

# Tackling Burnout on Teams

## A guide for managers



**Burnout** is defined as a state of chronic work-related stress marked by:

- Exhaustion
- Cynicism
- Diminished sense of professional efficacy

### How do I experience burnout?

Indicate which characteristics of burnout you may be more susceptible to:

Exhaustion	Depersonalization or cynicism	Diminished sense of personal efficacy
<input type="checkbox"/> Feeling overwhelmed	<input type="checkbox"/> Questioning the value of work	<input type="checkbox"/> Feeling at the whim of other factors
<input type="checkbox"/> Feeling numb	<input type="checkbox"/> Treating co-workers carelessly	<input type="checkbox"/> Low confidence
<input type="checkbox"/> Difficulty concentrating	<input type="checkbox"/> Showing up late/leaving early	<input type="checkbox"/> Questioning my capabilities
<input type="checkbox"/> Bodily fatigue	<input type="checkbox"/> Disengagement	<input type="checkbox"/> Losing sense of meaning

Am I experiencing any of these characteristics at this moment in time? List all that apply.

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It's completely understandable if you're noticing signs of burnout in yourself, since the demands of managing a team can feel overwhelming. The strategies we go through in this workshop can help you, and ultimately your teams, to mitigate burnout now and if or when you experience it in the future.

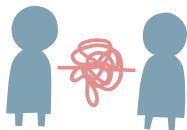
The “Curbing Your Burnout Course” on [Lyra Learn](#) can help you:

- 1 Explore your individual experience of burnout
- 2 Apply strategies to prevent and minimize burnout's impact on your life

**Burnout is a systemic problem—not just an individual one.** The good news is that, as a manager, you have a degree of influence over whether the work environment creates burnout.

#### Six organizational factors that influence burnout

The systemic factors that can lead to burnout include: role stress, demands, job control, recognition and reward, community, and fairness.



Role stress



Demands



Job control



Recognition and reward



Community



Fairness

## Role stress: lack of clarity and predictability regarding my responsibilities

Do I perceive this as an issue on my team?

- Definitely    Somewhat    Not really    Not at all    Not sure

What are some new strategies I want to try?

- Giving a clear sense of team structure and organizational relationships
- Providing a clear feedback process
- Jointly defining and prioritizing tasks with my direct report(s)
- Other \_\_\_\_\_

## Demands: requirements of a job that require ongoing mental or physical effort

Do I perceive this as an issue on my team?

- Definitely    Somewhat    Not really    Not at all    Not sure

What are some new strategies I want to try?

- Auditing workload and resources
- Practice pacing
- Improving meeting hygiene
- Other \_\_\_\_\_

**Job control: adequate autonomy and the ability to make choices about the way I do my work, including work pace, work volume, and how I'm managed**

**Do I perceive this as an issue on my team?**

- Definitely    Somewhat    Not really    Not at all    Not sure

**What are some new strategies I want to try?**

- Adopting a coaching style of management  
 Allowing more flexibility around work design  
 Promoting work/life harmony  
 Other \_\_\_\_\_

**Recognition and reward: how I'm acknowledged for my efforts in intrinsic or extrinsic ways**

**Do I perceive this as an issue on my team?**

- Definitely    Somewhat    Not really    Not at all    Not sure

**What are some new strategies I want to try?**

- Praising effort and process (not just outcomes)  
 Linking employee contributions to a larger meaning or mission  
 Sharing recognition publicly with permission  
 Fostering professional development  
 Other \_\_\_\_\_

## Community: whether I'm feeling respected, supported, and connected at work

Do I perceive this as an issue on my team?

- Definitely    Somewhat    Not really    Not at all    Not sure

What are some new strategies I want to try?

- Creating shared norms and values
- Making time for connection and team building
- Other \_\_\_\_\_

## Fairness: all factors that determine whether I feel that I am being treated fairly at work

Do I perceive this as an issue on my team?

- Definitely    Somewhat    Not really    Not at all    Not sure

Rapid self-assessment (mark all that describe your team right now):

### Consistent and unbiased application of policies and procedures

- Work plans and task assignments are routinely updated and transparently shared across the team.
- Time off requests are considered in a transparent and consistent manner across the team.
- Poor performance or problem behaviors are addressed consistently according to company procedures.

### Resources, responsibilities, and opportunities are distributed fairly across the team

- The way my team assigns new opportunities is fair and transparent.
- The way people on my team are promoted is fair and transparent.
- I have visibility into the types of recognition and career development each of my employees is looking for.

### Communication is open and transparent

- Feedback is regularly sought from all team members on issues affecting roles and performance at work.
- Changes to how work is organized are readily shared and explained to everyone involved.
- Space is dedicated during team meetings for everyone to share important updates with the team.

## Next Steps

The remainder of this handout is intended to be used after the workshop to guide your next steps with your team.

### Consulting with your team

Here are some questions to keep yourself accountable to change the status quo in ways that will prevent and curb burnout.

#### What is something you learned today that you're excited to take back to your team?

- Definition of burnout
- Indicators of burnout: exhaustion, cynicism, diminished sense of efficacy
- Six organizational factors that cause burnout
- Specific strategies to address burnout (list selected strategies below)

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- Other
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#### After the workshop, how will you consult with your team on burnout prevention strategies?

- Present the key takeaways from the workshop to the team. Ask: How does this information sit with you? How relevant does this feel for our team?
- Survey the team anonymously about which factors are most important to prevent burnout.
- Ask team members to write down a time that they recall when a specific factor was especially supported or thwarted, and then use that information to generate specific ideas for improvement.
- Facilitate a discussion on how to tailor different strategies you learned in the workshop to meet the team's needs.

**How will you hold yourself accountable to follow through on the ideas discussed with the team?**

- Create a burnout prevention action plan using the strategies discussed and circulate it.
- Dedicate time during team meetings to share updates on the implementation of burnout prevention strategies.
- Ask for feedback during one-on-one meetings about levels of burnout and areas for improvement.
- Look for signs of burnout and check in with team members regularly.

**Don't forget about your own well-being!**

If you've realized that burnout is affecting you personally, know that there are things you can do to reduce the negative impact even as you address organizational factors driving burnout for your team.

**Consider individual professional support** when you notice signs of burnout in yourself or even before they start. Lyra is here to support you as well as your loved ones. Reach us at [care.lyrahealth.com](https://care.lyrahealth.com).

**Offer self-compassion** if you find yourself struggling with self-criticism. Adopt an attitude that says, "I'm struggling. Rather than beating myself up, I'm going to recognize this is a hard moment for me."

**Tackle burnout as a team.** If you feel comfortable, share the steps you're taking to address your own burnout, and set team self-care goals, like taking breaks or practicing mindfulness skills together.

**Keep your job's meaning front and center.** Focusing on why you do the work that you do and how it contributes to a greater purpose can help you experience greater job satisfaction.

