



Week 4 | Day 4

# The Art of Burnout Proofing

## Key Takeaways

- 1 The What of Burnout
- 2 Diminishing Returns with Burnout
- 3 Your Brain on Burnout
- 4 Burnout Enlarges Your Amygdalae & Fractures Connectivity
- 5 What Drives Burnout?
- 6 Burnout Proofing Your Psychology
- 7 Burnout Proofing Your Physiology

## Quote:

“High job demands, low control, and effort-reward imbalance are risk factors.”

— WHO

## Diagnostic

Take the Burnout Diagnostics & Address Your Risk Points:

### 1. [Take the Psychological Burnout Immunity Test](#)

This looks at the key causes of burnout and begins the process of defining your current relationship with work by generating a profile of the six strategic areas. Your job in this test is to give a critical evaluation of every component of your current job, in terms of the degree of “fit” or “match.”

For every question, you will be asked to indicate whether things are “just right” (that is, a good fit), a “mismatch,” or a “major mismatch.” Be picky! Don’t say something is just right unless it really is. Your comparison reference in this test is your ideal work situation (and not what you will put up with just for the sake of being reasonable).

The higher the number, the bigger the mismatch, and the more active recovery will be required to reset.

## Exercise:

### Take the Burnout Diagnostic and Address Your Risk Points

For Identified Risk Points, Make a Plan to Address Using One of The Following:

**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

## Glossary

### Maslach's 6 Burnout Triggers

1. Lack of Control
2. Insufficient Reward
3. Unfairness
4. Values Conflict
5. Work Overload
6. Breakdown of 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!

## Glossary

### 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.

## Glossary

**Burnout:** Burnout is now recognized as a legitimate medical disorder by much of mainstream medicine and has been given its own ICD-10 code (Z73.0 – Burn-out state of vital exhaustion).

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).

## Notes

## Lesson Resources

1. Burnout, the Cost of Caring,  
By Christina Maslach
2. Maslach Burnout Inventory Manual,  
By Christina Maslach
3. The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It,  
By Christina Maslach and Michael P. Leiter
4. Preventing Burnout and Building Engagement: A Complete Program for Organizational Renewal,  
By Christina Maslach and Michael P. Leiter
5. Banishing Burnout: Six Strategies for Improving Your Relationship with Work,  
By Christina Maslach and Michael P. Leiter
6. Synaptic Self: How Our Brains Become Who We Are, By Joseph Ledoux
7. Burnout: The High Cost of High Achievement,  
By Herbert Freudenberger
8. The Influence of Work-Related Chronic Stress on the Regulation of Emotion and on Functional Connectivity in the Brain,  
Golekar, A., et. al, 2014
9. Mindfulness training and reductions in teacher stress and burnout: Results from two randomized, waitlist-control field trials,  
Jha, A., et al, 2013
10. For the Young Doctor About to Burn Out,  
By Richard Gunderman