

Am I bored, overwhelmed, overworked, or depressed? Using mindset shifts to understand and address burnout in a time of system transformation

Sheri Booms Holm, Senior Communications Specialist

Melissa Adolfson, Research Scientist

Heather Britt, Executive Director

With support from our colleagues Miamoua Vang, Research Associate, & Ananya Matewos, Research Manager



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“If you have a clear view of what you want the future to look like and you can share that vision with others, people will rally behind you because you’ve given them a vision of what they could follow and an idea of what the future could look like.”

Trista Harris, futurist

(1/2) Our futurist agenda and **you**

- Let's **stop loving the problem.** (20 minutes)
 - Understanding your experience & your team's experience
 - Personal activity: reflection on self, team
- Let's **start focusing on growth.** (10 minutes)
 - Applying a growth mindset to your journey
 - Group activity: voting on personal journey, team journey

(2/2) Our futurist agenda and **you**

- Let's **cultivate futurist habits**. (45 minutes)
 - Personal wellbeing & mental wellness
 - Workplace support for wellbeing & mental wellness
 - Workplace environment approach
 - Personal reflection activity
 - Table discussion
- Roundup!

Stop loving the problem

Ok, maybe we're going to love it for just a few minutes.

THEN we'll stop.

Tool No. 1: Stop loving the problem

“We need a way to be realistic about what we are battling without using all our good energy restating the problem.”

Trista Harris

[Trista Harris video](#)

Three ways to kick the problem-loving habit

- Imagine what the world would look like if your problem was fully solved.



Three ways to kick the problem-loving habit

- Imagine what the world would look like if your problem was fully solved.
- Change your language.

Three ways to kick the problem-loving habit

- Imagine what the world would look like if your problem was fully solved.
- Change your language.
- Skip the problem.



**Understanding your experiences
and your team's experiences**


How are we doing as a nation?

Our Nation's Current Workplace Landscape

Recent surveys suggest...


76%

of U.S. workers reported at least one symptom of a mental health condition.

Source:
[Mind Share Partners' 2021 Mental Health at Work Report](#) 


84%

of respondents said their workplace conditions had contributed to at least one mental health challenge.

Source:
[Mind Share Partners' 2021 Mental Health at Work Report](#) 

81%

of workers reported that they will be looking for workplaces that support mental health in the future.

Source:
[APA's 2022 Work and Well-being Survey results](#) 

Original Research | [Open Access](#) | [Published: 23 March 2023](#)

The Association of Work Overload with Burnout and Intent to Leave the Job Across the Healthcare Workforce During COVID-19

[Lisa S. Rotenstein MD, MBA](#) , [Roger Brown PhD](#), [Christine Sinsky MD](#) & [Mark Linzer MD](#)

[Journal of General Internal Medicine \(2023\)](#) | [Cite this article](#)

Table 2 Proportions of Respondents Reporting Burnout, Intent to Leave, and Work Overload by Role Type

From: [The Association of Work Overload with Burnout and Intent to Leave the Job Across the Healthcare Workforce During COVID-19](#)

	Burnout	Intent to leave	Work overload
Physician	6514/13,780 (47.3%)	2280/9393 (24.3%)	5616/15,137 (37.1%)
Nurse	5672/10,122 (56.0%)	935/2280 (41.0%)	5164/11,011 (46.9%)
Clinical staff	2928/5415 (54.1%)	565/1759 (32.1%)	2715/5728 (47.4%)
Non-clinical staff	5015/11,005 (45.6%)	662/2033 (32.6%)	4941/11,103 (44.5%)

U.S. Workers' Burnout Rates by Industry, 2022

Please indicate how often the following is true of your job: You feel burned out at work.

	% Always/Very often
K-12 education	44
College or university	35
Professional services	33
Government or public policy	33
Retail	32
Healthcare	31
Law	31
Entertainment	29
Manufacturing	28
Technology	25
Utilities	25
Construction	22
Community/Social services	22
Finance	21

FEB. 3-14, 2022 • [Get the data](#)

GALLUP

These results are based on the Gallup Panel Workforce Study, conducted Feb. 3-14, 2022, with 12,319 U.S. full-time employees, including 1,263 K-12 workers.

The burnout conundrum

Burnout Rates Among U.S. Workers, by Industry and Gender

% Burned out very often/always



FEB. 3-14, 2022 • [Get the data](#)

GALLUP

Burnout results from chronic work-related stress. Employees do not wake up one day suddenly burned out. Burnout develops gradually. It is an occupational syndrome emerging as a prolonged response to chronic job stressors. The demands placed on the workforce exceed the resources that they as human beings have available to cope effectively.



Six areas where mismatches produce burnout

1. unsustainable workload
2. perceived lack of control
3. insufficient rewards for effort
4. lack of supportive community
5. lack of fairness
6. mismatched values & skills

Burn-out an "occupational phenomenon": International Classification of Diseases

28 May 2019 | Departmental news | Reading time: Less than a minute (180 words)

Burn-out is included in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon. It is **not** classified as a medical condition.

It is described in the chapter: 'Factors influencing health status or contact with health services' – which includes reasons for which people contact health services but that are not classed as illnesses or health conditions.

Burn-out is defined in ICD-11 as follows:

"Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

- feelings of energy depletion or exhaustion;
- increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and
- reduced professional efficacy.

Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life."

Burn-out was also included in ICD-10, in the same category as in ICD-11, but the definition is now more detailed.

The World Health Organization is about to embark on the development of evidence-based guidelines on mental well-being in the workplace.

Three Dimensions of the MBI

Exhaustion

- Feelings of energy depletion or exhaustion
- Wearing out, loss of energy, depletion, debilitation, and fatigue

Cynicism

- Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job
- Depersonalization, negative or inappropriate attitudes, detached concern, irritability, loss of idealism, and withdrawal

Lack of Professional Efficacy

- Reduced professional efficacy
- Reduced productivity or capability, low morale, and an inability to cope

What does this look like for you and your team?

Burnout Type	Do I align with this type? What am I experiencing?	Does my team align with this type? What are they experiencing?
Exhaustion		
Cynicism		
Lack of Professional Efficacy		

Starting to skip the problem

	For You	For Your Team
What would it look like if this problem was fully solved?		
How might you change the narrative?		
Can you skip the problem? What would happen?		

Revisiting the Types

- *Burnout*: negative scores on exhaustion, cynicism, and professional efficacy
- *Overextended*: strong negative score on exhaustion only
- *Ineffective*: strong negative score on professional efficacy only
- *Disengaged*: strong negative score on cynicism only
- *Engagement*: strong positive scores on exhaustion, cynicism, and professional efficacy

Revisiting measurement

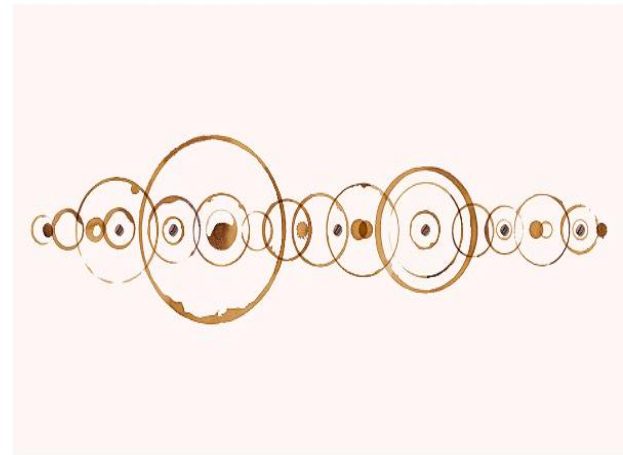
When measured properly, evidence suggests that only 10% to 15% of employees fit the true burnout profile, whereas the engagement profile appears twice as often, at around 30%. That leaves over half of employees as negative in one or two dimensions — not burned out, but perhaps on the pathway there.

Health And Behavioral Science

How to Measure Burnout Accurately and Ethically

by Christina Maslach and Michael P. Leiter

March 19, 2021



MirageC/Getty Images

Summary. The Maslach Burnout Inventory (MBI) is the first scientifically developed measure of burnout and is used widely in research studies around the world. Since its first publication in

Harvard
Business
Review

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Areas of worklife (survey)

Workload

Control

Reward

Community

Fairness

Values

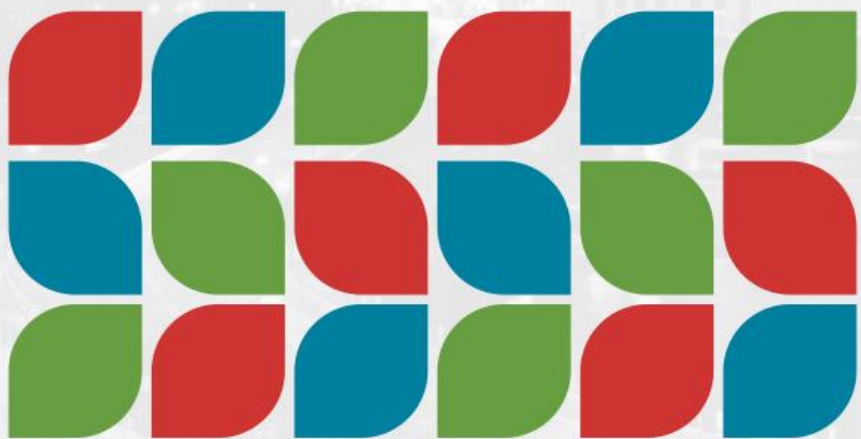
MBI x AWS

Any solution that an employer undertakes to improve the work-life experience needs to account for the varying sources of the five different patterns, rather than assuming that one type of solution will fit all.

- **overextended** -- one key problem: workload (high demands and low resources)
- **disengaged or ineffective** -- other problems, including fairness in the workplace, or social rewards and recognition
- **burnout** -- major issues with multiple aspects of the workplace — in contrast to the “exhaustion-only” overextended group.

2024

Current Conditions of Minnesota's Nonprofit Sector



September 2024

Key Findings

#1: Financial Stability is Threatened for a Vast Majority of Nonprofits

Nonprofits continue to face challenges with financial stability. When asked “How many months before your organization operate in the current environment before exhibiting financial distress?”, 79% reported “less than 12 months”. This is a stark jump from 47% who answered “less than 12 months” in 2022. Based on our respondents, three factors drive the continuous financial distress, including (1) increased expenses, (2) fluctuations in charitable giving, and (3) COVID relief funding being mostly distributed and spent.

#2: Nonprofit Ingenuity Fills Increasing Gaps Despite Stagnated Support

73% of respondents reported that demand for services has increased over the past 12 months. When asked to elaborate, some organizations stated that there was more awareness of their organization and others discussed the increase in severity of societal issues (i.e., homelessness, mental illness, food insecurity, etc.). Since funding and/or staffing has remained stagnant, many nonprofits are forced to adapt to the increase in demand for services with the resources they currently have. Although nonprofits are adapting, many state that the growing workload and increased expenses are not sustainable for the workers and the organization.

#3: Nonprofits are Actively Working Towards Creating a Healthy, Cooperative, and Just Society

When asked if their organization is actively working towards racial equity, 83% of the respondents said “yes”. Some of the major successes that organizations celebrated included (1) securing funding for racial equity work, (2) developing or expanding on programming and initiatives, and (3) creation or expansion on internal policies and practices. 80% of respondents also reported engaging in advocacy work in the last year. This work includes participating in coalitions, promoting voting, contacting elected officials about topics related to their mission, and more. Across both racial equity work and advocacy work, respondents discussed funding and capacity as their biggest barriers.

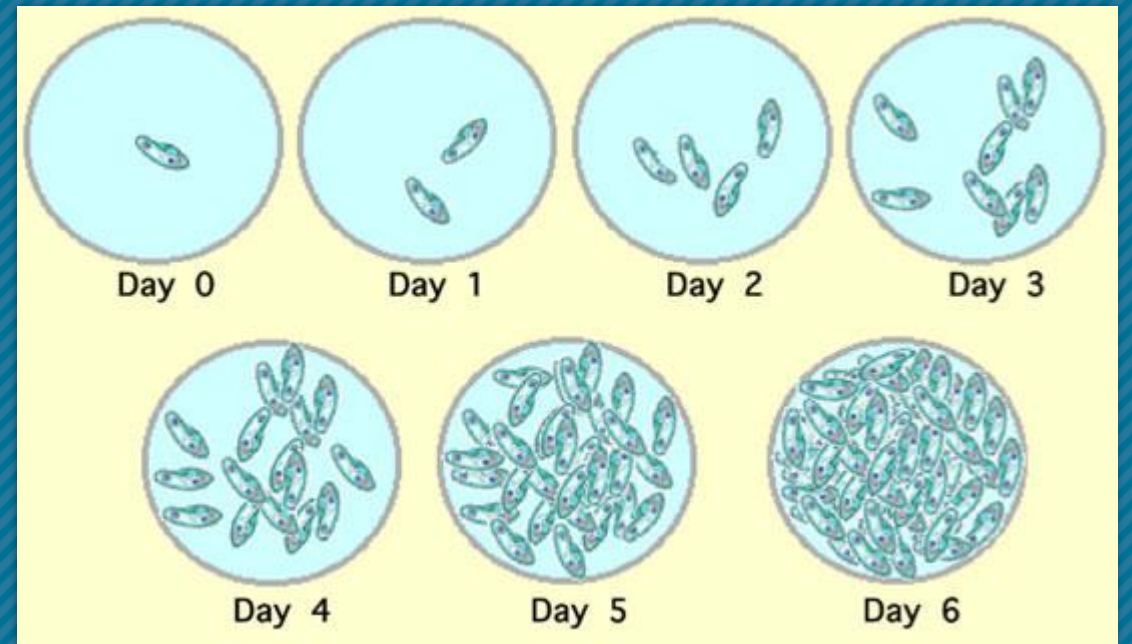
Coupled with burnout & attrition

- Nonprofits experienced a 24% annual turnover rate in 2021 - 20% being voluntary.
- 29% of organizations reported their biggest challenge was retaining BIPOC employees
- BIPOC employees experience higher rates of discrimination, lack of advancement/lower wages, and bias (heightened scrutiny and stereotype threat)

**How do we move toward the public
health ecosystem as a system of
producing wellbeing?**

Start focusing on growth

Tool No. 2: The Exponential Mindset



Preparing your brain for transformational change, using a different set of strategies for us to reach our goals.

Tool No. 2: Create an Exponential Mindset

6 D's Exponential Growth Framework

- Digitized
- Deceptive
- Disruptive
- Dematerialize
- Demonetize
- Democratize

[Peter Diamandis video.](#)

**Applying a growth mindset
to your journey**

Characteristics of these cultures (Group reflection)

What are the characteristics of a
perfectionist-oriented culture?



Components of Organizational Culture

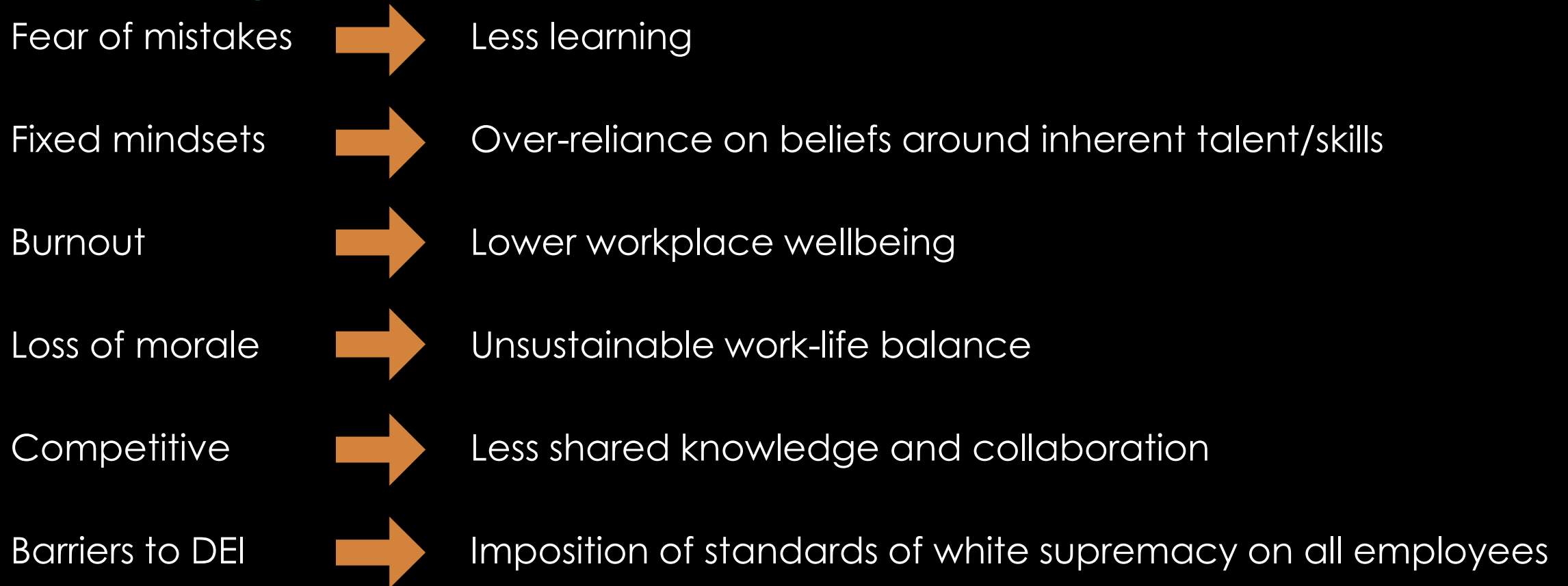
- Norms
- Expectations
- Messaging
- Values
- Personal & organizational attitudes
- Implicit & explicit beliefs
- Policies & practices

Characteristics of these cultures (Group reflection)

What are the characteristics of a
growth-oriented culture?



Organizational culture of perfection



(e.g. conceptions of leadership, success, and learning are all culturally varied)

Growth mindset

The concept of a growth mindset was developed by psychologist Carol Dweck (2006) who explored how people's beliefs about their abilities influence their learning and achievement. Dweck identified two primary mindsets:

- **Fixed Mindset:** The belief that abilities and intelligence are static and unchangeable.
- **Growth Mindset:** The belief that abilities can be developed through effort, learning, and persistence.

GROWTH

FIXED

MISTAKES
HELP ME LEARN

I WANT TO
AVOID MAKING
MISTAKES

FEEDBACK IS
VALUABLE

I'LL NEVER BE
THAT SMART

IS THIS
MY BEST WORK?

I KNOW
BEST

I IMPROVE
WITH PRACTICE

THIS IS
GOOD
ENOUGH

I WON'T GIVE UP

I GIVE UP



Organizational culture of growth

- Learning oriented
- Achievements are earned by effort, not determined only by talent
- Mistakes are opportunities
- Feedback is supportive and targeted to developmental level
- Productive change is valued
- Innovation is embedded into process

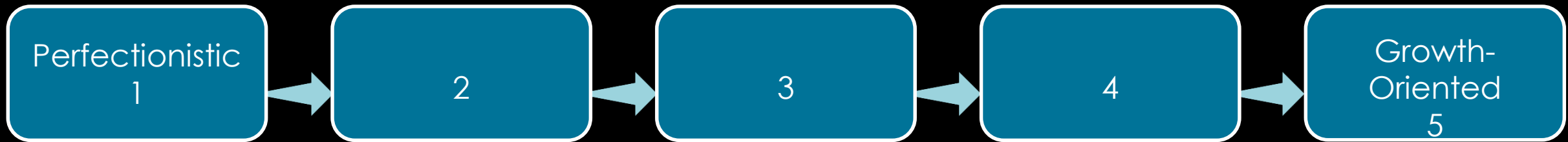
Personal assessment (Mentimeter question)

On a scale from 'entirely perfectionist' to 'entirely growth,' what's your **personal** culture?



Organizational assessment (Mentimeter question)

On a scale from 'entirely perfectionist' to 'entirely growth',
what's your **organization's** culture?



Cultivate futurist habits

Tool No. 3: Establish future-looking habits



Make time for new learning.

Tool No. 3:
Establish
future-looking
habits

Find your
WOW.

- **Weird** – completely unexpected and doesn't fit in with your view
- **Opposite** – completely opposite than the current trend that you can see
- **Wonderful** – you can immediately see the impact this signal will have on the world

Tool No. 3:
Establish habits



**BUILD
MISSOURI
HEALTH**



Personal wellbeing and mental wellness & workplace supports



April 2023

Take 5 Movement Toolkit

A toolkit for employers and employees

David Moeller
Kristin Dillon
Melissa Adolfsen
Pahoua Yang
Austin Thao
Maureen McGovern

This toolkit was developed collaboratively by David Moeller, Wilder Research, and the Wilder Community Mental Health and Wellness team. We are providing this toolkit free of charge to benefit employers, employees, and communities. For more information or opportunities for partnership, please visit the Wilder Foundation website (<https://www.wilder.org>).

Suggested citation: Moeller, D., Dillon, K., Adolfsen, M., Yang, P., Thao, A., & McGovern, M. (2023). Take 5 Movement toolkit. Amherst H. Wilder Foundation. <https://wilder.org/take5movement>

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Benefits of supporting employee mental health + well-being

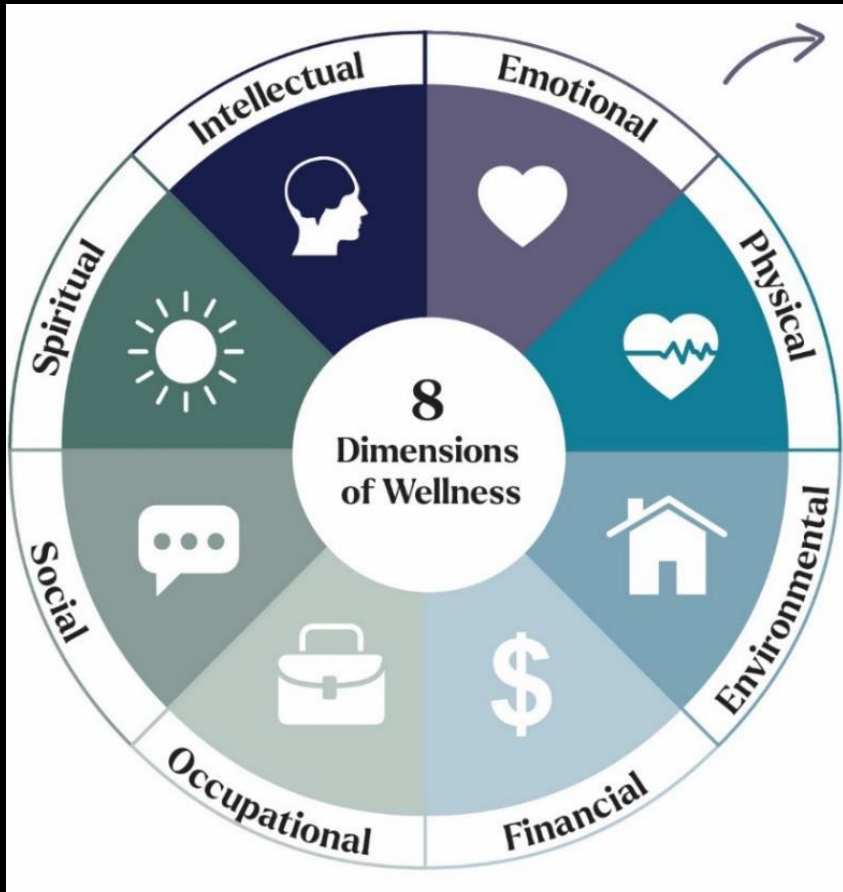
For employees

- Reduction in the severity of mental health symptoms
- Improved health outcomes
- Increased sense of support and belonging
- Reduced stigma around mental health issues

For employers and team leaders

- Improved productivity
- Reduced presenteeism
- Satisfied workforce
- Workforce retention
- Reduced health care expenses

8 Dimensions of Well-being



Emotional: Coping with life and creating satisfying relationships.



Physical: Recognizing the need for physical activity, diet, sleep, and nutrition.



Environmental: Good Health by occupying pleasant, stimulating environments that support well-being.



Financial: Satisfaction with current and future financial situations.



Occupational: Personal satisfaction and enrichment derived from one's work.



Social: Developing a sense of connection, belonging, and a well developed support system.



Spiritual: Expanding our sense of purpose and meaning in life.



Intellectual: Recognizing creative abilities and finding ways to expand knowledge and skills.

What's in the toolkit?

For employees

- Examples of activities to support each dimension of wellness
- Tips and suggestions (e.g., have an accountability partner)
- Resources (e.g., apps, links)
- Employee roadmap and reflection templates and guiding questions

For employers and team leaders

- Summary of research on best practices
- Recommended components of a wellness initiative
- Employer roadmap template with guiding question
- Recommendations for evaluating your initiative

Employee Roadmap




Before your wellness journey

- What does wellness mean to me?
- What does wellness feel like or look like/signs to watch for?
- Which dimensions do I most want to work on (start with 1-2 areas)?
- What practices or experiences do I want to try?

Reflection

- How do you feel? What worked?
- How do you plan to sustain self-care activities that were effective?
- Who are the people, support, and resources you can count on?

Wellness satisfaction worksheet

Dimension	Satisfaction Level	What would increase this score (if less than 5)?
Emotional  <small>Created by Pinarz from Noun Project</small>	1 = I am very unhappy with this part of my life	<ul style="list-style-type: none">• Meditation and mindfulness• Connect socially with one person each day• Meet with a mental health professional to develop a wellness plan
Environmental  <small>Created by Jahan Cogent from Noun Project</small>	3 = I have some good things going, but could make it better	<ul style="list-style-type: none">• Organize my home and work spaces• Create a restorative space in my home for rest and alone time
Occupational  <small>Created by Rikaa Dzhab from Noun Project</small>	5 = I feel good about this part of my life	

Accountability

Find an accountability partner

Tell the people you trust and who care about your wellness journey

Set realistic goals, and celebrate both small and big wins

Inside Edge

“Employees now feel more comfortable sharing their struggles without fear of judgment. There’s a greater understanding of how mental health impacts work, leading to increased empathy and support among team members.”

“I have had the opportunity to have some really heavy and needed conversations with my co-workers, putting mental health in the forefront of people’s minds has allowed us all to be more vulnerable. I have found a whole new support system I didn’t know I had, and vice versa I am able to be others’ support system too.”

Recommendations for employers and team leaders

- Develop a worksite wellness committee – this requires leadership support and a representative sample of committee members
- Train leadership on workplace mental health
- Offer a robust Employee Assistance Program (EAP) – ensure your EAP covers behavioral health screening, referral, and follow-up
- Provide access to wellness coaches (if not covered through the EAP) to help employees intentionally plan their journey

***Do you know
what is
covered in
your EAP?***

Workplace environment approach

The U.S. Surgeon General's
Framework for

Workplace Mental Health & Well-Being

2022



Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility



Office of the U.S. Surgeon General

Protection from Harm

- Creating the conditions for physical and psychological safety is a critical foundation for ensuring mental health and well-being in the workplace. In order to promote practices that better assure protection from harm, workplaces can:
 - Prioritize workplace physical and psychological safety
 - Enable adequate rest
 - Normalize and support focusing on mental health
 - Operationalize Diversity, Equity, Inclusion, and Accessibility (DEIA) norms, policies, and programs

Safety & Security

Connection and Community

- Fostering positive social interaction and relationships in the workplace supports worker well-being. In order to promote practices that better assure connection and community, workplaces can:
 - Create *cultures of inclusion and belonging*
 - Cultivate *trusted relationships*
 - Foster *collaboration and teamwork*

***Social Support &
Belonging***

Work-Life Harmony

- Professional and personal roles can create work and non-work conflicts. In order to promote practices that better assure work-life harmony, workplaces can:
 - Provide more **autonomy** over how work is done
 - Make **schedules as flexible and predictable** as possible
 - Increase **access to paid leave**
 - Respect **boundaries** between work and non-work time

***Autonomy &
Flexibility***

Mattering at Work

- People want to know that they matter to those around them and that their work matters. Knowing you matter has been shown to lower stress, while feeling like you do not can increase the risk for depression. In order to better assure a culture of mattering at work, workplaces can:
 - Provide a *living wage*
 - Engage workers in *workplace decisions*
 - Build a culture of *gratitude and recognition*
 - Connect *individual work with organizational mission*

Dignity & Meaning

Opportunities for Growth

- When organizations create more opportunities for workers to accomplish goals based on their skills and growth, workers become more optimistic about their abilities and more enthusiastic about contributing to the organization. In order to promote practices that better assure opportunities for growth, workplaces can:
 - Offer quality *training, education, and mentoring*
 - Foster *clear, equitable pathways for career advancement*
 - Ensure *relevant, reciprocal feedback*

***Learning &
Accomplishment***

Where would you start?

- Which part of this framework draws you in? Where would you start as a leader?
 - Protection from harm: safety, security
 - Connection & community: social support, belonging
 - Work-life harmony: autonomy, flexibility
 - Mattering at work: dignity, meaning
 - Opportunity for growth: learning, accomplishment

Small group discussion

- What wellness efforts and resources are currently available in your organization?
- What gaps currently exist when it comes to employee well-being resources and supports?
- What is one step your organization could take in the next year to improve employee well-being?
- What is one step you could take as a leader to improve your own well-being and/or your team's well-being?

A look back about looking forward

1. Stop loving the problem
 - Imagine what the world would look like if your problem was fully solved.
 - Change your language.
 - Skip the problem.
2. Develop an exponential mindset. Prep now for serious growth!
3. Establish future-looking habits. Set aside 5% of your time to hone your future-focused lens.

Resources

1. [Future of Equity](#) seven-part series
2. [FutureGood](#) blog
3. [FutureGood](#) webinars
4. shareyourhunch.org
5. [Culturemaking](#) podcast by Houston White
6. [Springboard for the Arts Creative Exchange](#)
7. [NAMI MN classes for employers](#)
8. [Mental Health First Aid at Work](#)
9. [Workplace Mental Health & Well-Being](#)