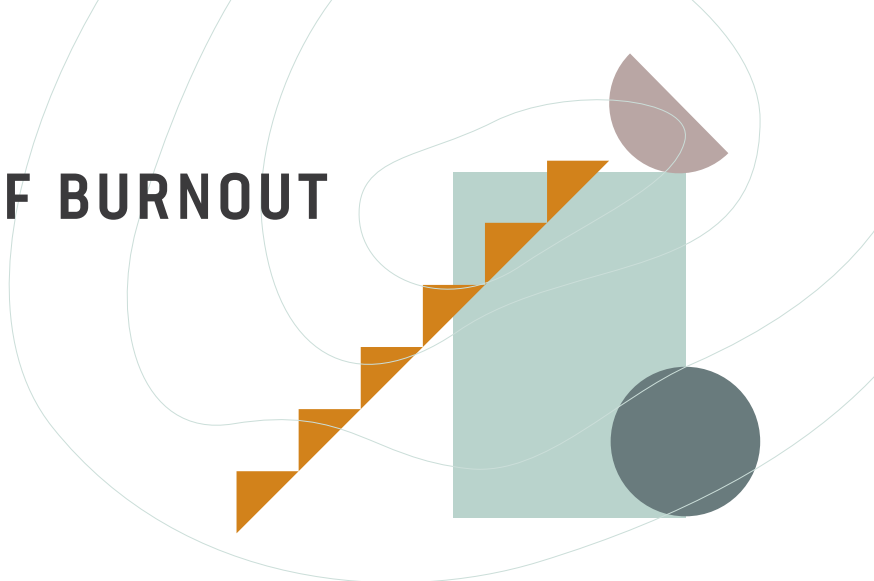


# THE 12 PHASES OF BURNOUT



1

## THE COMPULSION TO PROVE ONESELF

Often found at the beginning is excessive ambition. The desire to prove oneself in the workplace turns into compulsion.

2

## WORKING HARDER

People establish high personal expectations because they have to prove them selves to others or try to fit in an organization that doesn't suit them. To meet these expectations, they tend to focus solely on work while taking on more work than they otherwise would.

3

## NEGLECTING THEIR NEEDS

Since they must devote everything to work, they now have no time and energy for anything else. Friends and family, eating and sleeping start to be seen as unnecessary or unimportant, because they reduce the time and energy that can be spent on work.

4

## DISPLACEMENT OF CONFLICTS

They become aware that what they're doing isn't right, but they're unable to see the source of the problem. This may lead to a crisis in themselves and become threatening. The first physical symptoms appear.

5

## REVISION OF VALUES

While falling into a state of denial of basic physical needs, perceptions and value systems change. Work consumes all energy, leaving none for friends and hobbies. The job is the new value system and people start to become emotionally blunt.

6

## DENIAL OF EMERGING PROBLEMS

People may become intolerant and dislike being social. They may be seen as aggressive and sarcastic. Problems may be blamed on time pressure and all the work that they have to do.

7

## WITHDRAWAL

Minimal social contact turns into isolation. Alcohol or drugs may be used as a release from obsessive working "by the book". These people often have feelings of being without hope or direction.

8

## OBVIOUS BEHAVIORAL CHANGES

Coworkers, family, friends and others in their immediate social circles can't overlook the behavioral changes in these people.

9

## DEPERSONALIZATION

It's possible that they no longer see themselves or others as valuable. Their view of life narrows to only seeing the moment and life turns to a series of mechanical functions.

10

## INNER EMPTINESS

They feel empty inside and may exaggerate activities such as overeating or sex to overcome these feelings.

11

## DEPRESSION

Burnout may include depression. In that case, the person is exhausted hopeless, indifferent and believes that life has no meaning.

12

## BURNOUT SYNDROME

They collapse physically and emotionally and need immediate medical attention. In extreme cases suicide may occur, with it being viewed as an escape from their situation.

Source: Journal of Social Issues, 30, 159-165

