

The Art of Burnout Proofing

Today's Gameplan

- 1** The What of Burnout
- 2** Your Brain on Burnout
- 3** Burnout Proofing Your Psychology
- 4** Burnout Proofing Your Physiology

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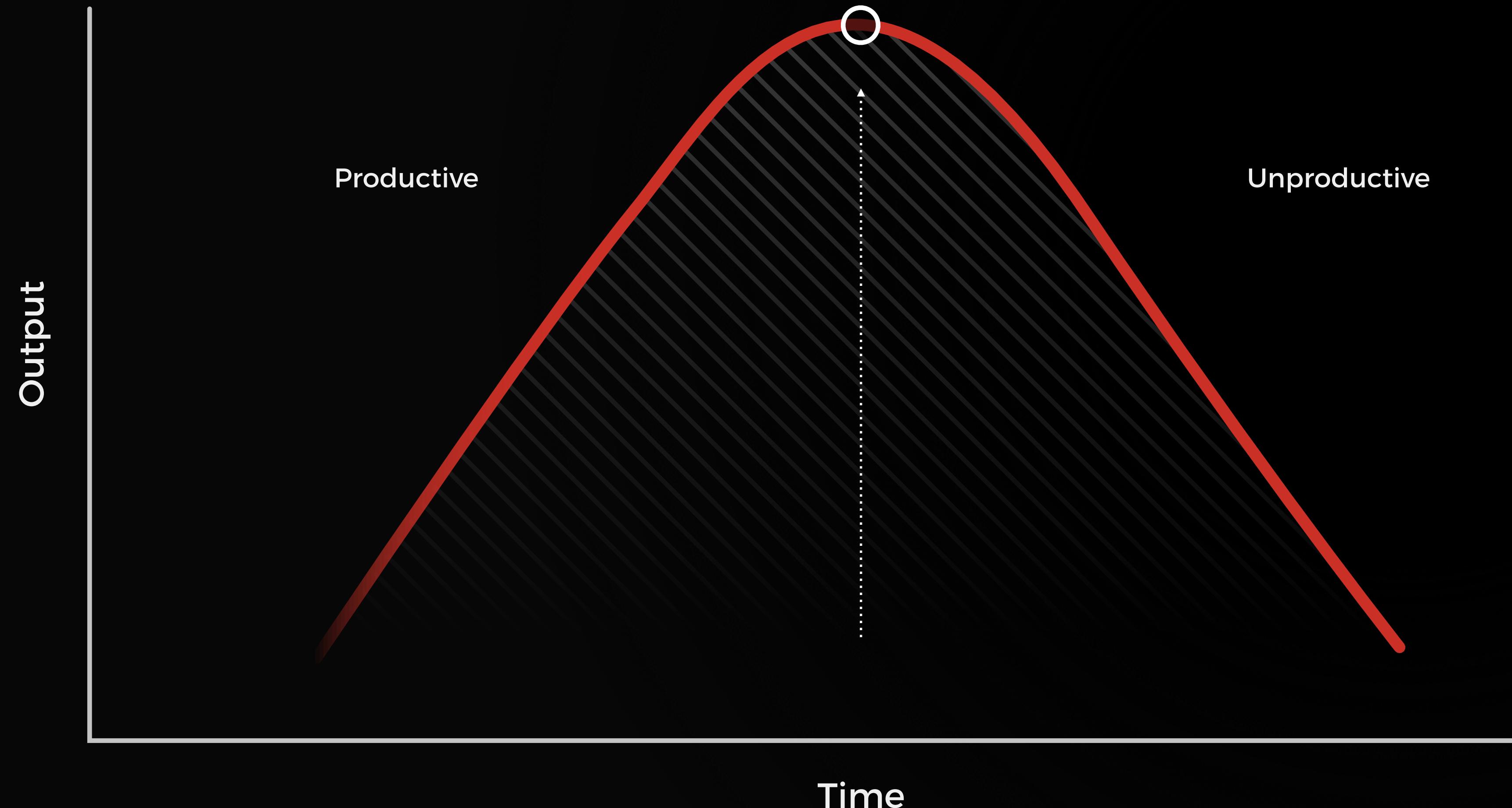
Defining the Burn



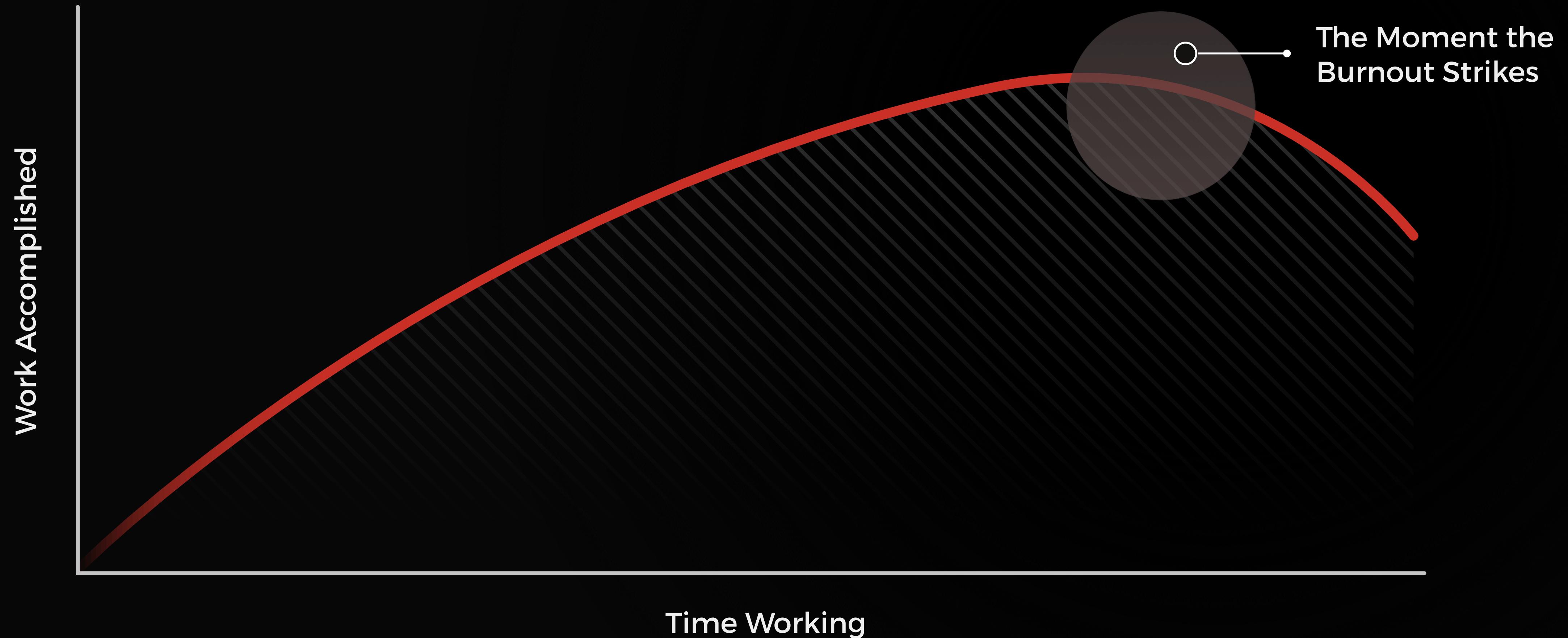
Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion (overwhelming exhaustion), cynicism (cynicism and detachment), and inefficacy (a sense of ineffectiveness and lack of accomplishment).

The Burnout Curve

The Tipping Point—Where Burnout Begins



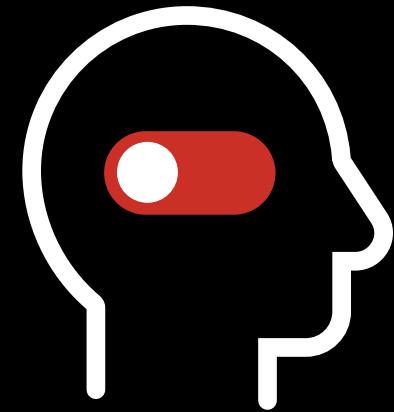
Diminishing Returns with Burnout



How Does Burnout Feel?



Distinguished by feelings of profound emotional exhaustion, negativity directed at clients, colleagues or other stakeholders, and a crisis in feelings of professional competence. Much like symptoms of depression, burnout will asphyxiate your ambition, idealism and sense of worth.



Burnout Has Validated Psychological Triggers (Like Flow)

“ High job demands, low control, and **”**
effort-reward imbalance are risk factors.
— *World Health Organization*

Both the Onset & Effect Can Be Subtle

- Burnout, like so many other detractors from peak-performance, is sub-perceptual
- The negative effects happen outside of conscious awareness





Death (Burnout) by 1000 Cuts (Disappointments)

“ The accumulation of hundreds or thousands of tiny disappointments, each one hardly noticeable on its own. ”

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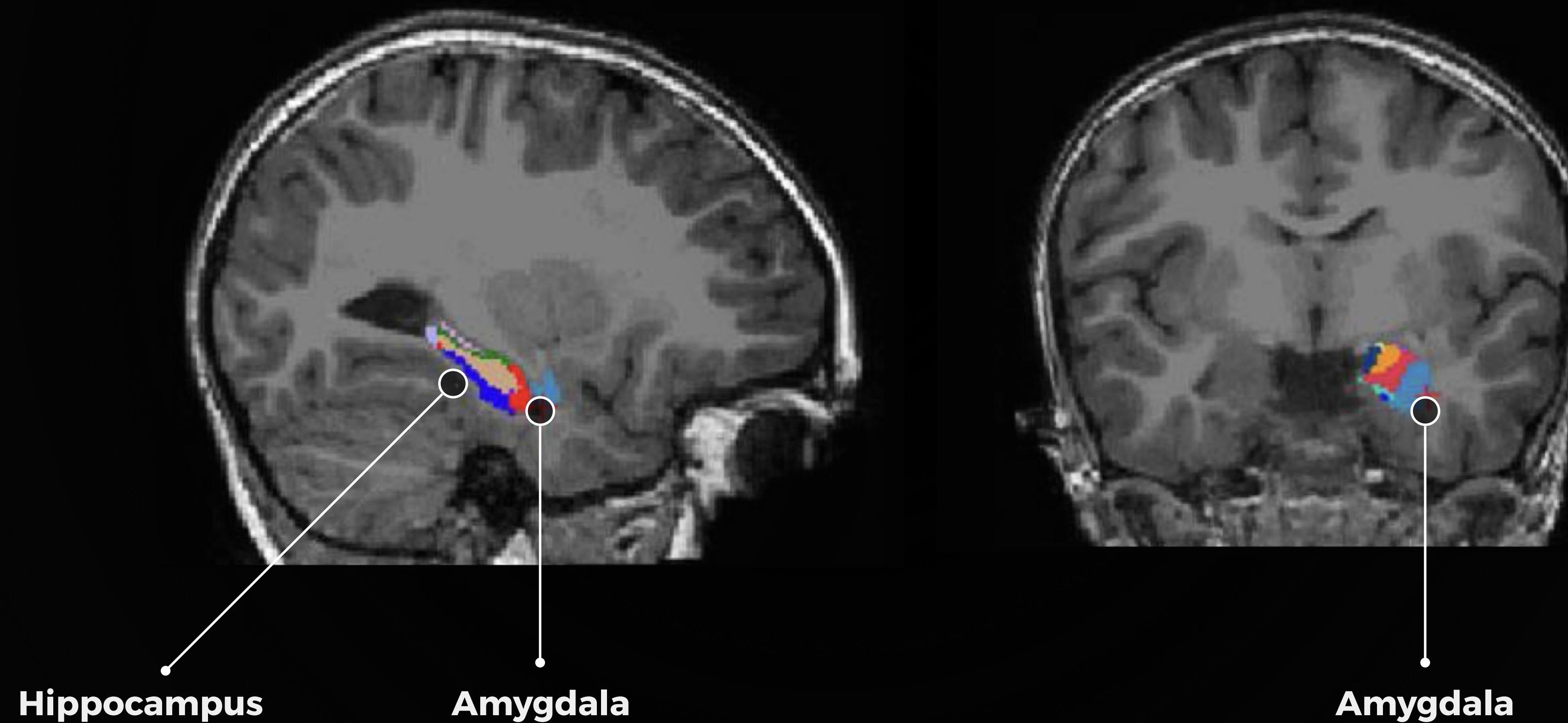
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Burnout Alters Your Neural Circuitry, Forcing You in a Downward Spiral

- Karolinska Institutet, Sweden
- Stress Research Institute at Stockholm University, Sweden
- 40 Burnouts, 40 Executive Athletes
- Two Tasks:
 1. Negative emotion regulation
 2. fMRI evaluation of brain connectivity

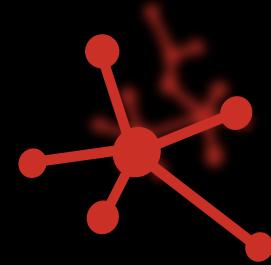
Burnout Enlarges Your Amygdala and Fractures Connectivity



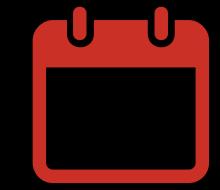
But Don't Worry:
**Science Says It's
Reversible with Recovery**



**20 students doing the medical
licensing exams**



**Shrinkage and damage to neurons
in the mPFC**

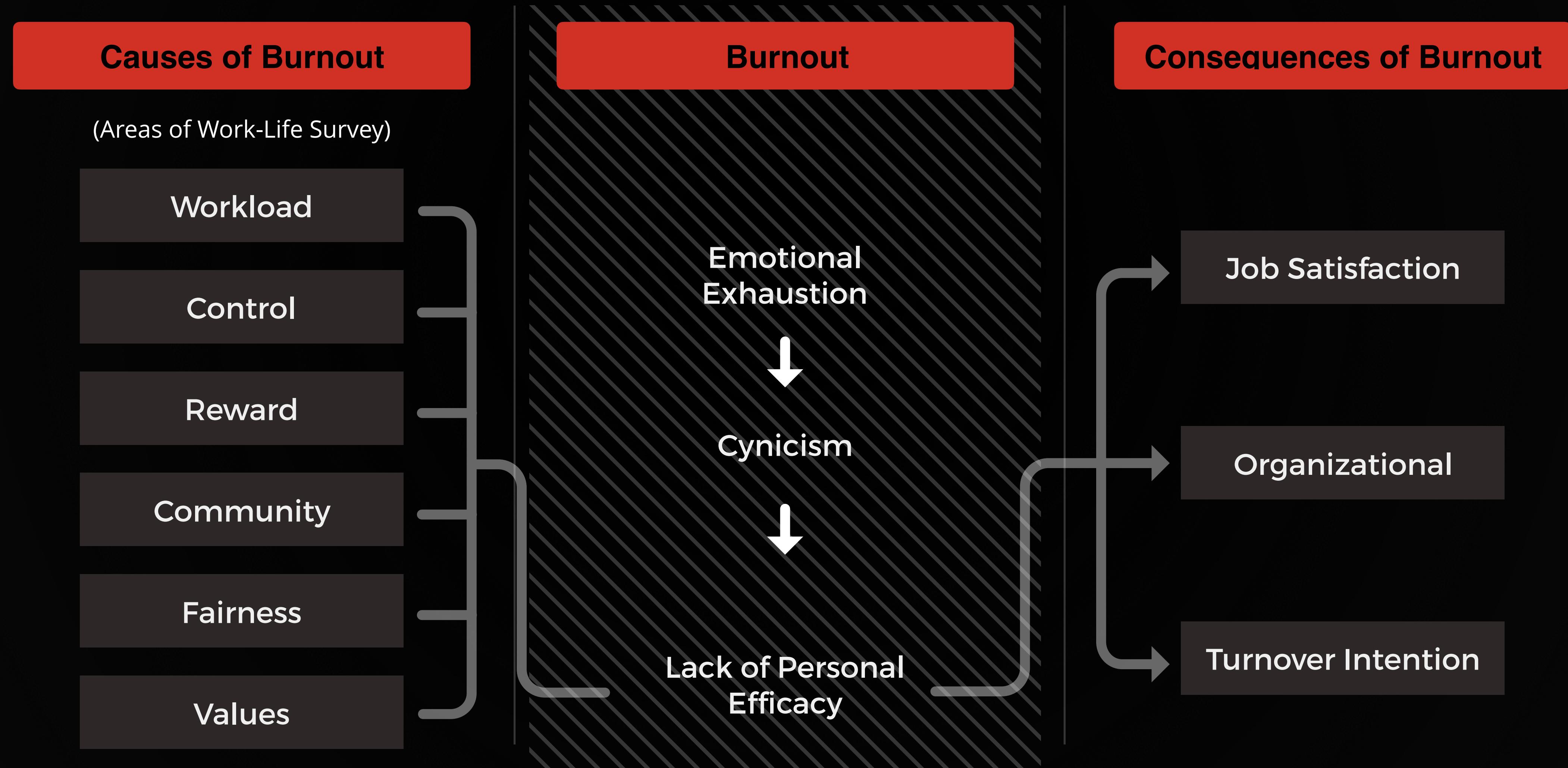


**4 weeks of kickin' it and their
brains were back**

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The Burnout Triggers



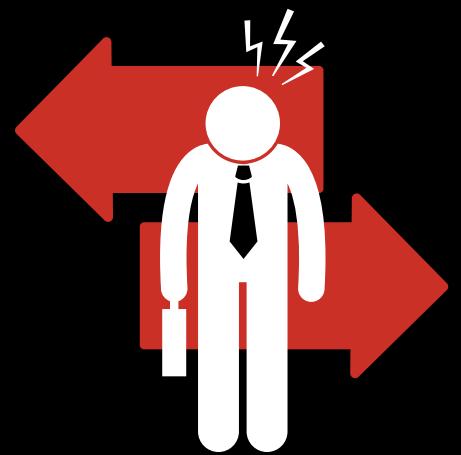
Maslach's 6 Burnout Triggers



Lack of Control



Work Overload



Values Conflict



Unfairness



Insufficient Reward



Breakdown Community

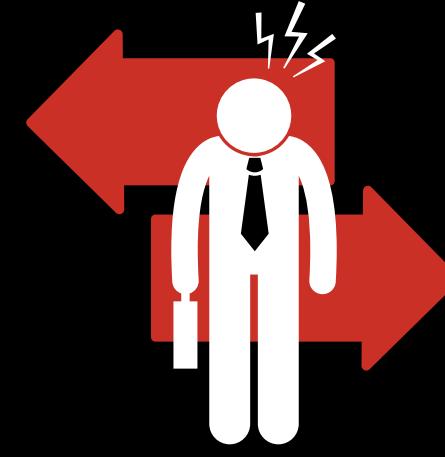


Burnout Trigger 1 **Lack of Control**

Your sense of control over what you do is undermined or limited and you don't have a lot of say in what's going on.

Example:

Lack of autonomy, lack of ownership, micromanagement



Burnout Trigger 2 **Values Conflict**

There is a disconnect between your own core values and the core values of the organization or workplace.

Example:

You believe in environmentalism, your company doesn't. You value honesty, your coworkers don't.



Burnout Trigger 3 **Insufficient Reward**

You feel taken for granted, not recognized, and/or undercompensated.

Example:
Lack of pay, recognition, reward



Burnout Trigger 4 **Work Overload**

Your workload is too much, too complex, or too urgent.

Example:
You're working too much!



Burnout Trigger 5 **Unfairness**

You or others are treated unfairly, there is a culture of favoritism, and assignments and promotions are made in an arbitrary fashion and discussed behind closed doors.

Example:
Nepotism!



Burnout Trigger 6 **Breakdown of Community**

You have to work with patronizing colleagues, there is no mechanism for conflict resolution, and feedback is non-existent.

Example:
Toxic culture, low performing colleagues

You Have to Solve The Root Problem To Solve The Burnout!

Burnout Trigger

Hypothetical Solution

1 Lack of Control

Change boss to expand autonomy.

2 Values Conflict

Leave the organization and join one you're aligned with.

3 Insufficient Reward

Negotiate a pay raise.

4 Work Overload

Take time off and rest! (Don't default to this)

5 Unfairness

Candidly address and resolve the favoritism.

6 Breakdown of Community

Build a feedback loop in with your direct report.

Measuring the Burn

- 1** Maslach Burnout Inventory
- 2** Globally recognized as leading measure of burnout
- 3** Validated by 35+ years of rigorous research
- 4** Used in 88% of burnout research publications (Boudreau, Boudreau & Mauthe-Kaddoura, 2015)
- 5** Measures burnout as defined by the World Health Organization (WHO)
- 6** Stacked with Areas of Worklife Survey (AWS) to understand the cause and remedy

Becoming Immune to Psychological Burnout



Take the Burnout
Immunity Test



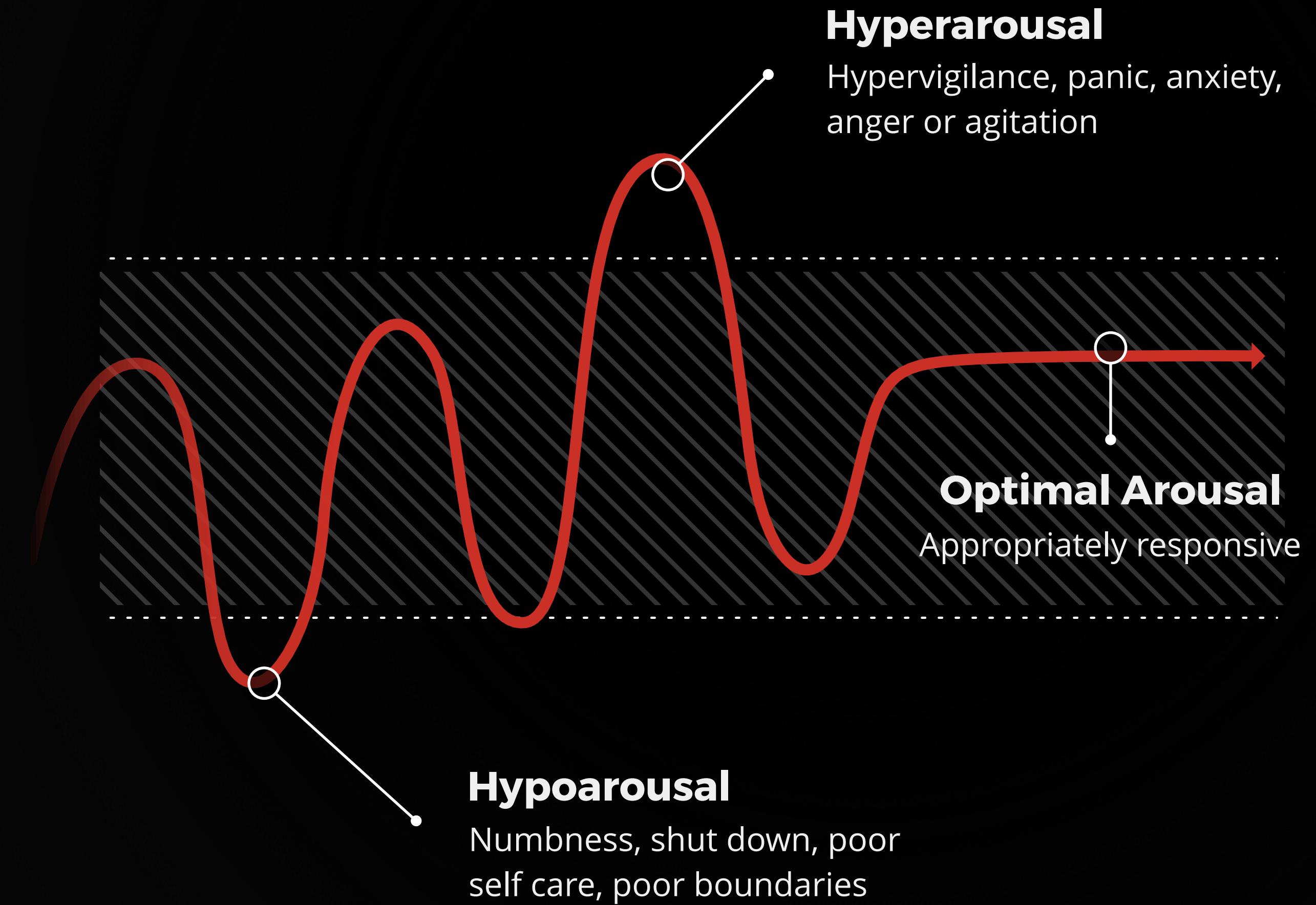
Discover Where You're Most
Vulnerable (Highest Score)

Exercise:

You, It, and Both: A Triple Threat Attack

- 1 Change Yourself**
Expand your capacity
(physiological burnout proofing)
- 2 Change the Situation**
Take active measures and address
the vulnerability you've identified
- 3 Change Your Relationship
to the Situation**
Restructure your position to
remedy the vulnerability

Burnout Proofing Expands Your Window of Tolerance



The 1-2-3 of Burnout Proofing your Physiology



Sleep Like Your Life
Depends on It



Recover Like It's
Your Job



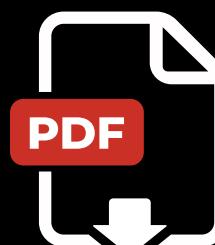
Positive Psychology
Basics for Breakfast

What We've Covered:

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Exercise:

Take the Burnout Diagnostics and Address Your Risk Points



Download Workbook
to Get Started

- 1 What three periods of your life (at least one month long) did you experience the most flow? What were the common denominators within those periods? (e.g. Living with friends, regularly practicing yoga, eating a ketogenic diet, meditating a lot) What activity, as a child drove you most deeply into flow? (e.g., Soccer, martial arts, painting)
- 2 What recent activity drives you most deeply into flow? (e.g., Writing, snowboarding, speaking)
What 3 words describe your deepest flow states?
- 3 Schedule at least 90 mins this week for your Primary Flow Activity. Make sure you handle objections now. Clarify your intentions with people whose schedule will be affected and ask for their support. If you are worried that you won't follow through, ask a friend to join you. Make sure you plan well for this time. This is your rocket fuel for the week. Prioritize it.