

Stress & Burnout

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Burnout

Definitions of Stress:

- The perception that some element in a person's environment is interfering with that person's ability to accomplish particular goals (Lazarus, 1966)
 - Perception that the threat (stressor) will potentially cause harm to the individual (Boren, 2013).

Definitions of Burnout:

- A state of physical, emotional, and mental exhaustion caused by long-term involvement in emotionally demanding situations (Pines & Aronson, 1989).

Symptoms of Burnout:

- Emotional:
 - Emotional exhaustion
 - Negative and critical attitude
 - Feelings of emptiness
 - Depression
- Relationships
 - Decreased interpersonal connection with coworkers (cynicism)
 - Easily irritated by coworkers or clients
 - Pulling away emotionally from your colleagues or clients (disengagement)
 - Blaming others for your mistakes
- Work
 - Loss of productivity, low creativity
 - Dreading going into work, and wanting to leave once you're there
 - Low energy and little interest at work
 - High absence or job turnover
 - Thoughts that your work doesn't have meaning or make a difference
 - Feeling your work and contribution goes unrecognized
 - Thinking of quitting work, or changing roles
- Physical
 - Trouble sleeping
 - Headaches, body aches
 - Illness



Causes of Burnout (Davis-Laack, 2013)

<u>Causes</u>	<u>Definition</u>	<u>Example</u>	<u>Strategy</u>
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.		
Values conflict	A disconnect between your own core values and the core values of the organization.		
Insufficient reward	You feel taken for granted, not recognized, and/or undercompensated.		
Work overload	Your workload is too much, too complex, or too urgent.		
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.		
Breakdown	You have to work with patronizing colleagues, there is no mechanism for conflict resolution, and feedback is non-existent.		

Strategies for Managing Burnout

Managing Burnout:

- Professional Actions:
 - Connect to your organization’s mission to work with a purpose
 - Say “Yes” to the person, “No” to the task
 - Take control (find ways to create more autonomy)
 - Break down projects into smaller tasks
 - Prioritize, organize, keep a schedule
 - Intellectual stimulation (seek a “passion” project)
 - Social interaction (avoid/limit co-rumination; practice positive communication)
 - Recognize stressors & know when to take a pause or walk away
 - Perform a job analysis (clarify expectations, delegate, set priorities)
- Managerial Actions:
 - Listen to employees & invite their feedback in regular meetings
 - Respond to employee feedback
 - Define concrete roles
 - Provide functional equipment & training
 - Treat everyone fairly & increase transparency
 - Have fun & give breaks
 - Recognize employee success
 - Assign a realistic workload
 - Encourage employees to work on “passion” projects
- Personal Actions:
 - Tend to the basics—You HAVE to eat, drink, and sleep
 - Exercise regularly
 - Isometrics exercises
 - Mindfulness (meditation, relaxation)



Q: Consider the examples you wrote down for the causes of burnout. What strategies could/do you use to limit or prevent burnout?

A: _____

Stress Management - Mindfulness

Mindfulness:

- Intentional focus and attention to the internal and external experiences of the current moment without judgement (Kabat-Zinn, 2013).
 - Inner awareness and control (e.g., emotion regulation)
 - Outer awareness and control (e.g., empathy; social expertness)



Inner Mindfulness Strategies:

- Mindful breathing
- Body Scan
- Positive Reframing
- Mindful Eating

Outer Mindfulness Strategies:

- Curiosity
- Listening
- Empathy
- Be a strainer not a sponge

Mindfulness Mobile-Phone Resources:

- Insight Timer
- Smiling Mind
- Headspace
- Calm



Final Thoughts



Q: Identify concepts or strategies from the session you found to be significant or helpful.

A: _____

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Appendix: Burnout Self-Assessment (Mindtools, 2017)

Statement to answer:	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Very Often (5)
1. I feel run down and drained of physical or emotional energy.					
2. I have negative thoughts about my job.					
3. I am harder and less sympathetic with people than perhaps they deserve.					
4. I am easily irritated by small problems, or by my co-workers and team.					
5. I feel misunderstood or unappreciated by my co-workers.					
6. I feel that I have no one to talk to.					
7. I feel that I am achieving less than I should.					
8. I feel under an unpleasant level of pressure to succeed.					
9. I feel that I am not getting what I want out of my job.					
10. I feel that I am in the wrong organization or the wrong profession.					
11. I am frustrated with parts of my job.					
12. I feel that organizational politics or bureaucracy frustrate my ability to do a good job.					
13. I feel that there is more work to do than I practically have the ability to do.					
14. I feel that I do not have time to do many of the things that are important to doing a good quality job.					
15. I find I do not have time to plan as much as I would like to.					