

**burn out:  
what is it and how  
do we deal with it?**

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A hand is shown balancing a tall, precarious stack of light-colored wooden blocks. The blocks are stacked in a slightly irregular, top-heavy manner, with some blocks protruding more than others. The background is a plain, light color. The overall image conveys a sense of balance, risk, and the delicate nature of the factors listed in the text.

# **Risk Factors:**

- Heavy workload and long hours
- Work/Life Balance Issues
- Work in a helping profession
- You feel you have little or no control over your work

# Symptoms

A lit matchstick is positioned vertically in the center-right of the image. The match is lit, with a bright orange and yellow flame at the top. From the match, wisps of white and light blue smoke rise and drift across the frame, creating a hazy, ethereal atmosphere. The background is solid black, which makes the light from the match and the smoke stand out prominently. The overall composition is centered and balanced, with the match acting as a focal point.

## Physical

- Changes in sleep habits (too little/too much)
- Digestive issues
- Increase in alcohol or drug use
- Headaches/Migraines
- Feeling exhausted

## Mental/Emotional

- "Sunday Scaries"
- Pessimism/Cynicism/Critical
- Irritability
- Difficulty concentrating or getting on task
- Imposter Syndrome/  
Lack of confidence
- Distance from activities previously enjoyable

## Social

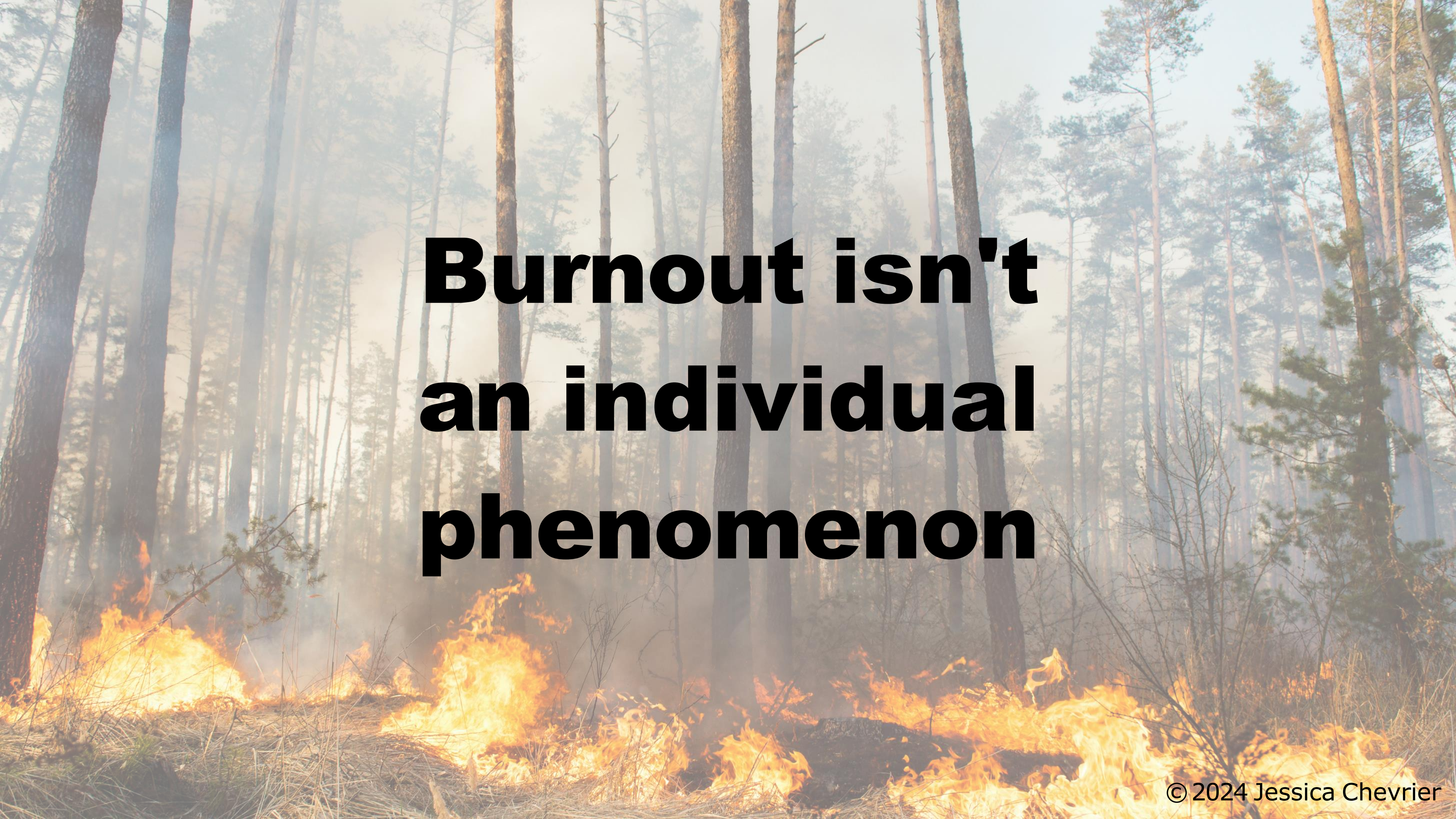
- Strain in relationships at home/work
- Increased isolation from others
- Seemed to be "set off" by smaller issues with others
- Feel surrounded by incompetence/undesireable people

# Secondary Trauma

- Greater risk among helping professionals and first responders
- Preventative measures can be taken, particularly at the employer/systemic level
- Can still happen to anyone, without buildup of stressors

## **Symptoms:**

- Nightmares/dreams with trauma-related themes
- Extremes in behaviors (too much sleep/ too little sleep, loss of appetite/over-eating)
- Avoidance of trauma-related stimulus
- Exaggerated startle response
- Intrusive thoughts
- Dissociation

A photograph of a forest fire. In the foreground, bright orange and yellow flames are burning through dry grass and brush. A large, dark log lies horizontally in the middle ground, partially obscured by the fire. The background is filled with tall, thin pine trees, their trunks appearing as vertical lines against a hazy, smoke-filled sky. The overall atmosphere is one of a controlled burn or a wildfire in progress.

**Burnout isn't  
an individual  
phenomenon**

**1. We must allow questions  
and not punish or resent  
people for asking them**



# shame

intensely painful  
feeling or  
experience of  
believing that we  
are flawed and  
therefore  
unworthy of love  
and belonging

"If you put shame  
in a Petri dish, it  
needs three  
things to grow  
exponentially:  
secrecy, silence  
and judgment."

Brené Brown



Set Schedule  
Set To  
68°  
Heat  
Wake  
Mon Tue Wed Thu Fri

SET HOLD RUN

Fan  
Auto On

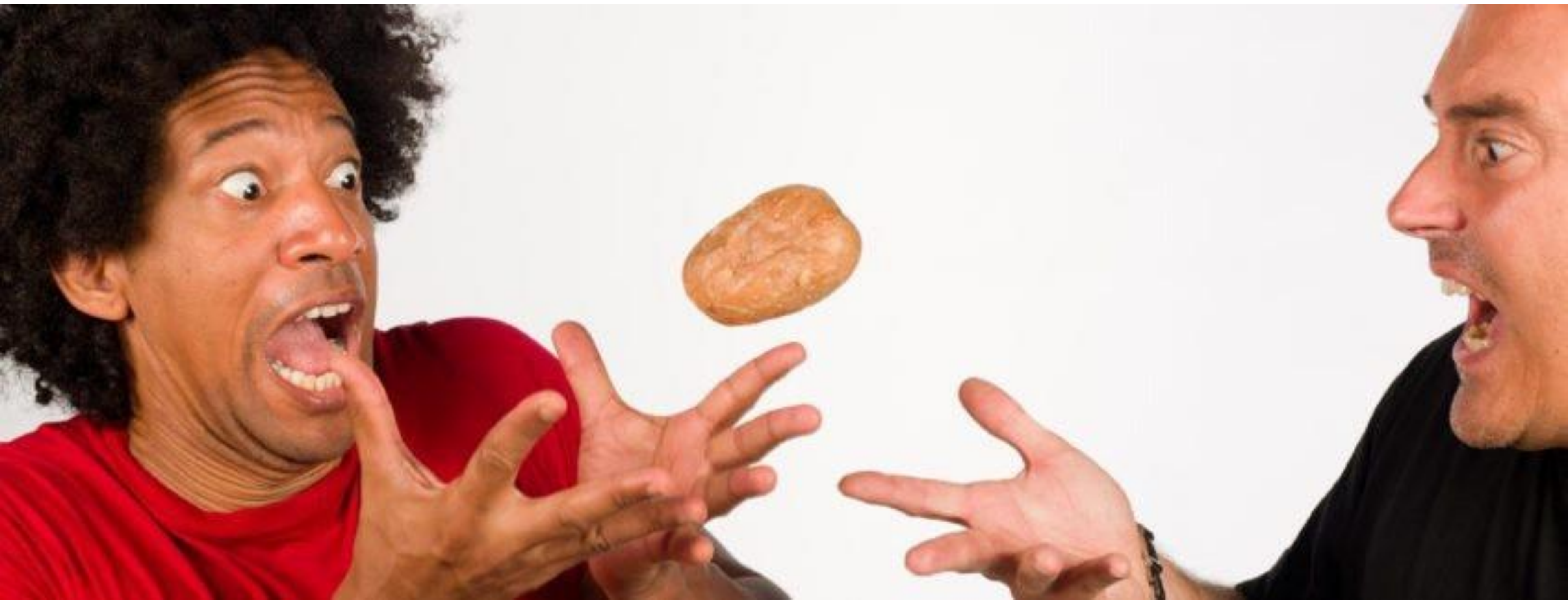
System  
Cool Off Heat

# Homeostasis



# Rules





# TIME

## The Tragedy of Flight 801

Agana, Guam  
August 6, 1997



## Korean Air Bucks Tradition To Fix Problems

By Bruce Stanley Staff Reporter of *The Journal*

Jan. 9, 2006 12:01 am ET

SAVE SHARE TEXT

SEOUL, South Korea -- In the late 1980s, Korean Air was an industry pariah, notorious for its safety record. [Delta Air Lines](#) and [Air France](#) refused to fly on the South Korean flag carrier's planes. The U.S. Defense Department barred American military personnel from flying it. Canada came close to banning Korean Air's planes.

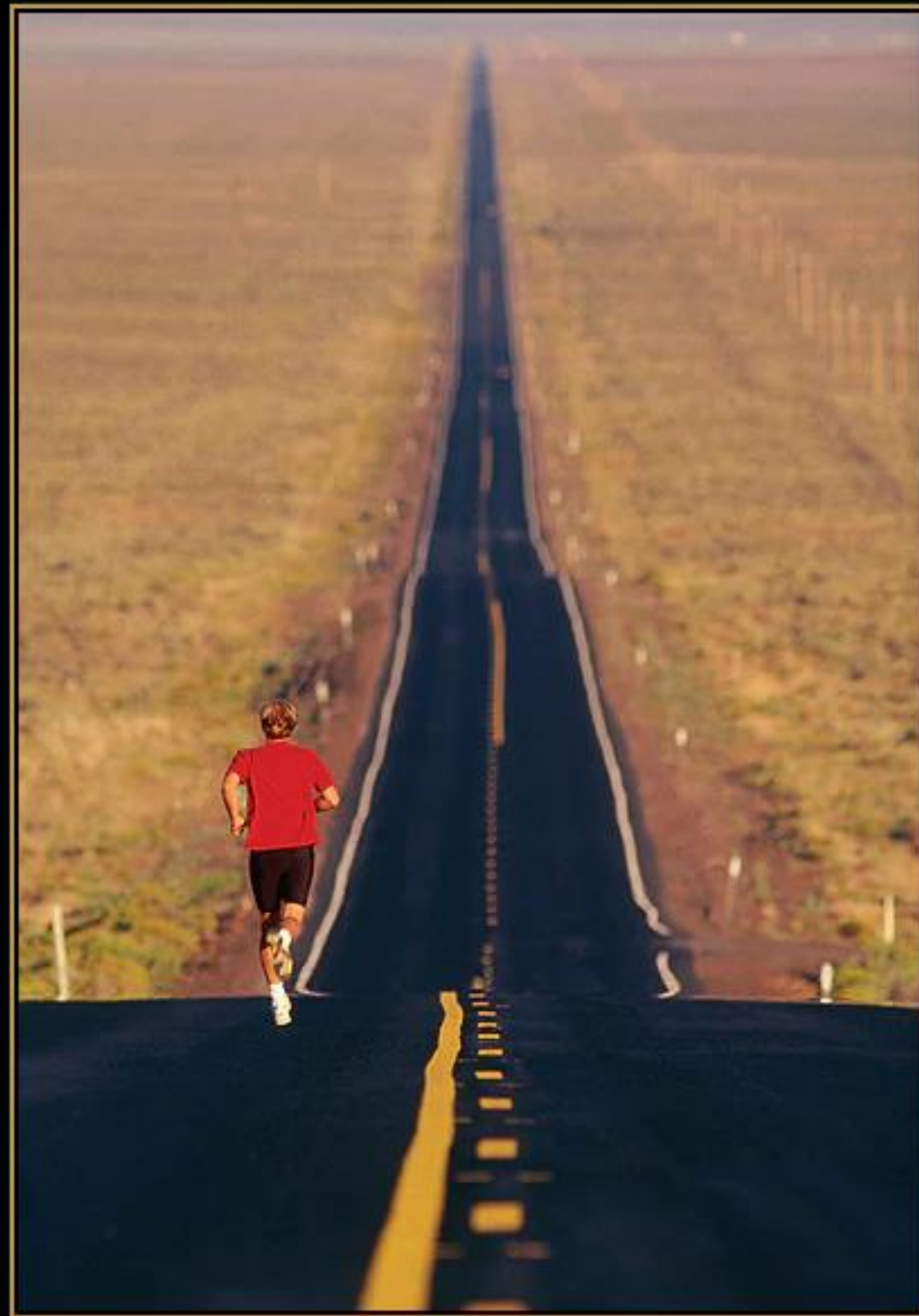
These days, Korean Air is an accident-free flying giant, an international benchmark. The airline is growing again and is a major force in Co.'s next-generation fleet. South Korea's proximity to the U.S. also became the biggest market for the world's passenger airlines.

Transforming Korean Air's cockpit culture proved trickier. When captains gave orders to their first officers, or co-pilots, they **expected unquestioning obedience.**

Communication in the cockpit "was stifled sometimes to the point of being nonexistent," says Dave Greenberg, a former head of flight operations at Delta who joined Korean Air in January 2000 as its executive vice president of operations. He left the airline earlier this year to work as a consultant.

This flaw may have contributed to the nighttime crash in Guam, one of Korean Air's worst accidents. Analysis of that doomed plane's voice-data recorder revealed that its pilots were barely talking right up until the moment when it slammed **into a mountain.** "It was a very quiet cockpit," company spokeswoman Nancy Park says.

to a better balance sheet: In last year's third



# QUALITY

THE RACE FOR QUALITY HAS NO FINISH LINE-  
SO TECHNICALLY, IT'S MORE LIKE A DEATH MARCH.

**2. Trust and appropriate vulnerability are essential in functioning relational systems.**

**3. The sooner we allow mistakes for ourselves and others, the less expensive the consequences are.**

**4. If we do not cultivate time for rest and play, the time eventually demanded will be more than we can afford**



**reactive**



**intentional**





SELF  
CARE  
ISN'T  
SELFISH



**"For those of us adults who may have forgotten how to play, how would you recommend we get back in touch with that part of ourselves?"**

In the last class I gave at Stanford, we had students review their own early play memories and they tried to remember the purest forms of joyfulness and play in which they engaged as little kids. By connecting with those memories — whether it was a vacation, a birthday party, first bicycle, or a game they started, they were able to find ways to incorporate play into their lives.

All of these early play memories reside in each of us and can be connected in some way to the real life that you're living now. Start by asking yourself, "How can I connect with those joyful, out of time, pleasurable, voluntary experiences?"

Dr. Stuart Brown - Founder of the National Institute for Play



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**5. We need to model the emotional and mental health that we want to see in others**

**6. We need to ask for help and  
ask people we lead what  
support they need from us.  
Normalize asking for help.**

**7. When we put outcomes and bottom lines before people and relationships, getting to the outcomes we want will ultimately become too expensive.**



**8. We need to push back on shame-saturated messaging by cultivating empathy and connection.**



Boundaries can only be about your behavior.  
"You cannot email me after five" is not a boundary.  
"I do not respond to emails after five" is a boundary.



# Boundaries

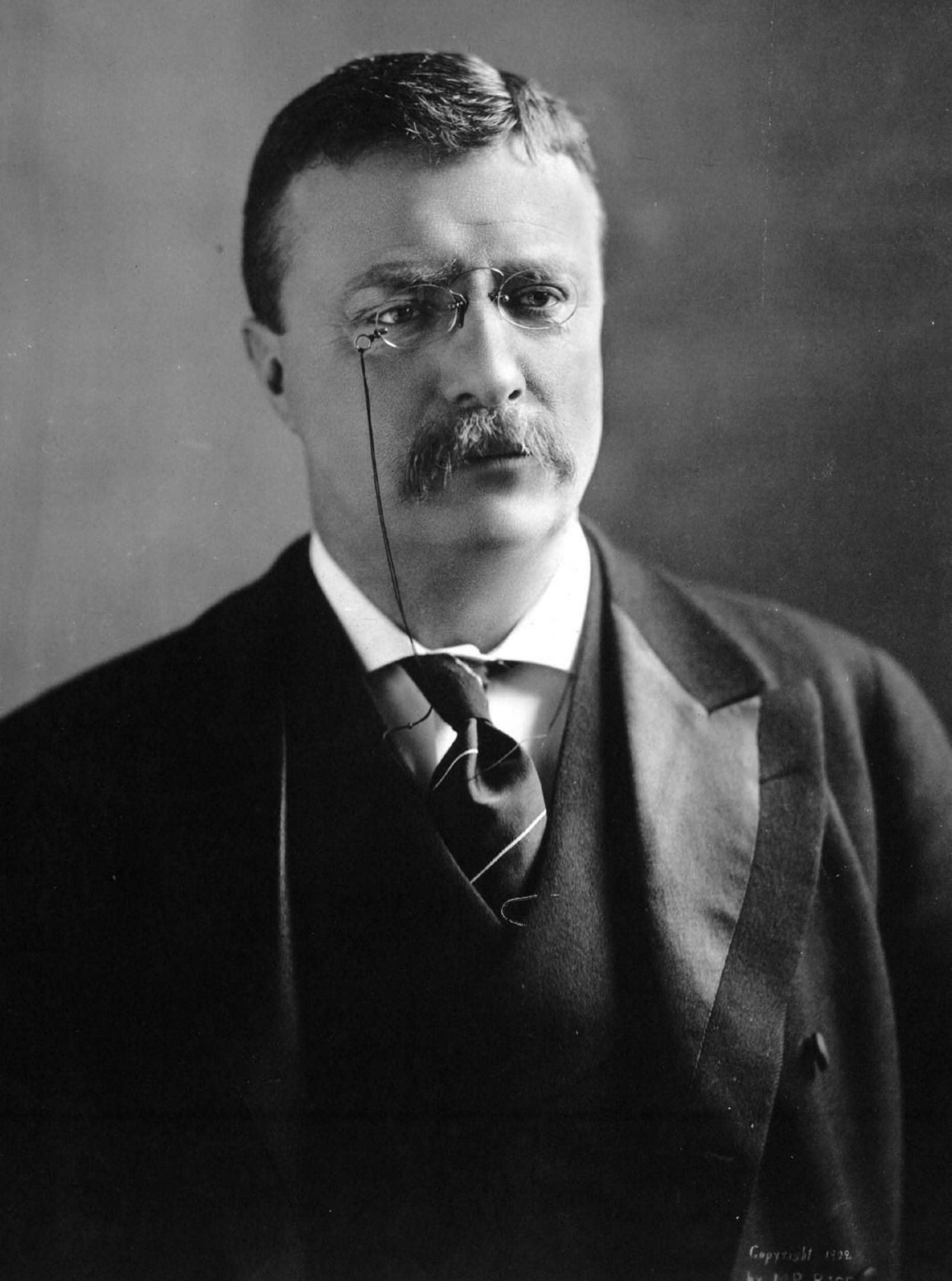


**9. We need to lean into hard conversations and be open to receiving mindful feedback in addition to giving it.**

A woman with long brown hair, wearing a dark grey suit jacket over a white collared shirt, stands with her hands raised in a gesture of sincerity or emphasis. Her right hand is near her chest, and her left hand is held up, palm facing forward. The background is a blurred indoor setting with a wooden door on the left and a light-colored wall on the right.

**Say what you mean and  
mean what you say**

**10. This process is allowed to be messy, but as we keep leaning into it and giving grace for each other along the way, we can shape new cultures and ways of engaging.**



“It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself in a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.”

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