Intended Audience

**This facilitation guide is designed for use by:**

* Senior staff in paraprofessional staff meetings
* Hall Council advisors in executive board meetings
* ILO advisors in executive board meetings
* Student leaders as part of a hall program

Learning Outcomes

**Through participation in this training session, students will be able to:**

* Learning Outcome #1: Identify burnout and challenges associated with leadership
* Learning Outcome #2: Understand the mental, emotional, and physical health implications that burnout can cause
* Learning Outcome #3: Develop proactive strategies and tips to prevent and manage burnout

Sharing Content

*Initiate a group discussion about burnout and the negative implications it has on a student’s ability to be successful. Consider sharing your own experience with burnout (if you have experience) and providing materials that allow students to reflect on their own management of all their responsibilities. Provide applicable tips students can use to manage stress and prevent burnout in their life.*

**Estimated Facilitation Time:** 60 minutes

Exercises and Activities

* Pair & share discussion on stress and burnout in their lives.
* Video by Hamzan Khan titled“The Burnout Gamble” <https://youtu.be/iEjukHJybm8> (20 mins)
* Burnout Self-Test provided in the reflection worksheet

**Section 1: Stress & Leadership                 (Time: 5 Minutes)**

**Where do you see stress emerge for you as a student leader?**

* Think of the ways that stress creeps into your life

* Reflect on the things that bring you the most stress
* What do you think of when you hear the word “burnout”?

Have people pair and share their thoughts. Have a few participants share out into the larger group with their responses.

**Section 2: Stress vs. Burnout                                                      (Time: 5 Minutes)**

* **Stress** is often **short-term** and is often caused by a feeling that work or your responsibilities are out of control.Once the situation changes, stress often lessens or disappears entirely. \*

**\****Stress can affect you over a longer-term but this typically leads to burnout*

* **Burnout** is:
  + “A state of physical, emotional, and mental exhaustion caused by **long term** involvement in emotionally demanding situations” – Ayala Pines and Elliot Aronson
  + “A state of fatigue or frustration brought about by devotion to a cause, way of life, of relationship that failed to produce the expected reward.” – Herbert J. Freudenberger

**Section 3: Symptoms of Burnout                        (Time: 5 Minutes)**

What can burnout look like?

* **Physical Symptoms:** 
  + Depression, insomnia, lingering colds, headaches
* **Psychological symptoms:** 
  + Loss of concern or feelings, negativism, boredom, feelings or powerlessness, increased worry
* **Behavioral symptoms:** 
  + Low performance, decreased communication, lack of communication, lack of focus, increased family conflict, forgetfulness/poor concentration

**Section 4: Stages of Burnout (Time: 5 Minutes)**

*\*\*facilitator needs to only briefly review/introduce these items as they will be discussed in the video\*\**

**12 stages of Burnout by Herbert Freudenberger and Gail North**

1. The compulsion to prove oneself
   1. Demonstrating worth obsessively; tends to hit the best employees, those with enthusiasm who accept responsibility readily
2. Working harder
   1. An inability to switch off
3. Neglecting their needs
   1. Erratic sleeping, eating disrupted, lack of social interaction
4. Displacement of conflicts
   1. Problems are dismissed, we may feel threatened, panicky, and jittery
5. Revision of values
   1. Values are skewed, friends and family dismissed, hobbies seen as irrelevant, work is only focus
6. Denial of emerging problems
   1. Intolerance, perceiving collaborations as stupid, lazy, demanding, or undisciplined, social contact harder cynicism, aggression; problems are viewed as caused by time pressure and work, not because of life changes
7. Withdrawal
   1. Social life small or non-existent, need to feel relief from stress, alcohol/grugs
8. Odd behavioral changes
   1. Changes in behavior obvious, friends and family concerned
9. Depersonalization
   1. Seeing neither self no others as valuable, and no longer perceive own needs
10. Inner emptiness
    1. Feeling empty inside and to overcome this, look for activity such as overeating, sex, alcohol, or drugs; activities are often exaggerated
11. Depression
    1. Feeling lost and unsure, exhausted, future feels bleak and dark
12. Burnout Syndrome
    1. Can include total mental and physical collapse; time for full medical attention

\*\**expanded information on the stages of burnout can be found here:* [*http://theburnoutgamble.com/2015/10/23/the-12-stages-of-burnout/*](http://theburnoutgamble.com/2015/10/23/the-12-stages-of-burnout/)

**Section 4: The Burnout Gamble                                                  (Time: 25 minutes)**

Hamza Khan

* Known for TED Talks on “The Burnout Gamble” and “Stop Managing, Start Leading”
* Reviews the 12 stages of burnout in more depth and discusses ways to prevent burnout and build resilience
  + “The Burnout Gamble” <https://youtu.be/iEjukHJybm8> (20 mins)

Debrief questions:

* What in the video stood out to you, if anything?
* What is something that surprised you?
* What is a one-word response to the information talked about in this video?
* Are there components of his story that you see happening in your life as a leader?

**Section 5: Recognizing Burnout in Yourself                          (Time: 10 minutes)**

**How have you seen burnout creep into your life?**

**Here’s some of the ways we’ve experienced burnout in students:**

* Skipping classes
* Dreading going to executive board meetings
* Studying less for classes; doing poorly on assignments
* Being irritable with friends, team members, or family

**Burnout Self-Test**

Participants will take the brief quiz that assesses their level of potential burnout.

* *The self-assessment is provided on their handout. The link below will direct to the original online assessment that was modified for this lesson plan.*
* <https://www.mindtools.com/pages/article/newTCS_08.htm>

**Section 6: Avoiding Burnout                         (Time: 5 minutes)**

**Tips to prevent burnout:**

* Prioritize self-care and time to reflect
* Identify your priorities and plan accordingly
* Cut down and start saying “no.”; stop saying “should” or “shouldn’t”
* Make downtime a daily ritual
* Go to sleep earlier
* Don’t overload what downtime you do get; use it to help in recovery from burnout
* Write yourself fan mail; leave yourself not of positive affirmation
* Break projects/work into bite-sized pieces
* Ask for help

**Use “Energy Buckets” to avoid burnout:**

* “Imagine that your health and energy are a bucket of water. In your day-to-day life, there are things that fill your bucket up. These are inputs like sleep, nutrition, meditation, stretching, laughter, and other forms of recovery. There are also forces that drain the water from your bucket. These are outputs like lifting weights or running, stress from work or school, relationship problems, or other froms of stress and anxiety” James Clear, cited by Hamza Khan
* If you want to keep your bucket full, there are two options:
  1. Refill your bucket on a regular basis. That means catching up on sleep, making time for laughter and fun, eating enough to maintain solid energy levels, and otherwise making time for recovery
  2. Let the stressors in your life accumulate and drain your bucket. Once you hit empty, your body will force to rest through injury and illness
* Recovery is non-negotiable: you can recover on your own terms or on the terms burnout sets when it inevitably catches up to you.

**Section 7: Closing                                                   (Time: 2 minutes)**

Any final thoughts, questions, or concerns.

**Burnout Self-Test**

Reflect on your current experiences as a student leader. Answer the questions to the best of your ability ranking your response as Not at All = 1, Rarely = 2, Sometimes = 3, Often = 4, or Very Often = 5. At the end of the assessment total your response values and see where you if you are at risk of experiencing burnout.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Questions:** | **Not at All** | **Rarely** | **Sometimes** | **Often** | **Very Often** |
| I feel run down and drained of physical or emotional energy | 1 | 2 | 3 | 4 | 5 |
| I have negative thoughts about my work, school, organization, etc. | 1 | 2 | 3 | 4 | 5 |
| I am harder and less sympathetic with people than perhaps they deserve | 1 | 2 | 3 | 4 | 5 |
| I am easily irritated by small problems, or by my co-workers and team | 1 | 2 | 3 | 4 | 5 |
| I feel misunderstood or unappreciated by my co-workers or team | 1 | 2 | 3 | 4 | 5 |
| I feel that I have no one to talk to | 1 | 2 | 3 | 4 | 5 |
| I feel that I am achieving less than I should | 1 | 2 | 3 | 4 | 5 |
| I feel under an unpleasant level of pressure to succeed | 1 | 2 | 3 | 4 | 5 |
| I feel that I am not getting what I want out of my leadership role | 1 | 2 | 3 | 4 | 5 |
| I feel that I am in the wrong organization or the wrong profession (major, group, etc.) | 1 | 2 | 3 | 4 | 5 |
| I am frustrated with parts of my leadership role | 1 | 2 | 3 | 4 | 5 |
| I feel that organizational politics or bureaucracy frustrate my ability to do a good job | 1 | 2 | 3 | 4 | 5 |
| I feel that there is more work to do than I practically have the ability to do | 1 | 2 | 3 | 4 | 5 |
| I feel that I do not have time to do many of the things that are important to doing a good quality job | 1 | 2 | 3 | 4 | 5 |
| I find that I do not have time to plan as much as I would like to | 1 | 2 | 3 | 4 | 5 |
|  | | | | Total: |  |

|  |  |
| --- | --- |
| **Score** | **Comment** |
| **15-18** | No sign of burnout here. |
| **19-32** | Little sign of burnout here, unless some factors are particularly severe. |
| **33-49** | Be careful – you may be at risk of burnout, particularly if several scores are high. |
| **50-59** | You are at severe risk of burnout – do something about this urgently |
| **60-75** | You are at very severe risk of burnout – do something about this urgently |

*This self-test has been adapted from the online Burnout Self-Test created by MindTools. The self-assessment was created in reflection of workplace burnout but has been adapted to apply to you as student leaders. The number values are not intended to intimidate or scare, they should hopefully serve as enlightenment on your risk of experiencing burnout and the need to be proactive against burnout. More information can be found here:* [*https://www.mindtools.com/pages/article/newTCS\_08.htm*](https://www.mindtools.com/pages/article/newTCS_08.htm)

Resources:

Khan, H. (2015, October 23). *The 12 Stages of Burnout*. Retrieved from http://theburnoutgamble.com/2015/10/23/the-12-stages-of-burnout/

Khan, H. (2015, November 24). *Use “Energy Buckets” to Avoid Burnout*. Retrieved from http://theburnoutgamble.com/2015/11/24/use-energy-buckets-to-avoid-burnout/

LSU (n.d.) College Burnout [PDF file]. Retrieved from https://www.lsus.edu>Documents>Whatiscollegeburnout

Vaiana, D. (2019, March 4). Burnout in College: What Causes It and How to Avoid It. Retrieved from https://collegeinfogeek.com/student-burnout/

VanHoven, S. (2014, April 23). 11 Ways to Avoid Burnout. Retrieved from https://99u.adobe.com/articles/24201/11-ways-to-avoid-burnout