



How to Use Burnout to Spark Innovation



Disclosure of Conflicts of Interest

Kim Hires, PhD, RN, Leadership
Burnout Coach, has no relevant
financial relationships to disclose.




BURNOUT

A Spark for
Innovation

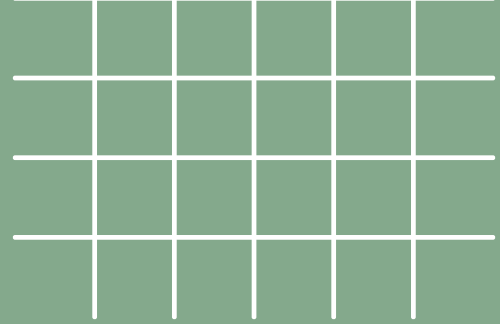
D R . K I M
KH
H I R E S



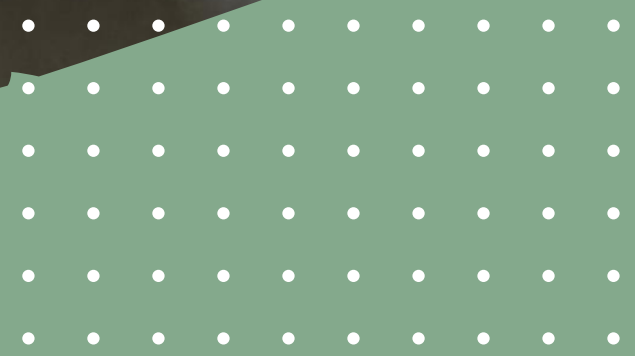


to be best
point of view.

Focus [ˈfəʊkəs]
attention on s
point from wh
of a given cur



OVERVIEW



01

BURNOUT & ME

Leaders will discover how the effects of burnout have harmful effects on individual success. We'll cover what burnout is, what it costs, and how it prohibits Leaders from meeting their basic human needs.

02

BURNOUT & US

Leaders will learn how burnout influences team dynamics and harms the organizational culture.

03

ROARING FORWARD

Leaders will learn strategies to manage stress, reduce burnout, and shift out of Survival Mode to Innovation Mode.

IN ORDER TO SUCCEED IN
MY CURRENT ROLE, I HAVE
TO...

Let's warm up. Finish the statement above.



01

BURNOUT & ME



BRIEF HISTORY OF BURNOUT



1970s

1980

1990s

2019

DISCOVERY

Freudenberger & Maslach

CASE STUDY

Freudenberger publishes, *Burn-out: The High Cost of High Achievement*

MORE RESEARCH

Research on burnout expands to Europe, Asia, Latin America, and Africa

A DEFINITION

WHO defines burnout and adds it to the ICD-11



DEFINITION

A syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.

(World Health Organization, 2019)



BURNOUT IS

EXHAUSTION

Feelings of energy depletion or exhaustion.

CYNICISM

Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job.

PROFESSIONAL EFFICACY

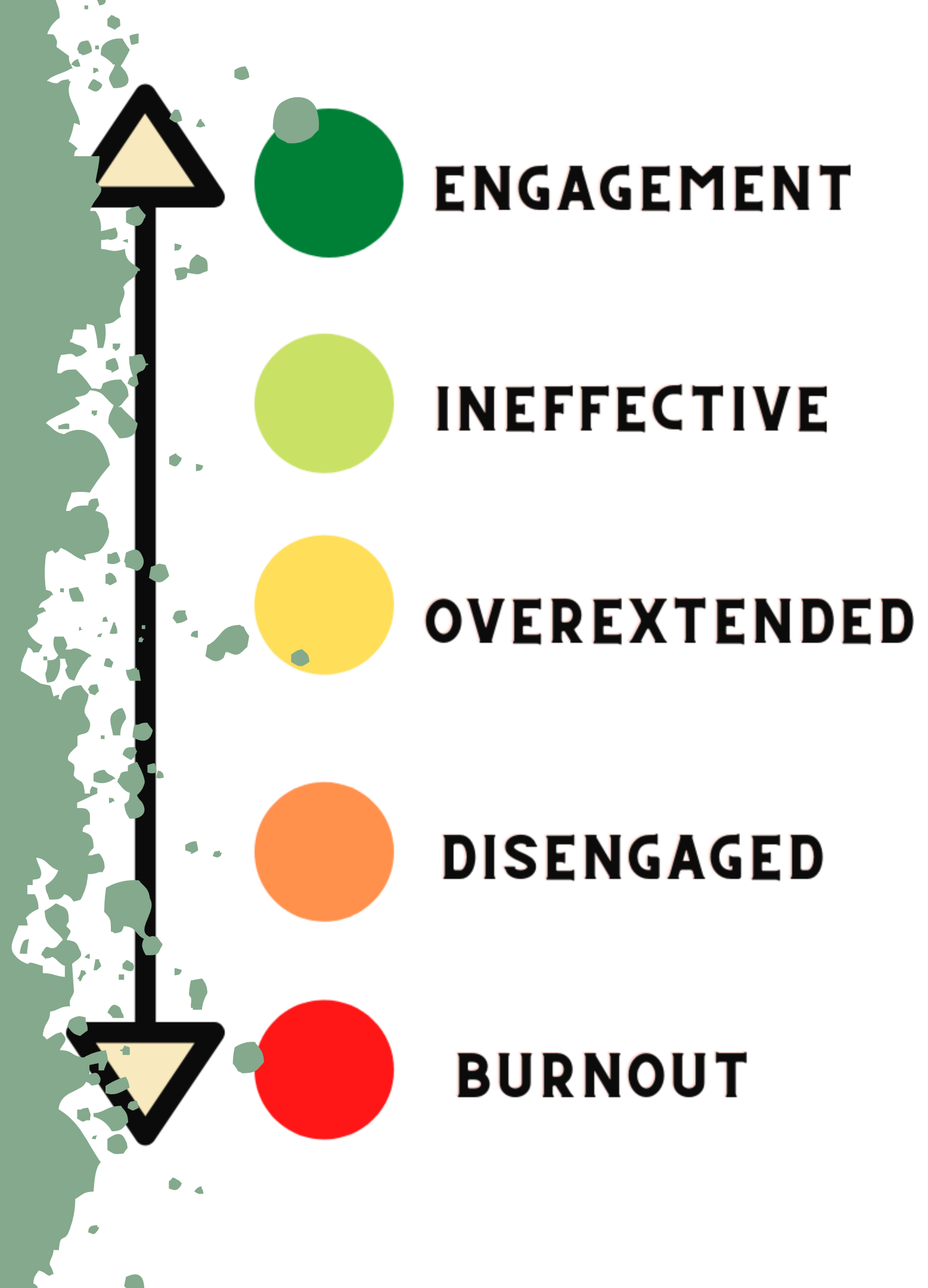
A sense of ineffectiveness and lack of accomplishment.

(Maslach & Leiter, 2016; World Health Organization, 2019)



[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

Burnout exists on a spectrum.

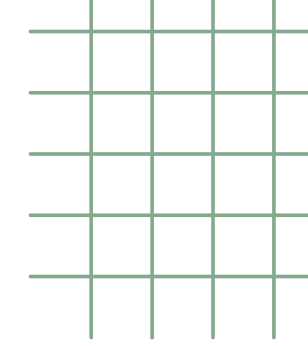


Areas of Worklife Survey (AWS)

Often paired with the MBI

Identifies what work-related factors
are causing your stress

Six areas of worklife: Workload,
Control, Reward, Fairness, Values,
Community



AREAS OF WORKLIFE



CONTROL

Opportunity to make choices and decisions, to solve problems.



WORKLOAD

The amount of work to be done in a given time.



FAIRNESS

Extent to which consistent and equitable rules apply to everyone.



VALUES

What is most important to the individual and to the organization.



COMMUNITY

Quality of an organization's social environment and positive connections.



REWARD

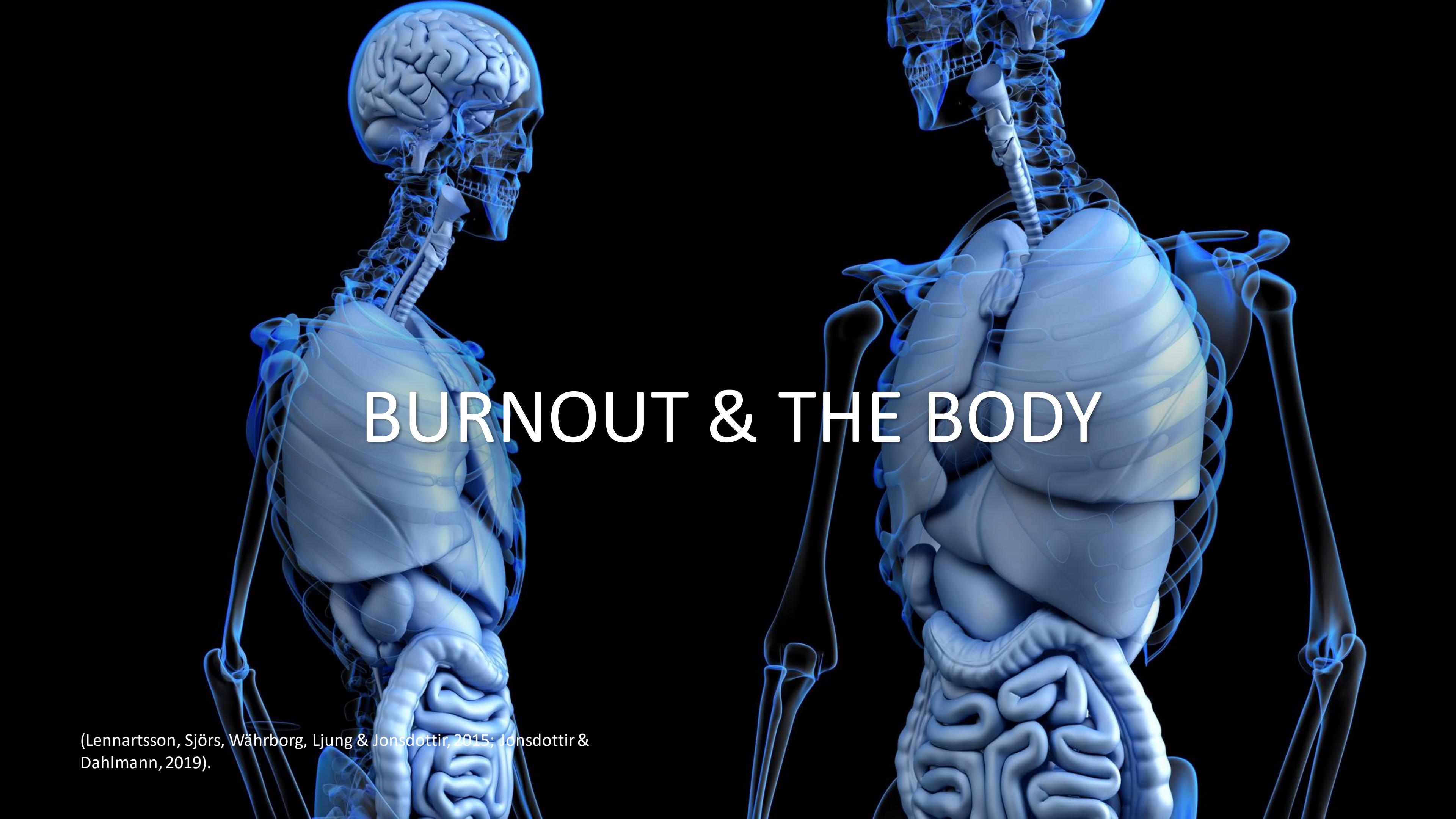
Financial and social recognition for contributions to the job.

(Maslach, Jackson & Leiter, 1997)



BURNOUT & THE BRAIN

(Echouffo-Tcheugui , et al, 2018; Sroykham & Wongsawat, 2019)



BURNOUT & THE BODY

(Lennartsson, Sjörs, Währborg, Ljung & Jonsdottir, 2015; Jonsdottir & Dahlmann, 2019).

I CAN'T





(Echouffo-Tcheugui , et al, 2018; Sroykham & Wongsawat, 2019)



Definition of Divorce
Divorce The
competent body.



(Parker & Horowitz, 2021)

WRITE DOWN 3 THINGS YOU
DID NOT KNOW ABOUT
BURNOUT UNTIL NOW



MY BURNOUT STORY





02

BURNOUT & US



Phases of Collective Trauma Response

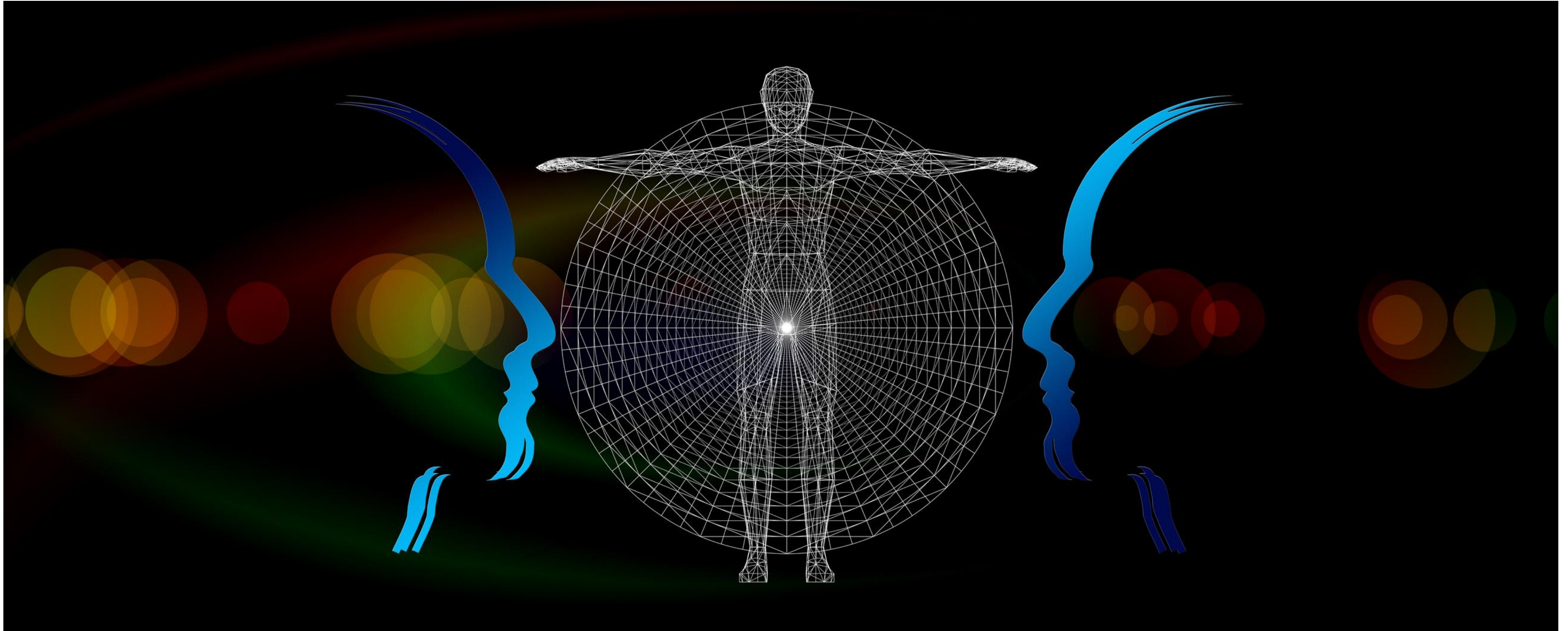


- **2021**

- APA's 2021 Work and Well-being Survey
- Nearly 3 in 5 employees reported negative impacts of work-related stress

- **2022**

- Deloitte's external marketplace survey
- 77 percent of respondents experienced employee burnout at their current job



“
BURNOUT IS 50%
ORGANIZATIONAL
CULTURE AND 50% YOU
”

THE REALITY



INDUSTRY SPECIFIC RISK FACTORS



High attention to detail. Trained to believe you can always do more.



Conditioned to take a relentless approach to work, starting in school.



Provider-Patient relationship may require boundaries to be blurred to learn their needs and lifestyle.



03

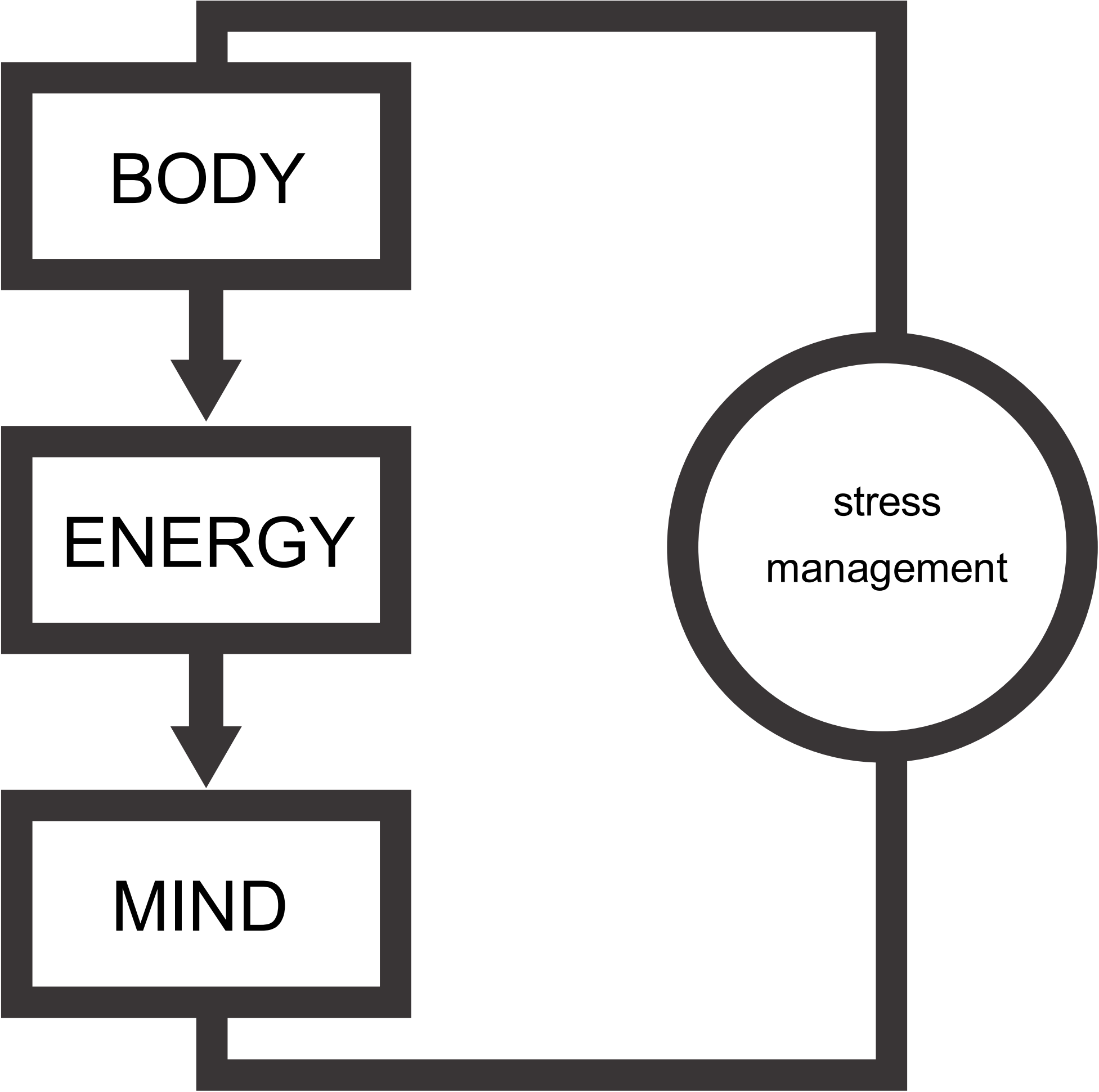
ROARING FORWARD

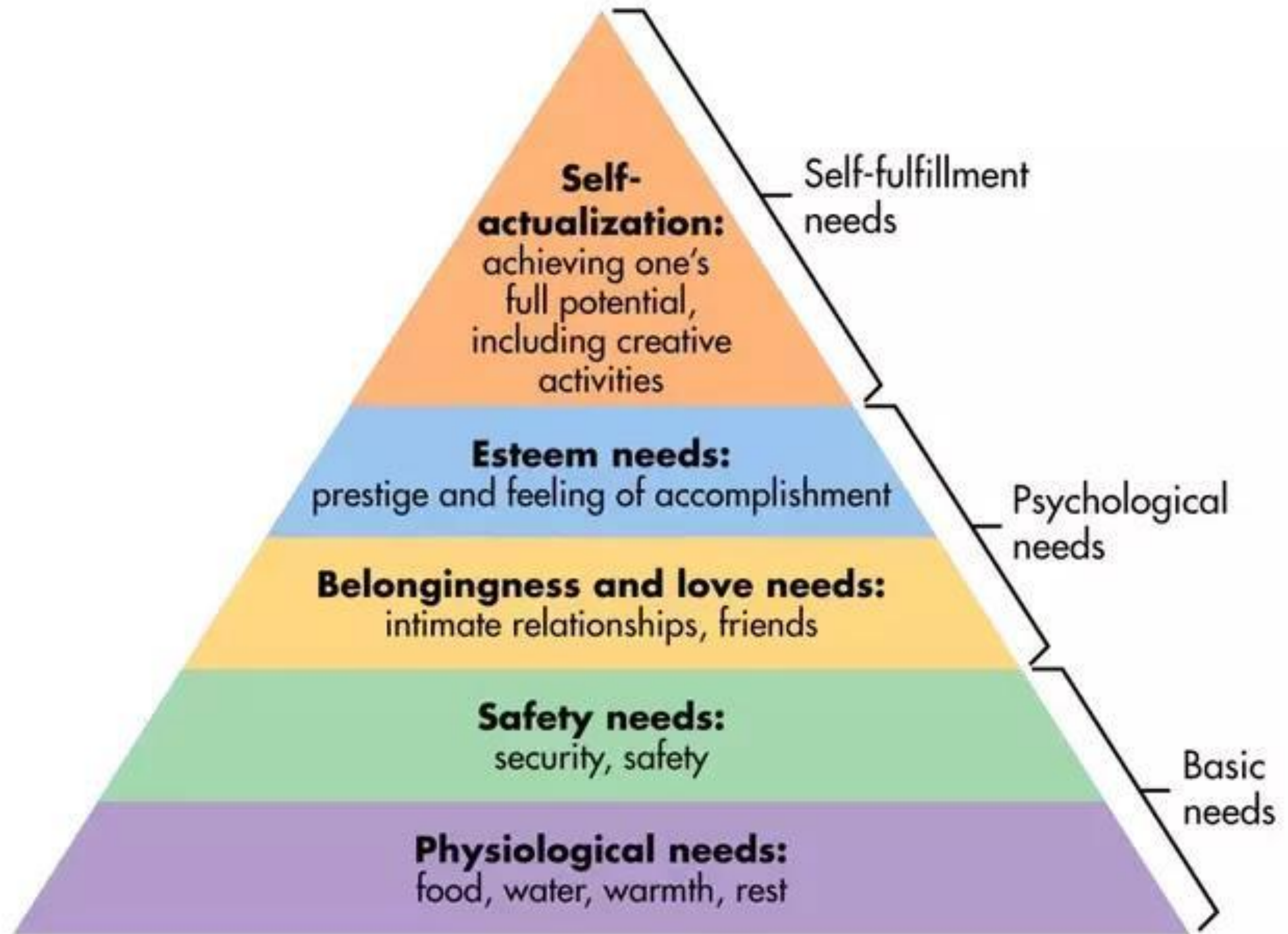
IN ORDER TO SUCCEED IN
MY CURRENT ROLE, I HAVE
TO...

Remember our Warm-Up Question?

**MOST OF OUR STRESS IS
SELF-IMPOSED.**

Step 1: Improve Self-care







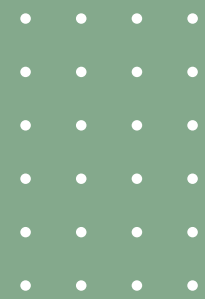
MAKE A P.A.C.T



Step 2: Develop an
Innovation Manifesto to
expand your leadership
capacity

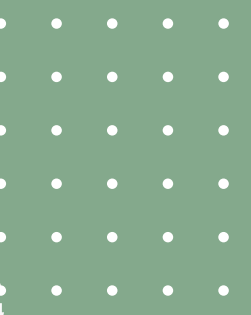


Q & A



THANK YOU

D R . K I M
KH
H I R E S



References

- Abramson, A. (2022, January). Burnout and stress are everywhere. *Monitor on Psychology*, 53(1). <https://www.apa.org/monitor/2022/01/special-burnout-stress>
- Fisher, J. (2022, January). Workplace burnout survey: Burnout without borders. *Deloitte Bulletin*. <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/burnout-survey.html>
- Echouffo-Tcheugui, J.B., Conner, S.C., Himali, J.J., Maillard, P., DeCarli, C.S., Beiser, A.S., Vasan, R.S., Seshadri, S. (2018). Circulating cortisol and cognitive and structural brain measures The Framingham Heart Study. *Neurology*, 91 (21) e1961-e1970; DOI: 10.1212/WNL.00000000000006549
- Jonsdottir, I. H. & Dahlmann, A.S. (2019). Endocrine and immunological aspects of burnout: A narrative review. *European Journal of Endocrinology*, 180, R147–R158
- Leiter, M.P. & Maslach, C. (2016). Latent burnout profiles: A new approach to understanding the burnout experience. *Burnout Research*, 3(4), 89-100.
- Lennartsson, A. K., Sjörs, A., Währborg, P., Ljung, T., & Jonsdottir, I. H. (2015). Burnout and Hypocortisolism - A matter of severity? A study on ACTH and cortisol responses to acute psychosocial stress. *Frontiers in Psychiatry*, 6, 8. <https://doi.org/10.3389/fpsy.2015.00008>
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1997). Maslach Burnout Inventory: Third edition. In C. P. Zalaquett & R. J. Wood (Eds.), *Evaluating stress: A book of resources* (pp. 191–218). Scarecrow Education.
- Parker, K. & Horowitz, J.M. (2021). Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected. Pew Research Center <https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/>
- Sroykham W, Wongsawat Y. (2019). Effects of brain activity, morning salivary cortisol, and emotion regulation on cognitive impairment in elderly people. *Medicine (Baltimore)*, 98(26):e16114. doi: 10.1097/MD.00000000000016114.
- World Health Organization. (2019). *International statistical classification of diseases and related health problems* (11th ed.). <https://icd.who.int/>

For additional reading

- van der Kolk, B. A. (2014). *The body keeps the score: Brain, mind, and body in the healing of trauma*. Viking.
- Maslach, C. & Leiter, M.P. (2021). How to measure burnout accurately and ethically. Harvard Business Review, <https://hbr.org/2021/03/how-to-measure-burnout-accurately-and-ethically>