks Like*
pen, paper, 2020



<https://resilienceresearch.org/>

<https://strozziinstitute.com/somatics-trauma-and-resilience/>

Resilience Resources

What might help you the most?

More paid time off?

Better access to mental health?

More dedicated time for cultivating positive emotional states?

More support for your work or personal life? What kind?