



# BREAKING THROUGH BURNOUT: THE HOW AND WHY

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## OVERVIEW

### Today's Format:

- Problem Assessment
  - Potential Problem
  - Activity
  - At Home Resources

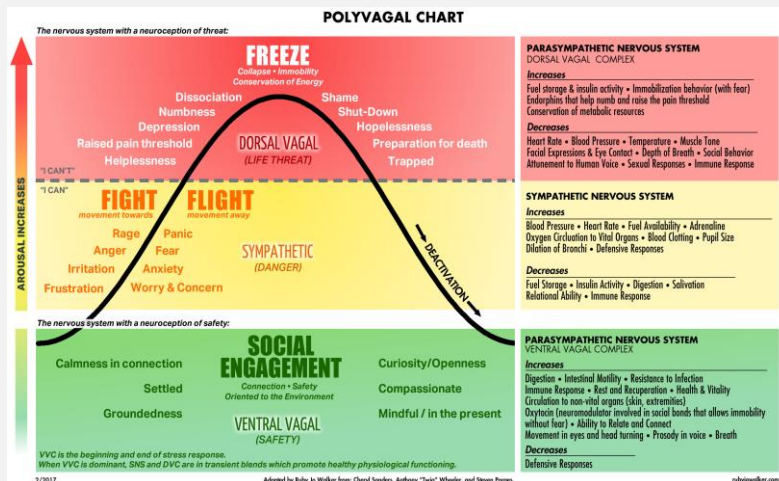


#1: DO I KNOW WHEN I'M  
BURNED OUT?

WHAT ARE THE COMMON  
SYMPTOMS?

Cognitive	Emotional	Behavioral	Appraisal	Relational Interactions	Physically Somatic	Work Performance
Lowered concentration	Powerlessness	Impatient	Questioning the meaning of life	Withdrawal	Shock	Low morale
Decreased self-esteem	Anxiety	Irritable	Loss of purpose	Decreased interest in intimacy or sex	Sweating	Low motivation
Apathy	Guilt	Withdrawn	Lack of self-satisfaction	Mistrust	Rapid heartbeat	Avoiding tasks
Rigidity	Anger/rage	Moody	Pervasive hopelessness	Isolation from others	Breathing difficulties	Obsession about details
Disorientation	Survivor guilt	Regression	Anger at God	Overprotection as a parent	Aches and pains	Apathy
Perfectionism	Shutdown	Sleep disturbance	Questioning of prior religious beliefs	Projection of anger or blame	Dizziness	Negativity
Minimization	Numbness	Nightmares	Loss of faith in a higher power	Intolerance	Increased number and intensity of medical maladies	Lack of appreciation
Preoccupation with trauma	Fear	Appetite changes	Greater skepticism about religion	Loneliness	Other somatic complains	Detachment
Thoughts of self-harm or harm to others	Helplessness	Hypervigilance		Increased interpersonal conflicts	Impaired immune system	Staff conflicts
	Sadness	Elevated startle response				Absenteeism
	Depression	Accident proneness				Exhaustion
	Emotional roller coaster	Losing things				Irritability
	Depleted					W/drawal from staff
	Overly sensitive					

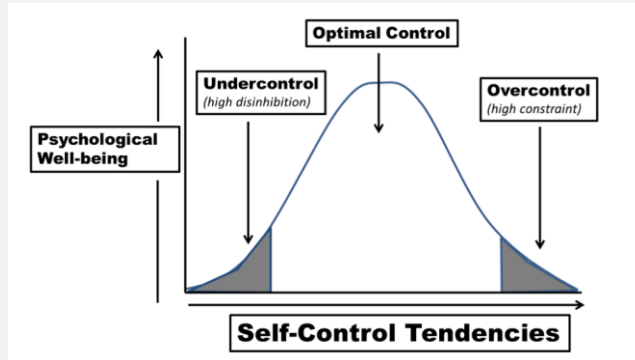
## OUR AUTONOMIC NERVOUS SYSTEM



# STRESS AND THE DIALECTIC OF CONTROL

**Disinhibited:**

- Eating Disorders
- Substance Abuse
- Aggression
- Self-harm
- Impulsive spending



**Overcontrolled:**

- Anorexia
- Maladaptive Perfectionism
- Depression
- Isolation
- Skin Picking
- OCD

# ACTIVITY: WHAT DOES YOUR BURNOUT LOOK LIKE?

<b>SAMPLE</b>	Thoughts	Behaviors	Sensations/Feelings
Green	Thinking of work fondly Contemplating new interests I should host a dinner, start a new project.	Exercising most days Playing with my kids Joking, seeing humor in mistakes	Calm, compassion, excitement, humor, wonder, gratitude, openness to fuller range of emotions (e.g. sharing sadness)
Yellow	Blaming others <i>People can't drive in Utah, must hurry to get work done, I should make myself work out, When are my kids going to bed?</i> Obsessing on errors	Rushing through tasks Being late Losing items Netflix binges Increased mistakes,	Impatience, frustration, fatigue, guilt, restlessness, neck tightness, distracted,
Red	Judging other's behavior <i>I'm failing at everything I can't handle this I just don't like people,</i> questioning career, escape fantasies	Yelling at traffic, at my kids, not letting small things go, sighing a lot, waking up thinking of work, arguing with spouse	Shame, agitation, back pain, overwhelming fatigue, sadness, demoralization, pessimism

## RESOURCE: AWARENESS PLAN

BURNOUT AWARENESS AND ACTION PLAN

	Thoughts	Behaviors	Sensations/Feelings	<b>SKILLFUL RESPONSES</b>
Green				
Yellow				
Red				

#2 DO I KNOW HOW I WANT THINGS TO BE?

20 COGNITIVE BIASES THAT SCREW UP YOUR DECISIONS

<p><b>1. Anchoring bias.</b> People are <b>over-reliant</b> on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.</p> 	<p><b>2. Availability heuristic.</b> People <b>overestimate</b> the importance of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.</p> 	<p><b>3. Bandwagon effect.</b> The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of <b>groupthink</b> and in many why meetings are often unproductive.</p> 	<p><b>4. Blind-spot bias.</b> Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.</p> 
<p><b>5. Choice-supportive bias.</b> When you choose something, you tend to feel positive about it, even if that <b>choice has flaws</b>. Like how you think your dog is awesome -- even if it bites people every once in a while.</p> 	<p><b>6. Clustering illusion.</b> This is the tendency to see patterns in random events. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.</p> 	<p><b>7. Confirmation bias.</b> We tend to listen only to information that confirms our preconceptions -- one of the many reasons it's so hard to have an intelligent conversation about climate change.</p> 	<p><b>8. Conservatism bias.</b> When people face prior evidence over new evidence or information that has emerged, people were <b>slow to accept</b> that the Earth was round because they maintained their earlier understanding that the planet was flat.</p> 
<p><b>9. Information bias.</b> The tendency to seek information when it does not affect action. More information is not always better. With less information, people can often make more accurate predictions.</p> 	<p><b>10. Ostrich effect.</b> The decision to ignore dangerous or negative information by "burying" one's head in the sand. Like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.</p> 	<p><b>11. Outcome bias.</b> Judging a decision based on the outcome -- rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.</p> 	<p><b>12. Overconfidence.</b> Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.</p> 
<p><b>13. Placebo effect.</b> When simply believing that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.</p> 	<p><b>14. Pro-innovation bias.</b> When a proponent of an innovation tends to overvalue its usefulness and undervalue its limitations. (Found founder, Silicon Valley?)</p> 	<p><b>15. Recency.</b> The tendency to weigh the latest information more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.</p> 	<p><b>16. Saliency.</b> Our tendency to focus on the most easily recognizable features of a person or concept. When you think about being you might worry about being mugged by a lion, as opposed to what is statistically more likely, like dying in a car accident.</p> 
<p><b>17. Selective perception.</b></p>	<p><b>18. Stereotyping.</b></p>	<p><b>19. Survivorship bias.</b></p>	<p><b>20. Zero-risk bias.</b></p>

WHY WE GET IT WRONG?

TOWARD MOVES: VALUES AND GOALS

VALUE	GOAL
Guides us in the <u>direction</u> we are moving	<u>Checkpoints</u> or <u>accomplishments</u> along the way
Such as <u>traveling West</u>	Such as the <u>cities that we stop at</u> while traveling West
An ongoing <b>process</b>	Can be accomplished or " <b>checked off</b> " of a list
EXAMPLE: I value being a healthy person There are times when I am more or less healthy I must continue to eat healthy & exercise to <u>stay</u> healthy	EXAMPLE: I ate a healthy meal & exercised today I did something healthy today I can create another goal because <u>this one is done</u>

<b>Accuracy</b>	<b>Creativity</b>	<b>Humility</b>	<b>Purpose</b>
<b>Achievement</b>	<b>Dependability</b>	<b>Humor</b>	<b>Rationality</b>
<b>Adventure</b>	<b>Duty</b>	<b>Justice</b>	<b>Realism</b>
<b>Authority</b>	<b>Family</b>	<b>Knowledge</b>	<b>Responsibility</b>
<b>Autonomy</b>	<b>Forgiveness</b>	<b>Leisure</b>	<b>Risk</b>
<b>Caring</b>	<b>Friendship</b>	<b>Mastery</b>	<b>Safety</b>
<b>Challenge</b>	<b>Fun</b>	<b>Moderation</b>	<b>Self-knowledge</b>
<b>Change</b>	<b>Generosity</b>	<b>Nonconformity</b>	<b>Service</b>
<b>Comfort</b>	<b>Genuineness</b>	<b>Openness</b>	<b>Simplicity</b>
<b>Compassion</b>	<b>Growth</b>	<b>Order</b>	<b>Stability</b>
<b>Contribution</b>	<b>Health</b>	<b>Passion</b>	<b>Tolerance</b>
<b>Cooperation</b>	<b>Helpfulness</b>	<b>Popularity</b>	<b>Tradition</b>
<b>Courtesy</b>	<b>Honesty</b>	<b>Power</b>	<b>Wealth</b>

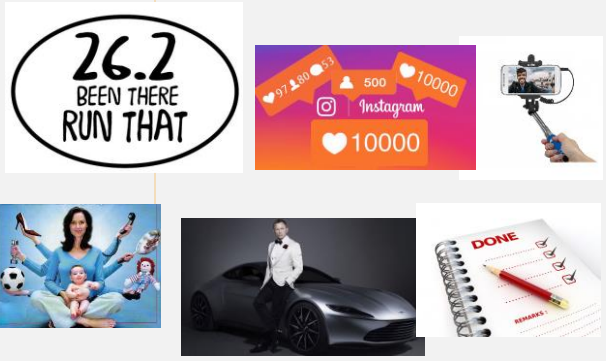
ACTIVITY: WHAT DO YOU DEEPLY VALUE?

#3 AM I REALLY WILLING TO TAKE THE NECESSARY STEPS TO MAKE THE CHANGES?

# SOCIAL PRESSURE FOR RESULTS & PERFORMANCE

We have these things:

To be this thing:



# RESOURCE: PROS/CONS OF CHANGE WORKSHEET

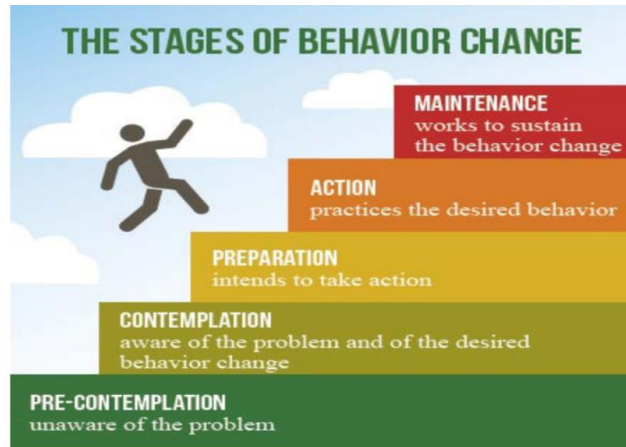
## Decisional Balance



	Benefits/Pros	Costs/Cons
Making a change		
Not changing		



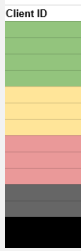
RESOURCE



Prochaska &amp; Diclemente, 2018

**#4 DOES MY CURRENT ENVIRONMENT INCENTIVIZE AND DETER THE RIGHT THINGS?**

# STUCK IN THE CYCLE OF BURNOUT



## BURNOUT AND LOSS SPIRALS

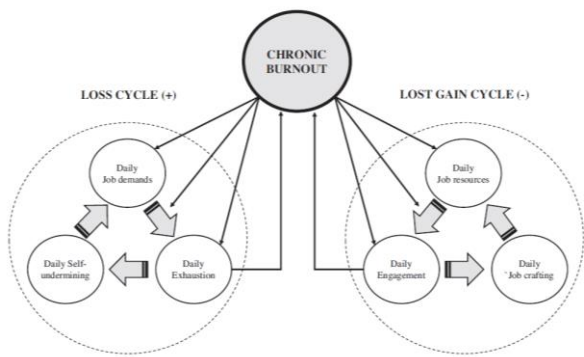


Fig. 2. Chronic burnout: a loss cycle of daily job demands and a lost gain cycle of daily job resources.

## ACTIVITY: DISCUSSION

- What environmental factors make it difficult:
  - At home
  - At work?

## RESOURCE: THE DIME GAME

Decide how strongly to ask for something.		Decide how strongly to say no.	
Put a dime in the bank for each of the questions that get a yes answer. The more money you have, the stronger you ask. If you have a dollar, then ask very strongly. If you don't have any money in the bank, then don't ask; don't even hint.		Put a dime in the bank for each of the questions that get a no answer. The more money you have, the stronger you say no. If you have a dollar, then say no very strongly. If you don't have any money in the bank, then do it without even being asked.	
10c	Is this person able to give or do what I want?	<b>Capability</b>	Can I give the person what is wanted?
10c	Is getting my objective more important than my relationship with this person?	<b>Priorities</b>	Is my relationship more important than saying no?
10c	Will asking help me feel competent and self-respecting?	<b>Self-respect</b>	Will saying no make me feel bad about myself?
10c	Is the person required by law or moral code to do or give me what I want?	<b>Rights</b>	Am I required by law or moral code to give or do what is wanted, or does saying no violate this person's rights?
10c	Am I responsible for telling the person what to do?	<b>Authority</b>	Is the other person responsible for telling me what to do?
10c	Is what I want appropriate for this relationship? (Is it right to ask for what I want?)	<b>Relationship</b>	Is what the person is requesting of me appropriate to my relationship with this person?
10c	Is asking important to a long-term goal?	<b>Goals</b>	In the long term, will I regret saying no?
10c	Do I give as much as I get with this person?	<b>Give and take</b>	Do I owe this person a favor? (Does the person do a lot for me?)
10c	Do I know what I want and have the facts I need to support my request?	<b>Homework</b>	Do I know what I am saying no to? (Is the other person clear about what is being asked for?)
10c	Is this a good time to ask? (Is the person in the right mood?)	<b>Timing</b>	Should I wait a while before saying no?
\$	<b>Total value of asking</b> (Adjusted ± ____ for Wise Mind)	<b>Total value of saying no</b> (Adjusted ± ____ for Wise Mind)	\$

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## DIME GAME RESULTS

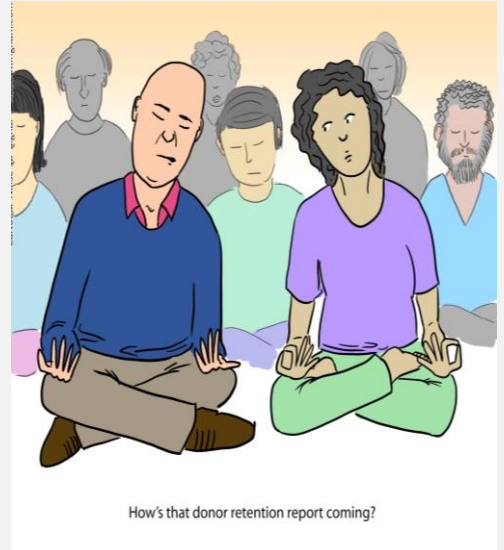
ASKING		SAYING NO
Don't ask; don't hint.	0–10¢	Do it without being asked.
Hint indirectly; take no.	20¢	Don't complain; do it cheerfully.
Hint openly; take no.	30¢	Do it, even if you're not cheerful about it.
Ask tentatively; take no.	40¢	Do it, but show that you'd rather not.
Ask gracefully, but take no.	50¢	Say you'd rather not, but do it gracefully.
Ask confidently; take no.	60¢	Say no firmly, but reconsider.
Ask confidently; resist no.	70¢	Say no confidently; resist saying yes.
Ask firmly; resist no.	80¢	Say no firmly; resist saying yes.
Ask firmly; insist; negotiate; keep trying.	90¢	Say no firmly; resist; negotiate.
Don't take no for an answer.	\$1.00	Don't do it.

#5 DO I HAVE THE SKILLS TO GET THERE?

## SETTING LIMITS FOR SELF-CARE

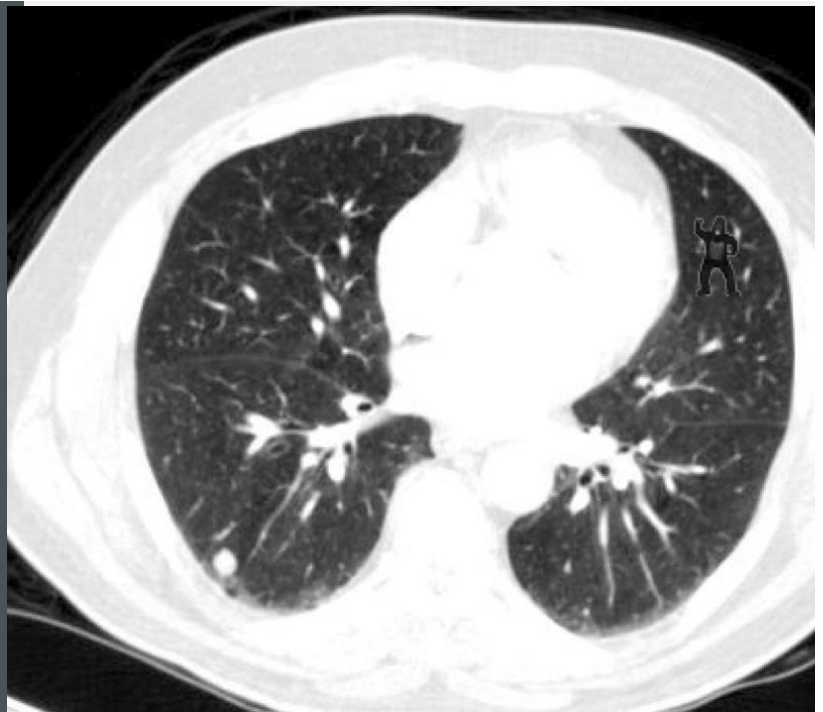
- Takes skill, time, and energy. It is often punishing.
- Sustainably compassionate people are very skillful at setting and adjusting limits.

• Brown, 2014



## WHAT DO YOU SEE?

- *The negative screams the positive whispers.*
  - B. Fredrickson
- Attentional Bias for negativity
- What does your job train you to notice?



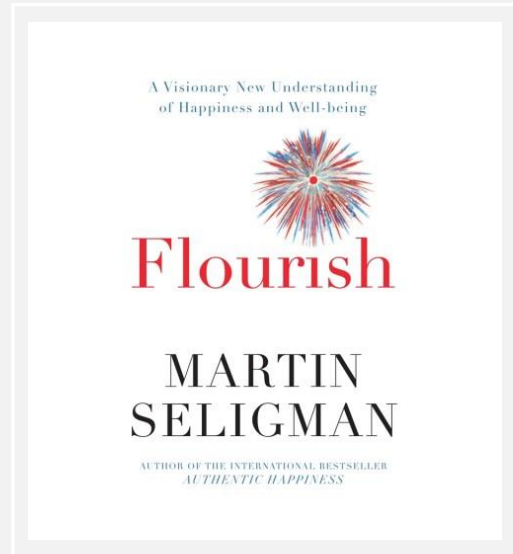
## ACTIVITY: NOTICE THE GOOD WITH THE BAD

Strengthening Optimism

3 good things before bed

Seligman, 2008;

Acknowledging Endings and Progress



**WAYS OF COPING** was designed by Lazarus and Folkman (University of California, San Francisco) as a measure of coping processes used in a particular stressful encounter (and not of coping style or traits).

**Instructions:** Identify a stressful encounter that occurred recently, where it took place and what happened Next, read each item below and indicate, by using the following rating scale, to what extent you used it in the situation you have just described.

Not Used	Used Somewhat	Used Quite A Bit	Used a Great Deal
0	1	2	3

- \_\_\_ 1. Just concentrated on what I had to do next – the next step.
- \_\_\_ 2. I tried to analyze the problem in order to understand it better.
- \_\_\_ 3. Turned to work or substitute activity to take my mind off things.
- \_\_\_ 4. I felt that time would make a difference – the only thing to do was to wait.
- \_\_\_ 5. Bargained or compromised to get something positive from the situation.
- \_\_\_ 6. I did something which I didn't think would work, but at least I was doing something.
- \_\_\_ 7. Tried to get the person responsible to change his or her mind.
- \_\_\_ 8. Talked to someone to find out more about the situation.
- \_\_\_ 9. Criticized or lectured myself.
- \_\_\_ 10. Tried not to burn my bridges, but leave things open somewhat.
- \_\_\_ 11. Hoped a miracle would happen.
- \_\_\_ 12. Went along with fate; sometimes I just have bad luck.
- \_\_\_ 13. Went on as if nothing had happened.

## RESOURCE: WHAT'S YOUR COPING STYLE TENDENCY?

## #6 ARE THE FACTORS I NEED TO CHANGE WITHIN MY CONTROL?

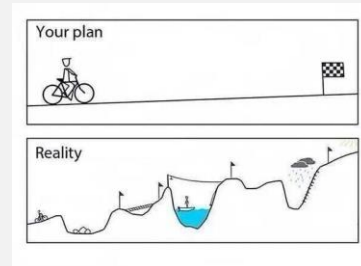
### THE NEW NORMAL WORK FORCE

- Is our work philosophy broken?
  - Schwartz, 2017



## ACCEPTANCE: ILLUSION OF BALANCE

$$2 + 2 = 5$$



ACTIVITY: A  
WILLINGNESS  
EXERCISE FOR  
REALITY  
ACCEPTANCE





#7 AM I TOO OVERWHELMED BY  
EMOTIONS TO TAKE SKILLFUL ACTION?

ACTIVITY



## RESOURCE: COLD TEMPERATURES



## TAKE HOME POINTS

- The norms of life have changed creating a greater need for deliberate practices
- Complex issues, like burnout, require assessment
- Know the unique barriers for you
- Start small and find support
- Change and acceptance is a ongoing process

## CONTACT INFO:



UTAH CENTER  
FOR EVIDENCE BASED  
TREATMENT

- [info@ucebt.com](mailto:info@ucebt.com)
- Salt Lake City and Sandy, UT
- Slides available at [www.ucebt.com](http://www.ucebt.com) (speaking and consulting heading)

## LINKS TO CITED RESOURCES:

- [Self-care assessment](#)
- [Self-care Action Plan](#)
- [Values and Batteries Exercise](#)
- [Readiness to Change Questionnaire](#)
- [Decisional Balance Sheet](#)
- [Assess Your Ways of Coping](#)
- [Quickly Reducing Distress with Cold Temperature](#)