

*I've learned that you can't
have everything and do
everything at the same time.*

Oprah Winfrey

Beating

Burnout

Instructor Guide



Agenda

Estimated Class Time: 3 hours

Time	Topic
55 minutes	<p>MODULE 1: Introduction Icebreaker</p> <p>Welcome, Overview, Housekeeping</p> <p>What is Burnout?</p> <p>Causes of Burnout</p> <p>Consequences of Burnout</p>
55 minutes	<p>MODULE 2: Stress and Burnout What is Stress?</p> <p>Fight or Flight!</p>
15 minutes	<p>BREAK</p> <p>The Holmes and Rahe Stress Scale</p> <p>Four Types of Stress: Managing Common Pressures</p>
55 minutes	<p>MODULE 3: Recovering from Burnout Are You a Positive or Negative Thinker?</p> <p>Recovering from Burnout</p> <p>The Life Wheel</p> <p>Exercise</p> <p>Eating Well</p>

Course Overview

We all may someday find ourselves burning out from too much work, too much stress, or too much negativity. This course will help trainees to understand what burnout and stress are and, their differences; the causes and consequences of burnout; the impact of long-term stress; the four types of stress; how positive thinking can prevent burnout; ways of dealing with burnout and the consequences of each method; how to utilize the Life Wheel to pull one's own life back into balance; and how exercise, getting enough rest, and eating well can help to alleviate stress, thereby lowering one's probability for burnout.

COURSE TITLE: Beating Burnout	
SESSION: Module 1: Introduction	
TOTAL TIME: 55 minutes	
Method	CONTENT/NARRATIVE
 	<p>Learning Objectives: Upon completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Define what exactly burnout is. <input type="checkbox"/> List causes of burnout. <input type="checkbox"/> Explain various consequences of burnout and their impact on an organization. <p>Required Materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Office Work Stress YouTube Video (PPT, Slide 2) <input type="checkbox"/> Debriefing Questions <input type="checkbox"/> Case Study (Participant Guide, p. 5) <input type="checkbox"/> Sure Signs of Job Burnout Video Slide (PPT, Slide 3) <input type="checkbox"/> Definition of Burnout Slide (PPT, Slide 4) <input type="checkbox"/> Flip Chart Paper <input type="checkbox"/> Markers <input type="checkbox"/> Checking Yourself for Burnout Handout <input type="checkbox"/> Pencils <input type="checkbox"/> Plain Paper <input type="checkbox"/> How to Fold a Hammerhead Paper Airplane Handout <input type="checkbox"/> Computer <input type="checkbox"/> Projector <input type="checkbox"/> Power cord <input type="checkbox"/> Speakers

COURSE TITLE: Beating Burnout		
SESSION: Icebreaker:		
Method	CONTENT/NARRATIVE	RESOURCES
 	<p>Show the video “Office Work Stress”.</p> <p>Debrief the video by asking the following questions aloud:</p> <ul style="list-style-type: none"> • “How many of you have felt like one of the cars in the circus train? Which one?” • “How may can relate to the “exploding head syndrome”? Do you feel this way on a daily basis? Weekly basis? Monthly Basis?” • “Do you feel as if stress can lead to employee absenteeism? Why?” <p>CASE STUDY: It’s the beginning of the week, and Mia is already longing for the weekend. For the past few months she’s been feeling out of sorts at work, and she’s not quite sure why. For instance, she’s always tired, she feels disengaged and unmotivated most days, and she’s constantly checking how long it is until she can go home. Mia is also snapping at her coworkers (something she never used to do), and she feels that there’s never enough time to get everything done. This leaves her feeling behind in her work and frustrated. Mia is showing classic signs of burnout.</p> <p>Divide the participants into small groups of 4-5 to answer the following questions:</p> <ul style="list-style-type: none"> • According to the case study, Mia is “showing classic signs of burnout” What were the “classic signs” listed in the scenario? • Should Mia’s supervisor address her observable signs of burnout? Why or Why not? • How could Mia turn around her feelings of burnout? Or once an individual shows signs of burnout is it possible for him or her to have a change of attitude and, once again, enjoy his or her job? • How could Mia’s new attitude toward her job affect her co-workers? The working environment? 	<ul style="list-style-type: none"> <input type="checkbox"/> Office Work Stress YouTube Video (PPT, Slide 2) <input type="checkbox"/> Debrief Questions ← (Q & A aloud) <input type="checkbox"/> Case Study (Participant Guide, p. 5) <input type="checkbox"/> Written Activity- - Debrief Questions (Participant Guide, p. 5)

COURSE TITLE: Beating Burnout		
SESSION: Housekeeping		
Method	CONTENT/NARRATIVE	RESOURCES
	<p>Welcome – Introduce yourself to the group and have members of the group introduce themselves, giving their position and county worked. Ensure all participants have signed the sign-in sheet and have a name tent.</p> <p>Overview – Flip through the participant packet with the group and review agenda.</p> <p>Housekeeping – Review locations of restrooms, break times, lunch hour, and ask if there is anyone requiring any special accommodations to let you know at the first break.</p>	<p><input type="checkbox"/> PowerPoint</p> <p><input type="checkbox"/> Participant packets</p>

COURSE TITLE: Beating Burnout		
SESSION: What is Burnout?		
Method	CONTENT/NARRATIVE	
   	<p>Show the video “Sure Signs of Job Burnout”.</p> <p>Debrief the video by asking what the four signs of job burn out are and ask for the participants opinion with each. Those listed should include:</p> <ol style="list-style-type: none"> 1. Looking for confrontation with the boss in order to express one’s opinion. 2. Grumpy person around the work area. 3. Don’t care how one looks – meant as a means to get back at the supervisor or organization. 4. Do as little work as possible. <p>State “<i>The signs of burnout are unmistakable. We see people suffering from poor health, burnout, and stress every day. For supervisors, this increases costs in the form of absenteeism, health costs, and turnover. But, what exactly is burnout? Burnout is defined as:</i></p> <ul style="list-style-type: none"> • "A state of physical, emotional, and mental exhaustion caused by long term involvement in emotionally demanding situations." – Ayala Pines and Elliot Aronson. • "A sense of depersonalization, and feelings of reduced personal accomplishment, characterized by emotional exhaustion.” <p><i>Between them, these definitions embrace the essence of burnout, with the first stressing the part that exhaustion plays in it, and the second focusing on the sense of disillusionment that is at its core.</i></p> <p><i>Anyone can become exhausted. What is so poignant about burnout is that it mainly strikes people who are highly committed to their work: You can only "burn out" if you have been "alight" in the first place.</i></p> <p><i>While exhaustion can be overcome with rest, a core part of burnout is a deep sense of disillusionment, and it is not experienced by people who can take a more cynical view of their work.</i></p>	<p><input type="checkbox"/> Sure Signs of Job Burnout YouTube Video (PPT, Slide 3)</p> <p><input type="checkbox"/> Debrief Questions</p> <p><input type="checkbox"/> Definition of Burnout (PPT, Slide 4)</p>

	<p>Divide participants into groups of 5-6 and ask them to list symptoms of burnout they have noticed within their work areas.</p> <p>Once the groups have finished, discuss each group's responses. Look for the following in their lists of symptoms:</p> <ul style="list-style-type: none">• Having a negative and critical attitude at work.• Dreading going into work, and wanting to leave once you're there.• Having low energy and little interest at work.• Having trouble sleeping.• Being absent from work a lot.• Having feelings of emptiness.• Experiencing physical complaints such as headaches, illness, or backache.• Being irritated easily by team members.• Having thoughts that your work doesn't have meaning or make a difference.• Pulling away emotionally from your colleagues or clients.• Feeling that your work and contribution goes unrecognized.• Blaming others for your mistakes.• Thinking of quitting work, or changing roles.	<ul style="list-style-type: none"><input type="checkbox"/> Flip Chart Paper<input type="checkbox"/> Markers
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COURSE TITLE: Beating Burnout		
SESSION: Causes of Burnout		
Method	CONTENT/NARRATIVE	
	<p>Ask participants to turn in the participant's packets to the Checking Yourself for Burnout Handout on page 6. Following the instructions on the top, allow participants time to complete the handout and score themselves at the bottom. Once complete, discuss the findings.</p>	<input type="checkbox"/> Checking Yourself for Burnout Handout (Participant Guide, p. 6)
	<p>State "People experience burnout for a variety of reasons. Lack of autonomy is a common cause, so you might experience burnout if you don't have much control over your work, or if you feel that you never have enough time to finish tasks and projects.</p> <p>Another common cause is when your values don't align with the actions, behaviors, or values of your organization, or of your role.</p>	<input type="checkbox"/> Pencils
	<p>While at the front of the room, list on flip chart paper other causes of burnout that the participants can list. Other causes may include:</p> <ul style="list-style-type: none"> • Having unclear goals or job expectations. • Working in a dysfunctional team or organization. • Experiencing an excessive workload. • Having little or no support from your boss or organization. • Lacking recognition for your work. • Having monotonous or low-stimulation work. 	<input type="checkbox"/> Flip Chart <input type="checkbox"/> Markers

COURSE TITLE: Beating Burnout		
SESSION: Consequences of Burnout		
Method	CONTENT/NARRATIVE	
	<p>State “Most people know that overworked employees eventually burnout. Clearly, the consequences of burnout can be severe. Your productivity can drop dramatically; and this not only impacts your career, but it negatively impacts your team and organization as well. Your creativity will also be affected, so you're less likely to spot opportunities (and you don't have the interest or desire to act on them), and you may find excuses to miss work or take days off sick. Burnout harms companies by increasing turnover and increasing absenteeism. Consider the following:</p> <ul style="list-style-type: none"> • When everything is added together, 150 percent of an employee’s annual salary is the cost of turnover. • This number is 200 to 250 percent for members of management.” <p>Cost of absenteeism:</p> <ul style="list-style-type: none"> • Sick pay: Employees with sick days are still paid, which is a direct cost. • Loss of productivity: Even with someone to work the position of the sick employee, the employee familiar with the job will be more productive. This is an indirect cost of sick days. <p>While most people who take time off are legitimately sick, stressed employees will take days off to catch up with personal obligations, and they usually feel justified doing so.”</p>	
 <p>Activity</p>	<p>Divide participants into two separate groups. Provide one group blindfolds or ask them to turn their seats around to where they cannot see you demonstrate the activity to the other group. With the other group, pass out a copy of the directions for “How to Fold a Hammerhead Paper Airplane”. Verbally, demonstrating each step as you go through the directions, walk participants through the process. Once the group has finished building the paper airplane, ask them to unfold and straighten out their paper.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Plain paper <input type="checkbox"/> How to Fold a Hammerhead Paper Airplane Handout

	<p>Have the group that was blindfolded remove the blindfolds or turn their seats around. Group 1 can provide its unfolded and straightened papers to Group 2 to utilize as an example. Now, have Group 2 create the Hammerhead Paper Airplane but provide no directions or any further guidance to them. Ensure Group 1 does not provide the written directions to Group 2. Have Group 1 judge Group 2's airplanes to determine if it turned out like theirs.</p> <p>Debrief the activity by asking the following questions:</p> <ul style="list-style-type: none">• Posed to Group 2: <i>“How difficult was it creating the paper airplane based solely on the verbal instructions heard but not being able to see the demonstration? How does this relate to stepping into an individual’s job when they are absent?”</i>• Posed to Group 2: <i>“Did you experience any frustration at now knowing exactly how to perform the task? How does this relate to stepping into an individual’s job when they are absent?”</i>• Posed to Group 2: <i>“Did your finished product meet the guidelines for creating the Hammerhead Paper Airplane? What created the barriers from your success? How does this relate to stepping into an individual’s job when they are absent?”</i>• Posed to Group 2: <i>“Were you able to complete the task in a timely manner or, were you able to complete it at all? How does this relate to stepping into an individual’s job when they are absent?”</i> <p><i>Career burnout can also spill over into your personal life, negatively impacting your well-being and your relationships with friends and family. Burnout can lead to health issues, including high blood pressure, obesity, depression, physical ailments, and even substance abuse.</i></p>	
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COURSE TITLE: Beating Burnout	
SESSION: Module 2: Stress and Burnout	
TOTAL TIME: 55 minutes	
Method	CONTENT/NARRATIVE
 	<p>Learning Objectives: Upon completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Define stress and explain the differences between stress and burnout. <input type="checkbox"/> List and explain the four types of stress as defined by Dr. Karl Albrecht. <p>Required Materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stress vs. Burnout Slide (PPT, Slide 5) <input type="checkbox"/> Stress Scale (Participant Guide, pp. 7-8) <input type="checkbox"/> Pencils <input type="checkbox"/> Albrecht's Four Common Types of Stress Slide (PPT, Slide 7) <input type="checkbox"/> Flip Chart Paper <input type="checkbox"/> Markers <input type="checkbox"/> Computer <input type="checkbox"/> Projector <input type="checkbox"/> Power Cords

COURSE TITLE: Beating Burnout		
SESSION: What is Stress?		
Method	CONTENT/NARRATIVE	
	<p>State “So, what’s the difference between stress and burnout? Although the two share some characteristics, there are distinct differences.</p> <p><i>Stress is often relatively short-term, and it is often caused by a feeling that work is out of control. You might experience stress several days in a row, especially when you’re working on a large project or under a tight deadline. However, once the situation changes, stress often lessens or disappears entirely. (Stress can affect you over the longer-term, however, if you’re consistently experiencing these things.)</i></p> <p><i>Burnout often takes place over a longer period. You might experience it if you believe your work is meaningless; when there’s a disconnect between what you’re currently doing and what you truly want to be doing; or when things change for the worse – for example, when you lose a supportive boss, or when your workload increases beyond a sustainable point. You go through “the motions” instead of being truly engaged. Over time, this leads to cynicism, exhaustion, and, sometimes, poor performance.”</i></p> <p><i>Hans Selye was one of the founding fathers of stress research. His view in 1956 was that “stress is not necessarily something bad – it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental.” Selye believed that the biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative.</i></p> <p><i>Since then, a great deal of further research has been conducted, and ideas have moved on. Stress is now viewed as a “bad thing”, with a range of harmful biochemical and long-term effects. These effects have rarely been observed in positive situations.</i></p> <p><i>The most commonly accepted definition of stress is that</i></p>	

	<p><i>stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize. In short, it's what we feel when we think we've lost control of events. The stress response inside us is therefore part instinct and part to do with the way we think.</i></p>	
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COURSE TITLE: Beating Burnout	
SESSION: Fight or Flight!	
Method	CONTENT/NARRATIVE
	<p>State “Some of the early research on stress (conducted by Walter Cannon in 1932) established the existence of the well-known "fight-or-flight" response. His work showed that when a person experiences a shock or perceives a threat, it quickly releases hormones that help it to survive. In humans, as in other animals, these hormones help us to run faster and fight harder. They increase heart rate and blood pressure, delivering more oxygen and blood sugar to power important muscles. They increase sweating in an effort to cool these muscles, and help them stay efficient. They divert blood away from the skin to the core of our bodies, reducing blood loss if we are damaged. As well as this, these hormones focus our attention on the threat, to the exclusion of everything else. All of this significantly improves our ability to survive life-threatening events.</p> <p>Not only life-threatening events trigger this reaction: We experience it almost any time we come across something unexpected or something that frustrates our goals. When the threat is small, our response is small and we often do not notice it among the many other distractions of a stressful situation.</p> <p>Unfortunately, this mobilization of the body for survival also has negative consequences. In this state, we are excitable, anxious, jumpy and irritable. This actually reduces our ability to work effectively with other people. With trembling and a pounding heart, we can find it difficult to execute precise, controlled skills. The intensity of our focus on survival interferes with our ability to make fine judgments by drawing information from many sources. We find ourselves more accident-prone and less able to make good decisions. There are very few situations in modern working life where this response is useful. Most situations benefit from a calm, rational, controlled and socially sensitive approach.</p> <p>In the short term, we need to keep this fight-or-flight response under control to be effective in our jobs. In the</p>

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	<i>long term we need to keep it under control to avoid problems of poor health and burnout.”</i>	
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COURSE TITLE: Beating Burnout		
SESSION: The Holmes and Rahe Stress Scale: Understanding the Impact of Long-Term Stress		
Method	CONTENT/NARRATIVE	
	<p>State “People use the word “stress” to describe a wide variety of situations – from your cell phone ringing while you’re talking on another phone – to the feelings associated with intense work overload, or the death of a loved-one. Our ability to cope with the demands upon us is key to our experience of stress. For example, starting a new job might be a wholly exciting experience if everything else in your life is stable and positive. But if you start a new job when you’ve just moved into a new house, or your partner is ill, or you’re experiencing money problems, you might find it very hard to cope.</p> <p><i>How much of this does it take to push you “over the edge”? Not all unusual events are equally hard to deal with. For example, compare the stress of divorce with that of a change in responsibilities at work. Because of this, you need to be able to rate and measure your total stress score appropriately.</i></p> <p><i>The Holmes and Rahe Stress Scale was created to do just that. This tool helps us measure the stress load we carry, and think about what we should do about it. In 1967, psychiatrists Thomas Holmes and Richard Rahe decided to study whether or not stress contributes to illness. They surveyed more than 5,000 medical patients and asked them to say whether they had experience any of a series of 43 life events in the previous two years. Each event, called a Life Change Unit (LCU), had a different “weight” for stress. The more events the patient added up, the higher the score. The higher the score, and the larger the weight of each event, the more likely the patient was to become ill.</i></p>	
	<p>Ask participants to turn in the participant’s packets to the Stress Scale on page 7. Following the instructions on the top, allow participants time to complete the handout and score themselves at the bottom. Once complete, discuss the findings.</p>	<p><input type="checkbox"/> Stress Scale Handout (Participant Guide, p. 7)</p> <p><input type="checkbox"/> Pencils</p>

COURSE TITLE: Beating Burnout		
SESSION: Four Types of Stress: Managing Common Pressures		
Method	CONTENT/NARRATIVE	
	<p>State “Dr Karl Albrecht defined four common types of stress in his 1979 book, "Stress and the Manager." Albrecht's four common types of stress are:</p> <ol style="list-style-type: none"> 1. <i>Time stress - You experience time stress when you worry about time, or the lack thereof. You worry about the number of things that you have to do, and you fear that you'll fail to achieve something important. You might feel trapped, unhappy, or even hopeless.</i> 2. <i>Anticipatory stress, which describes stress that you experience concerning the future. Sometimes this stress can be focused on a specific event, such as an upcoming presentation that you're going to give. However, anticipatory stress can also be vague and undefined, such as an overall sense of dread about the future, or a worry that "something will go wrong."</i> 3. <i>Situational stress, which is when you're in a scary situation that you have no control over. This could be an emergency. More commonly, however, it's a situation that involves conflict, or a loss of status or acceptance in the eyes of your peers. For instance, getting laid off or making a major mistake in front of your team are examples of events that can cause situational stress.</i> 4. <i>Encounter stress, which revolves around people. You experience encounter stress when you worry about interacting with a certain person or group of people – you may not like them, or you might think that they're unpredictable. Encounter stress can also occur if your role involves a lot of personal interactions with customers (e.g., as a flagger on the interstate), which would put the traveling drivers in a distress. This type of stress also occurs from "contact overload": when you feel overwhelmed or drained from interacting with too many people.</i> 	<p><input type="checkbox"/> Albrecht's Four Common Types of Stress Slide (PPT, Slide 7)</p>
	<p>Now, let's discuss how you can identify and deal with each one. Divide participants into groups of 5-6 and assign them one of the four types of stress (some groups may have the same type). Using flip chart paper, have them list</p>	<p><input type="checkbox"/> Flip Chart Paper</p> <p><input type="checkbox"/> Markers</p>

	<p>2-3 examples and various ways of dealing with the group's assigned stress type. Below is some information that may assist with discussion when the groups are finished.</p> <p>1. Time Stress</p> <p>Common examples of time stress include worrying about deadlines or rushing to avoid being late for a meeting.</p> <p>Managing Time Stress</p> <p>Time stress is one of the most common types of stress that we experience today. It is essential to learn how to manage this type of stress if you're going to work productively in a busy organization. First, learn good time management skills. This can include using To-Do Lists. Next, make sure that you're devoting enough time to your important priorities. Unfortunately, it's easy to get caught up in seemingly urgent tasks which actually have little impact on your overall objectives. This can leave you feeling exhausted, or feeling that you worked a full day yet accomplished nothing meaningful. Your important tasks are usually the ones that will help you reach your goals, and working on these projects is a better use of your time. If you often feel that you don't have enough time to complete all of your tasks, learn how to create more time in your day. This might mean coming in early or working late, so that you have quiet time to focus. You should also use your peak working time to concentrate on your most important tasks – because you're working more efficiently, this helps you do more with the time you have. For instance, if you're a morning person, schedule the tasks that need the greatest concentration during this time. Also, make sure that you're polite but assertive about saying "no" to tasks that you don't have the capacity to do.</p> <p>2. Managing Anticipatory Stress</p> <p>Because anticipatory stress is future based, start by recognizing that the event you're dreading doesn't have to play out as you imagine. Use positive visualization techniques to imagine the situation going right. Research shows that your mind often can't tell the difference, on a basic neurological level, between a situation that you've visualized going well repeatedly and one that's actually happened. Anticipatory stress can result from a lack of confidence. For example, you might be stressing over a presentation that you're giving next week, because you're afraid that your presentation won't be interesting.</p>	
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	<p>Often, addressing these personal fears directly will lower your stress. In this example, if you put in extra time to practice and prepare for tough questions, you'll likely feel more prepared for the event. Last, learn how to overcome a fear of failure: by making contingency plans and analyzing all of the possible outcomes, you'll get a clearer idea of what could happen in the future. This can help diminish your fear of failure and give you a greater sense of control over events.</p> <p>3. Managing Situational Stress</p> <p>Situational stress often appears suddenly, for example, you might get caught in a situation that you completely failed to anticipate. To manage situational stress better, learn to be more self-aware. This means recognizing the "automatic" physical and emotional signals that your body sends out when you're under pressure. For example, imagine that the meeting you're in suddenly dissolves into a shouting match between team members. Your automatic response is to feel a surge of anxiety. Your stomach knots and feels bloated. You withdraw into yourself and, if someone asks for your input, you have a difficult time knowing what to say. Conflict is a major source of situational stress. Learn effective conflict resolution skills, so that you're well-prepared to handle the stress of conflict when it arises. It's also important to learn how to manage conflict as a supervisor, since resolving group conflict can be different from resolving individual issues. Everyone reacts to situational stress differently, and it's essential that you understand both the physical and emotional symptoms of this stress, so that you can manage them appropriately. For instance, if your natural tendency is to withdraw emotionally, then learn how to think on your feet and communicate better during these situations. If your natural response is to get angry and shout, then learn how to manage your emotions.</p> <p>4. Managing Encounter Stress</p> <p>Because encounter stress is focused entirely on people, you'll manage this type of stress better by working on your people skills. A good place to start is to develop greater emotional intelligence. Emotional intelligence is the ability to recognize the emotions, wants, and needs of yourself and of others. This is an important skill in interacting with others and in building good relationships. It's also important to know when you're about to reach</p>	
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	<p>your limit for interactions in the day. Everyone has different symptoms for encounter stress, but a common one is withdrawing psychologically from others and working mechanically. Another common symptom is getting cranky, cold, or impersonal with others in your interactions. When you start to experience these symptoms, do whatever you can to take a break. Go for a walk, drink water, and practice deep breathing exercises. Empathy is a valuable skill for coping with this type of stress, because it allows you to see the situation from the other person's perspective. This gives you greater understanding and helps you to structure your communications so that you address the other person's feelings, wants, and needs.</p>	
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COURSE TITLE: Beating Burnout	
SESSION: Module 3: Recovering From Burnout	
TOTAL TIME: 55 minutes	
Method	CONTENT/NARRATIVE
 	<p>Learning Objectives: Upon completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Discuss why positive and negative thinking can have an impact on one's stress levels. <input type="checkbox"/> Explain how exercise, eating well, and getting enough sleep can help lower one's stress levels. <p>Required Materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Quotes Slides (PPT, Slides 8 & 9) <input type="checkbox"/> Are You a Positive or Negative Thinker (Participant Guide, pp. 9-10) <input type="checkbox"/> Pencils <input type="checkbox"/> Dealing with Burnout Slide (PPT, Slide 10) <input type="checkbox"/> Life Wheel Example Slide (PPT, Slide 11) <input type="checkbox"/> Life Wheel Page (Participant Guide, pp. 14-15) <input type="checkbox"/> Tips for Success Slide (PPT, Slide 12) <input type="checkbox"/> Success Slide Continued—Exercise (PPT, Slide 12) <input type="checkbox"/> Success Slide Continued—Eat Well (PPT, Slide 12) <input type="checkbox"/> Success Slide Continued--Get Enough Sleep (PPT, Slide 12) <input type="checkbox"/> Computer <input type="checkbox"/> Projector <input type="checkbox"/> Power Cords

COURSE TITLE: Beating Burnout		
SESSION: Are You a Positive or Negative Thinker?		
Method	CONTENT/NARRATIVE	
 	<p>Display the following quotes on the Powerpoint slides:</p> <p style="text-align: center;">A man is but the product of his thoughts. What he thinks, he becomes. <i>Mahatma Gandhi</i></p> <p style="text-align: center;">And then Positive thinking will let you do everything better than negative thinking will. <i>Zig Ziglar</i></p> <p>State “<i>These are two powerful quotes. Combined, they tell us that if we think positively, we’re likely to enjoy positive results. Negative thinking, on the other hand, can lead to outcomes we don’t want. Positive and negative thoughts can become self-fulfilling prophecies: What we expect can often come true. If you start off thinking you will mess up a task, the chances are that you will: You may not try hard enough to succeed, you won’t attract support from other people, and you may not perceive any results as good enough.</i></p> <p><i>Positive thinking, on the other hand, is often associated with positive actions and outcomes. You’re drawn to, and you focus on, the positive aspects of a situation. You have hope and faith in yourself and others, and you work and invest hard to prove that your optimism is warranted. You’ll enthuse others, and they may well “pitch in” to help you. This makes constructive outcomes all the more likely.</i></p> <p><i>When it comes down to it, positive, optimistic people are happier and healthier, and enjoy more success than those who think negatively. The key difference between them is how they think about and interpret the events in their life. So, how do you think about your successes and failures? Do you have a predictable thinking pattern?”</i></p>	<input type="checkbox"/> Quotes Slides (PPT, Slides 8 & 9)

	<p>Ask participants to turn in the participant's packets to the Are You a Positive or Negative Thinker page, pp. 9-10. Following the instructions on the top, allow participants time to complete the handout and score themselves at the bottom. Once complete, discuss the findings.</p>	<p><input type="checkbox"/> Are You a Positive or Negative Thinker (Participant Guide, pp. 9-10)</p> <p><input type="checkbox"/> Pencils</p>

	<p><i>career change, in that many of your skills and much of your experience will be transferrable. Job change gives you the opportunity to rededicate yourself to your original goals. It also provides a fresh start in a new environment, without the painful reminders that come with staying in the same job. Changing jobs is an appropriate response where you are disillusioned with your organization more than you are with your career. What you risk, however, is ending up in the same situation again: In changing your job, you must make sure that you understand what lead you to burn out, and ensure that history does not repeat itself. Looking at this positively, you should know what to look for, and have a good idea of how to avoid it!</i></p> <ul style="list-style-type: none"> • Using Burnout as a Trigger for Personal Growth: <i>This is probably one the most positive ways that people manage burnout: By using it as a wakeup call to re-evaluate the way they want to live their lives and what they want to achieve. We look at this in more detail below.</i> <p>* Activity: Resiliency Development Activities * Ask participants to turn to pp. 11-13 in their Participant Guides and complete the activity by starting with #1, debriefing by asking for individual examples.</p> <ol style="list-style-type: none"> 1. Make a list of 6/7 things you feel irritated, upset, or distressed about. Ask yourself the following questions and write down descriptive phrases: What pressures am I feeling? How are my life and work different from a year ago? What is difficult for me now and what difficulties am I expecting? What feels distressing to me Now have participants share their examples and ask each one why (s)he is not doing that thing that makes them happy. 2. Now make a list of activities that revitalize and invigorate you: What do I have fun doing? What am I getting enthusiastic about? What would I like to do that I keep putting off? Who do I enjoy sharing good experiences with? When do I sleep best at night? What positive aspects of my life am I ignoring? 	
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	<p>Now ask participants to go back to their list of negative experiences. Pick one of them and create an action plan to feel less vulnerable and more in control by asking:</p> <p>What if I ignored this? What if I avoided contact? Could I do something about this? What could I change how it bothers me? Can I make it go away? Can I get it out of my life? Examples: If you work for a micromanaging boss, learn how to deal effectively with managers who micromanage in way that impair worker effectiveness.</p> <p>If negative talk in the lunchroom is getting you down, could you go for a walk instead of listening to all of the complaining?</p> <p>If you are distressed by seeing wounded or dead people on TV news, turn off the TV and listen to music instead. Ask yourself - if I can't avoid it, change it, or make it go away, what if I changed my response to it? What if I decided to let it stop bothering me?</p> <p>Disengaging yourself from some things around you conserves your resiliency energy for more important challenges.</p> <p>Debrief Activity: Ask participants individually to share some of their answers and have a discussion of how these are ways to relieve some of the stress in their lives BEFORE they get burned out.</p> <p>Ask: Why are you NOT doing things that you love to do?</p> <p>Ask: Can you find ways to ignore or avoid some of these things that irritate you?</p> <p>Say: Sometimes when we change the way that we react to someone else's behaviors, they will have to change in turn with us.</p> <p>Why are you not trying to relieve some of these stressors? We need to find out how to regain some balance in our lives.</p>	
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COURSE TITLE: Beating Burnout		
SESSION: The Life Wheel		
Method	CONTENT/NARRATIVE	
	<p>State <i>"When life is busy, or all your energy is focused on a special project, it's all too easy to find yourself "off balance," not paying enough attention to important areas of your life. While you need to have drive and focus if you're going to get things done, taking this too far can lead to frustration and intense stress.</i></p> <p><i>That's when it's time to take a "helicopter view" of your life, so that you can bring things back into balance. This is where the Life Wheel can help. It helps you consider each area of your life in turn and assess what's off balance. And so, it helps you identify areas that need more attention. The Life Wheel is powerful because it gives you a vivid visual representation of the way your life is currently, compared with the way you'd ideally like it to be. It is called the "Life Wheel" because each area of your life is mapped on a circle, like the spoke of a wheel."</i></p>	
	<p>Show the Life Wheel Slide, which is an example life wheel with example "dimensions".</p>	<input type="checkbox"/> Life Wheel Example Slide (PPT, Slide 11)
	<p>Have participants turn to page 14 in their Participant Guides.</p> <p>State <i>"To use the Life Wheel:</i></p> <ol style="list-style-type: none"> 1. <i>Start by brainstorming the 6 to 8 dimensions of your life that are important for you. Different approaches to this are:</i> <ul style="list-style-type: none"> • <i>The roles you play in life may include husband/wife, father/mother, manager, coworker, team member, or friend.</i> • <i>Areas of life that are important to you may include positive attitude, career, education, family, friends, financial freedom, physical challenge, pleasure, or public service.</i> • <i>Your own combination of these (or different) things, reflecting the things that are your priorities in life.</i> 	<input type="checkbox"/> Life Wheel (Participant Guide, p. 14) <input type="checkbox"/> Pencils

	<ol style="list-style-type: none">2. Write down these dimensions on the Life Wheel diagram, one on each spoke of the life wheel.3. This approach assumes that you will be happy and fulfilled if you can find the right balance of attention for each of these dimensions. And different areas of your life will need different levels of attention at different times. So the next step is to assess the amount of attention you're currently devoting to each area.4. Consider each dimension in turn, and on a scale of 0 (low) to 5 (high), write down the amount of attention you're devoting to that area of your life. Mark each score on the appropriate spoke of your Life Wheel.5. Now join up the marks around the circle. Does your life wheel look and feel balanced?6. Next it's time to consider your ideal level in each area of your life. A balanced life does not mean getting 5 in each life area: some areas need more attention and focus than others at any time. And inevitably you will need to make choices and compromises, as your time and energy are not in unlimited supply!7. So the question is: what would the ideal level of attention be for you in each life area?8. Plot the "ideal" scores around your life wheel, too.9. Now you have a visual representation of your current life balance and your ideal life balance. What are the gaps? These are the areas of your life that need attention.10. And remember that gaps can go both ways. There are almost certainly areas that are not getting as much attention as you'd like. However, there may also be areas where you're putting in more effort than you'd ideally like. These areas are sapping energy and enthusiasm that may better be directed elsewhere.11. Once you have identified the areas that need attention, it's time to plan the actions needed to work on regaining balance. Starting with the neglected areas, what things do you need to start doing to regain balance? In the areas that currently sap your energy and time, what can you STOP doing or reprioritize or delegate to someone else?	
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COURSE TITLE: Beating Burnout		
SESSION: Eating Well		
Method	CONTENT/NARRATIVE	
 	<p>State “Diet has a strong impact on our emotions and the way that we handle stress. Eating well is an important factor in stress management. Unfortunately, our bodies crave fatty, salty foods in times of stress. Rather than giving in to fast food cravings, focus on getting healthy.</p> <p>Tips:</p> <ul style="list-style-type: none"> • Avoid sugar and caffeine: Their highs may give you more energy, but once you crash, you are left more exhausted than before. • Focus on nutrition: Be sure to include whole grains, lean protein, and leafy green in your diet. • Eat frequently: Increase your focus by eating small healthy snacks throughout the day. This will balance blood sugar and increase energy.” 	<input type="checkbox"/> Eat Well (PPT, Slide 12)

COURSE TITLE: Beating Burnout		
SESSION: Getting Enough Sleep		
Method	CONTENT/NARRATIVE	
 	<p>State <i>“Many people are sleep deprived. Experts recommend sleeping between seven and nine hours a night. Sleep deprivation increases stress, weakens the immune system, and raises the risk of having an accident. Given the important role that sleeps plays in physical and mental health, it only makes sense to do everything in your power to improve sleep.</i></p> <p>Ways to Improve Sleep</p> <ul style="list-style-type: none"> • Avoid electronics before bed: <i>Studies show that the light of the television, phone, or computer may make falling asleep difficult.</i> • Relax: <i>Unwind with a relaxing routine before bed.</i> • Exercise: <i>Exercise will make it easier to fall asleep.</i> • Have a bedtime: <i>A regular bedtime will train your body’s internal clock and help you fall asleep.”</i> 	<input type="checkbox"/> Get Enough Sleep (PPT, Slide 12)