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# Burnout Be Gone

**FINDING WHOLENESS AGAIN**

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## Learning objectives

8

1. Distinguish between and define stress, depression, and burnout.
2. Identify three personal and professional risk factors that contribute to burnout syndrome.
3. Name three personal and three institutional strategies to address and prevent professional burnout.

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## What happened?

9

**“In order to be burned out,  
one must first be alight.”**

Gil-Mont, PR (2005). *El síndrome de quemarse por el trabajo (burnout). Una enfermedad laboral en la sociedad del bienestar*. Madrid: Pirámide Psicología.

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## Name It

10

**Have you experienced or witnessed burnout?**

**How does burnout make you feel?**

**What word(s) describe burnout?**



## “A Profound Weariness & Hemorrhaging of the Self”

11

- Fatigue
- Low energy
- Cynical
- Disengagement
- Depletion
- Helplessness
- Hopelessness
- Unappreciated
- Frustration
- Stress
- Emotional drain

Source: Söderfelt, M., Söderfelt, B., & Warg, L.E. (1995). Burnout in social work. *Social Work, 40*, 638-646.



## BURNOUT DEFINITION

12

- No universal, agreed-upon definition.
- Here’s what you’ll see most frequently: *“A state of mental, emotional, and physical exhaustion caused by prolonged stress.”*
- Term first used by American psychiatrist Herbert Freudenberg, 1974, for healthcare workers.
  - Emotional Exhaustion
  - Alienation from job-related activities
  - Low performance



## Other Definitions

13

A collection of symptoms associated with emotional exhaustion:

1. A process rather than a fixed event - becomes progressively worse (Cherniss, 1980, Maslach, 1976, 1982)
2. The process includes:
  1. Gradual exposure to job strain
  2. Erosion of idealism
  3. Void of achievement



## Lack of Definition: Consequences

14

- No DSM recognition. But there is an ICD code.
- No diagnostic tool b/c no agreement upon definition
- Most popular tool, Maslach Burnout Inventory (MBI), used for research and not clinical purposes
  - Dangers of self-dx/online quizzes



## What else could it be?

15

- Important to differentiate from other underlying possibilities
- Overlap with
  - Depression
  - Anxiety disorder
  - Chronic fatigue syndrome
  - Side effects of medication

Talk with your doctor. Figure out the root cause.

Source: <https://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0072470/>



## Depression: Definition

16

- “More than just sadness.”
- Lack of interest and pleasure in daily activities, significant weight loss or gain, insomnia or excessive sleeping, lack of energy, inability to concentrate.
- Feelings of worthlessness or excessive guilt and recurrent thoughts of death or suicide.
- “Depression is the most common mental disorder. Fortunately, depression is treatable. A combination of therapy and antidepressant medication can help ensure recovery.”

Source: <http://www.apa.org/topics/depression/>



## Common Ground

17

- **Both burnout and depression**
  - Extreme exhaustion
  - Feeling low
  - Reduced performance

○ Source: <https://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0072470/>



## Depression

18

- **NOT characteristic of burnout syndrome:**
  - Low self-esteem
  - Hopelessness
  - Suicidal tendencies

Source: <https://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0072470/>



## Remember:

19

“Not every case of burnout will have depression at its roots, but burnout can lead to depression.”

- Source: <https://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0072470/>



## Examples of Different Tx for Different Dx:

20

- **Burnout:** Take some time off
- **Depression:** Psychotherapy, medication



## Stress: Definition

21

- "...any uncomfortable emotional experience accompanied by predictable biochemical, physiological and behavioral changes." (APA)

○ Source: <http://www.apa.org/helpcenter/understanding-chronic-stress.aspx>

## Stress - Sometimes it's a good thing!

22

- A boost that provides the drive and energy to help people get through situations like exams or work deadlines.

Source: <http://www.apa.org/helpcenter/understanding-chronic-stress.aspx>

## When it's too much of a good thing...

23

- “However, an extreme amount of stress can have health consequences and adversely affect the immune, cardiovascular, neuroendocrine and central nervous systems.”

Source: <http://www.apa.org/helpcenter/understanding-chronic-stress.aspx>

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## Stress vs. Burnout

24

Stress	Burnout
Over-Engaged	Disengaged
Loss of energy	Loss of ideals, motivation, and hope
Emotions - Overreactive	Emotions - Blunted
Produces urgency and hyperactivity	Produces helplessness and hopelessness

Source: [http://www.churchlink.com.au/churchlink/forum/r\\_croucher/stress\\_burnout.html](http://www.churchlink.com.au/churchlink/forum/r_croucher/stress_burnout.html)



## Personal Characteristics Associated with Burnout

25

- Perfectionism
- Pessimism
- High achiever
- High need for control

<https://www.helpguide.org/articles/stress/preventing-burnout.htm>



## Institutional Risk Factors

26

- Decreased recognition
- Employees have decreased sense of control over their work life
- Expectations poorly defined
- Chaotic or high-pressure environment
- Monotonous work environment

<https://www.helpguide.org/articles/stress/preventing-burnout.htm>

## Maslach's 6 Key Workplace Factors

27

- Workload
- Control
- Reward
- Community
- Fairness
- Values

Source: <https://www.psychologicalscience.org/observer/burnout-and-the-brain#.WLBsixIrKAw>

## Maslach, again:

28

- Burnout emerges when one or more of these 6 areas is chronically mismatched between an individual and her job.
- Passion erodes not only because people have too much to do, but because of these other factors.

Source: <https://www.psychologicalscience.org/observer/burnout-and-the-brain#.WLBsixIrKAw>



## Consequences of Burnout

29

- Fatigue, insomnia,
- Anxiety, depression, alcohol or substance abuse
- Heart disease, high cholesterol, stroke
- Type II diabetes, women especially
- Vulnerability to illnesses
- Increased negativity bias

Sources: <http://www.mavoclinic.org/healthy-lifestyle/adult-health/in-depth/art-20046642?pg=2>  
<http://blogs.plos.org/neuro/2014/10/16/what-does-work-related-burnout-do-to-the-brain/>



## Why is Work Fulfillment Important?

30

- Human need to feel significant.
- Urge to have meaning in our life.
- Importance of a sense of purpose.



**Burnout signals to us that  
it's time to find wholeness again.**



## **Problem-Focused Coping**

32

**“I’m going to try to solve this problem.”**

- 1. Step-by-step.**
- 2. Develop a strategy.**
- 3. Recruit help of others –**
  - \* those who know what to do**
  - \* those who can do something concrete**
- 4. Set aside time to work on your plan.**
- 5. Begin those baby steps, be consistent.**



## Emotion-Focused Coping

33

- When the situation is uncontrollable,
- When you're too overwhelmed or negative to take action,
- "I'm going to do what I can for my own health."



## **UNPLUG** **FROM TECHNOLOGY**

34

- Exercise. Write down one baby step you can take.
- Seek positive emotional support.
- Take a break. **DO SOMETHING FUN.**
- Get out into nature, just relax, even 3-4 minutes.
- Make "green time" a priority.
- Give. Just a little, a smile or kind word...

**START SAYING NO.**  
**MAKE ROOM FOR YOUR OWN YES.**



## Finding Your Yes

35

- Reconnect with what lights you up.
- List the things that make you burn brighter, feel alive, make your heart sing, fill you with joy. Take one minute. Go.
- Circle or underline the more potent or positive things on your list.
- What can you commit to here?

From Norton, D. (2016). *Part Wild: A Writer's Guide to Harnessing the Creative Power of Resistance*. New York, Simon & Schuster.



## Inner Work Life

36

**"Inner work life** is the confluence of perceptions, emotions, and motivations that individuals experience as they react to and make sense of the events of their workday.... Creativity, productivity, commitment, and collegiality are all higher when the three components of **inner work life** are positive."

From *The Progress Principle* by Teresa Amabile and Steven Kramer

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## For the Boss

37

- Understand That Positive Inner Work Life Matters
- Celebrate Progress Every Day – The Progress Principle

*From The Progress Principle by Teresa Amabile and Steven Kramer*

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## The Progress Principle

38

- Deal With Setbacks Constructively
- Supply Catalysts to Support Progress

“Our research showed that the most successful leaders stayed attuned to the progress and setbacks of their teams, and consistently supported progress every day.” Amabile and Kramer

*From The Progress Principle by Teresa Amabile and Steven Kramer*

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## Recognize Every Positive Step

39

- Supply Nourishers to Support Inner Work Life
- Build on Progress.
- Sweat the Small Stuff.

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## Maximize Creativity

40

- Minimize the Negative
- Take Your Foot Off the Gas (Once in a While)

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## Keep a Daily Journal to Keep Burnout at Bay

41

- Keeping a journal focused on progress and setbacks will help you in many ways.
- It will remind you to celebrate successes.
- It will help you to attend to the setbacks and deal with them quickly.
- It will make you aware of what is working and what is not, and can help you spot patterns to reinforce or dampen.

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## What if..

42

- We recognize our own dynamic nature and need to grow...
- We acknowledge the crucial importance of living our values both in our personal and work lives...
- We listen to our internal warning signals when we're out of balance...



## What is Possible When We Move out of “Stuck”

43

We find our footing and reconnect with our purpose.

Have a more powerful and effective impact on the lives  
we touch.

Continue to grow into who we’re meant to be.

Find wholeness again.



## Summary

44

- Burnout is real.
- It has physical and mental health consequences.
- Get help.
- Take action to reclaim your wholeness.
- Take action for the health and engagement of your employees.



Thank you for ALL that you do!

Get Curious.  
Tend your flame. What keeps you fueled?

We need you.

The world needs your light.

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[www.MelissaPageDeutsch.com](http://www.MelissaPageDeutsch.com)



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## Resources for Burnout be Gone: Finding Wholeness Again

### Online Resources

Definitions: <http://www.apa.org/helpcenter/understanding-chronic-stress.aspx>

A peek at Europe's research into burnout, its causes, and models of coping:

<https://books.google.com/books?id=jJ8-SCSONhEC&pg=PA141&dq=burnout+Journal+of+Occupational+Medicine&hl=en&sa=X&ved=0ahUKEwiX4mJb7bOAhXrvIQKHYP1CgUQ6AEIOTAD#v=onepage&q=burnout%20Journal%20of%20Occupational%20Medicine&f=false>

Mayo Clinic's succinct look at burnout: <http://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/art-20046642?pg=2>

Research into the effect of burnout on the brain: <http://blogs.plos.org/neuro/2014/10/16/what-does-work-related-burnout-do-to-the-brain/>

Recent APA conference on Workplace health: <http://www.apa.org/monitor/2015/09/workplace.aspx> retrieved 2/21/2017 from APA.org

Summary of recent findings on burnout and the brain, including references to Maslach's work: [https://www.psychologicalscience.org/observer/burnout-and-the-brain#\\_WlbsixrKAw](https://www.psychologicalscience.org/observer/burnout-and-the-brain#_WlbsixrKAw)

Recent APA conference on Workplace health: <http://www.apa.org/monitor/2015/09/workplace.aspx> retrieved 2/21/2017 from APA.org

Söderfelt, M., Söderfelt, B., & Warg, L.E. (1995). Burnout in social work. *Social Work, 40*, 638-646.

Quote: "... one must first be alight."

Gil-Mont, PR (2005). *El síndrome de quemarse por el trabajo (burnout). Una enfermedad laboral en la sociedad del bienestar*. Madrid: Pirámide Psicología.

Burnout vs Stress: Source: <https://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0072470/>

Stress vs burnout, source for chart: [http://www.churchlink.com.au/churchlink/forum/r\\_croucher/stress\\_burnout.html](http://www.churchlink.com.au/churchlink/forum/r_croucher/stress_burnout.html)

### Books

Amabile T., Kramer S. (2011). *The progress principle*. Boston: Harvard Business Review Press.

Norton, D. (2016). *Part wild: A writer's guide to harnessing the creative power of resistance*. New York: Simon & Schuster.

Skovholt, T., Trotter-Mathison, M. (2016). *The resilient practitioner: Burnout and compassion fatigue prevention and self-care strategies for the helping professions*. New York: Rutledge.

For resources on creativity and living well, please email [melissa@melissapagedeutsch.com](mailto:melissa@melissapagedeutsch.com).  
I'm happy to share my favorites with you.