



**WORKPLACE  
CULTURE  
BY DESIGN**



# **Burnout in the Workplace**

**Recognition, Treatment, Management, & Prevention**





## **BURNOUT IN THE WORKPLACE RECOGNITION, TREATMENT, MANAGEMENT, & PREVENTION**

As the coronavirus epidemic continues to unfold in 2022, the disruption to the workplace has become increasingly evident with the emergence of new business models, increased adoption of digital technologies and new ways of working. The modern workforce has signaled an alarming response to these transformations with the disturbing manifestation that has been labeled “the Great Resignation.”

Difficulty in both recruiting and retaining talent is widespread as individuals re-examine their view of themselves and take inventory of the meaning of work in their lives. In this context, the emphasis on workplace wellness has intensified, with particular focus being paid to the increasingly prevalent phenomenon of “burnout.”

Today, more than a third of those employed in the US say that they are under extreme stress at work. The numbers are even higher in industries such as medical, hospitality, and transportation.

This two and one-half hour program: Burnout in the Workplace, teaches all levels of organizational stakeholders how to recognize, treat, manage and prevent the burnout that is threatening the majority of today’s workers.

### **Course Syllabus**

#### **I. Scientific History and Evolution of Societal Interest in Workplace Burnout**

#### **II. Defining, Identifying and Measuring Burnout**

State of the Science

Causes, Symptoms, Characteristics, and Consequences  
Burnout: Is it a Medical Condition or a Workplace Phenomenon?  
Why does this matter?

The Maslach Burnout Inventory (MBI) measurement tool

What MBI tells us  
Limitations of MBI

The Burnout Assessment Tool (BAT)

What BAT tells us  
Comparison to the MBI  
Limitations of BAT



## Burnout Defined

Distinguished from work engagement; workaholism; boredom; mental health conditions (mood; anxiety; etc)

Individual Exercise - Filling out MBI and BAT

### III. Scope of the Burnout Problem

Nobody plans to “burnout”  
No organization intends to “burn out” its employees  
When “Good” stress becomes “Bad” stress  
When pandemics happen

Modern interlinked transformations impacting all sectors of life and work

Challenges presented by digital and remote work connections  
Communications  
Boundaries

### IV. Managing Burnout

One size does not fit all

Coping is not the same as preventing

Self-care and emotional protective equipment is not the same as a safe workplace nurtured in a healing, healthy, thriving culture

Individual Self Examination

Use the MBI or BAT and willingness to discuss results  
Stigma  
Self-care Approaches

Middle Management/Supervisors

Workload, Deadlines and Communication  
Encouraging reasonable autonomy and control  
Ensuring role clarity  
Celebrating success with rewards that employees value  
Promoting supportive and inclusive connections  
Attention to fairness  
Alertness for bullying and harassment



## Leadership

Commit to organizational values that prioritize resilience, purpose (both shared and individual), relationship building, emotional regulation, and stress management

Align necessary change management processes with communication processes, performance management systems and reward/incentive systems

Peer-to-Peer Systems

Chief Wellness Officers

## **Learning Through Role Play Case Study/Small Group Role Play Exercise**

Whole-class exercise: Case Study - using what we've learned to recognize, treat, manage and prevent burnout in the workplace. Groups present action plans and compare solutions reached.

This exercise may be customized to allow participants to work on actual issues within their workplace.



**We Look Forward to  
Working With You!**