

BIBLIOGRAPHY, SOME TESTS AND EXERCISES TO GO FURTHER

MARIANNE PENNER

BURNOUT SELF-TEST FROM MINDTOOLS.COM

<https://www.mindtools.com/aux7b3/burnout-self-test>

This tool can help you to check yourself for burnout. It helps you to look at the way you feel about your job and your experiences at work, so that you can get a feel for whether you are at risk of burnout.

STRESS AND BURNOUT PREVENTION @ POSITIVEPSYCHOLOGY.COM

<https://positivepsychology.com/burnout-tests-signs/>

In this very complete and practical article, you will find :

- 14 Warning Signs
- Information on various validated questionnaires, checklists and inventories
- Prevention Tools

An excellent 21-page Burnout Prevention Exercises Pack can also be downloaded here (you'll receive it via email) :

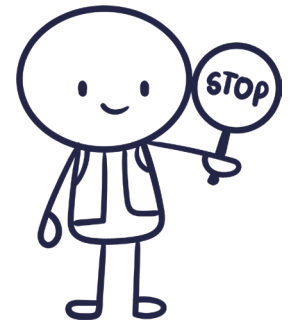
<https://tools.positivepsychology.com/3-stress-exercises>

BRENÉ BROWN TED talk on The power of vulnerability

<https://youtu.be/iCvmsMzLF7o>

BRENÉ BROWN TED talk on Listening to Shame

<https://www.youtube.com/watch?v=psN1DORYYV0>



PORTRAIT OF THE BURNOUT SUFFERER

SABINE BATAILLE, SE RECONSTRUIRE APRES UN BURN-OUT

- He/she invests 100% OF HIS/HER TIME AT WORK : work = him/her | work = his/her life lived as a vocation
- His/her work is an integral part of his/her life | CONTRIBUTES TO HIS/HER SENSE OF BALANCE: if has children will want to invest role of parent as much as professional role | often perceived as a hyperactive person who never stops, multitasks
- Workspace is experienced as a PLACE OF CONSTRUCTION, a universe to be conquered..
- NO BOUNDARIES BETWEEN PERSONAL AND PROFESSIONAL SPHERES



- ASCENDING CAREER PATH : recognized, appreciated, bold, reliable, demanding, fine operational practices, efficient and of high quality | Appreciated for expertise (substance) more than for representation (form) | Enjoys work, reliable, involved, solicited on several projects (multi-projects, multi-tasks) | strong intellectual dynamism essential to his/her life and psychological balance | workaholic tendency | entrepreneurial spirit | aware that he/she risks exhaustion, guilty and ashamed of the sick leave !
- COMPETENCE = LEGITIMACY : tendency to feel guilty if they rest | imposes work on family on holiday | logic of honor and duty | tendency to seek recognition for competence and ethics | strong notions of customer service | inspires trust and reliability | knows he/she is a professional and derives his/her self-esteem from the skills he/she is recognized as | having need to feel useful and efficient.

TAIBI KAHLER'S DRIVER QUESTIONNAIRE (test on next page)

Select the statement that is most true for you and give it a number between 7 and 10.

Select the statement that is least true for you and give it a number between 0 and 3.

Then arrange the other three statements, giving them a mark, which is between your lowest and highest score, ensuring that one statement is given a mark of 5.

Scores usually range between 40 and 80. Anything over 80 is high. Only 2% have scores of over 100 or under 30. Often, two drivers show up strongly as many people favour a combination of drivers rather than a single one. One of the drivers is often particularly low.

	#BE STRONG	#PEOPLE PLEASE	#BE PERFECT	#HURRY UP	#TRY HARD
1	A	E	B	D	C
2	E	D	A	C	B
3	D	C	E	B	A
4	C	B	D	A	E
5	D	C	E	B	A
6	C	B	D	A	E
7	B	A	C	E	D
8	A	E	B	D	C
9	E	D	A	C	B
10	D	C	E	B	A
11	C	B	D	A	E
12	B	A	C	E	D
SCORING					

DRIVERS (TAIBI KAHLER, 1975)

WAYS THAT WE HAVE LEARNED TO ADAPT TO OUR ENVIRONMENT WHEN WE WERE YOUNG

DRIVER	 #BE STRONG	 #PLEASE PEOPLE	 #BE PERFECT	 #HURRY UP	 #TRY HARD
INJUNCTIONS HEARD	Stop crying !	Be nice, I'm tired !	You could have done better !	Haven't you finished yet?	Don't you have anything more to do?
BELIEF	I don't need anyone, I can handle it on my own	I need to please others to be loved	I need to feel flawless and have everything executed perfectly	I can do everything, even if I'm overworked, I just have to hurry!	The harder I work, the more important what I do is, no matter what the outcome
STRENGTHS	Discipline and thoroughness	Helpful and cooperative	Leaves nothing to chance	Effective in emergency situations	Persevering, struggling to make it through
WEAKNESS	Doesn't allow for mistakes	Neglects own needs	Gets drowned in the details	Works in a rush	Loses sight of the purpose
ALLOWER	You have the right to ask for help!	Dare say no!	It's okay to make mistakes!	Start earlier!	You have the right to be successful!

TAIBI KAHLER'S DRIVERS QUESTIONNAIRE (15-20 minutes)

	SCORE ↓			SCORE ↓	
1		A Endurance is a valuable asset	7		A I thing I do a lot to be considerate towards others
		B I like to see people doing their best to get things right			B I usually manage to cope even when I feel I've had more than enough
		C Considering all the effort I put into things I should get more done			C I prefer doing things really well even if it takes longer
		D I find myself doing too many things at the last minute			D I tend to start things and then gradually lose energy or interest
		E On balance I adapt more to other peoples wishes than they do to mine			E I want to get a whole lot of things finished, then I run out of time
2		A Casualness and carelessness bother me	8		A I'm not what you would call soft
		B It's keeping on doing things that interests me more than finishing with them.			B I prefer to do things right the first time, then have to re-do-them
		C When people are slow about saying something I want to interrupt or finish the sentence			C I sometimes repeat myself because I'm not sure I've been understood
		D I have a fair amount of imagination when it comes to guessing what people need			D My energy is often at its highest when I have a lot of things to do
		E When someone gets emotional my reaction is often to make a joke of it or else be critical			E It's quite hard to say no when someone really wants something
3		A I don't mind things being hard. I can always find the energy	9		A I like to use words correctly
		B I prefer to use just the minimum necessary time to get to a place			B I like exploring a variety of alternatives beofre getting started
		C If someone doesn't like me I either try hard to get them to like me or I walk away			C It's quite like me to be already thinking of the next thing before I have finished the first
		D It is rare for me to feel hurt			D When I'm sure someone like me I am more at ease
		E If it's a question of doing something properly I'd rather do it myself			E I can put up with a great deal without anyone realising it
4		A I get impatient with slow people	10		A Poeple who just want to finish something tend to irritate me
		B Normally I prefer to take people's wishes into account before deciding something			B I prefer to just plunge into something rather than have to plan
		C I show a calm face even when my feelings are running high			C If a person doesn't know what I want i'd rather not have to ask directly
		D I don't make excuses for poor work			D Other people start whining and complaining before I do
		E There's something about coming to the end of a job I don't like			E I prefer to correct myself rather than have other people correct me
5		A I put a lot of effort into things	11		A If I had 20% more time I could relax more
		B Sometimes it is better to just do something and leave the discussion until later			B I often smile and nod when people talk to me
		C I'm cautious about asking favours			C When people get excited I can stay very cool and rational
		D I don't let people look after me much			D I can do something well adn still be critical of myself
		E I sometimes find it hard to stop myself correcting people			E There are so many things to take into account it can be hard to get to the end of something
6		A Sometimes I talk too quickly	12		A I have a good intuitive sense if someone likes me or not
		B I'm uncomfortable when people are upset or displeased with me			B I think duty and reason pay off bettr than emotion in the long run
		C I dislike people making a fuss about things			C I tend to see quickly how something could be improved on
		D Things can always be improved on			D Some people have a habit of oversimplifying things
		E I don't believe in the 'easy way'			E Sometimes the more there is to do, the more I get done

TOTAL :

SOME CONTEXTS AND RISK FACTORS

INSTITUT NATIONAL DE RECHERCHE ET DE SÉCURITÉ (INRS)

RELATED TO THE WORKING ENVIRONMENT

- High demands (workloads, output, time pressure, mass of information to be processed, etc.)
- High qualitative demands (precision, quality, vigilance, etc.)
- Task-related difficulties (monotony, lack of autonomy, repetition, fragmentation, etc.)

RELATED TO WORK ORGANIZATION

- Lack of control over the allocation and planning of tasks
- Lack of clarity in the tasks assigned
- Poor communication
- Inconsistency between the requirements of the job (Who must I satisfy?)
- Organization methods "lean", "multi-skilling"
- Unstable employment contracts
- Mismatch between working hours and biological rhythms, social and family life

RELATED TO THE WORK RELATIONSHIPS

- Lack of support from colleagues and/or management
- Lack of communication
- Uninvolved, authoritarian, deficient management
- Lack of or poor recognition of work accomplished

RELATED TO THE PHYSICAL AND TECHNICAL ENVIRONMENT

- Workplace physical disturbances (noise, temperature)
- Poor design of workplaces and/or workstations

RELATED TO SOCIOLOGICAL CHANGE

- Increasing use of remote communication techniques
- Individualization of professional activity
- Customer demands or aggressiveness

RELATED TO MACROECONOMIC ENVIRONMENT OF THE COMPANY

- poor economic health of the company
- uncertainty about the future
- competitiveness, competition



RECOMMENDED BOOKS

BRENÉ BROWN [Braving the Wilderness](#)

«NO. 1 NEW YORK TIMES BESTSELLER• A timely and important book that challenges everything we think we know about cultivating true belonging in our communities, organizations, and culture, from the #1 bestselling author of *Rising Strong*, *Daring Greatly*, and *The Gifts of Imperfection*»

GABOR MATÉ [When the Body Says No: The Cost of Hidden Stress](#)

NAJWA ZEBIAN [Welcome Home](#)

«The powerful metaphor of home provides a structure for you to customize your journey to personal transformation as Najwa Zebian shares her own experiences in building a home within herself, and shows you how to construct the following “rooms”:

- Self-Love: Learn how to build an individualized self-care routine to reflect your daily needs.
- Forgiveness: Learn how to allow yourself time, reflection, and space to accept and let go of painful events.
- Compassion: Discover the three different types of compassion and learn how you can let people in while maintaining boundaries.
- Clarity: Learn how to remove the walls you put up around your authentic self.
- Surrender: Learn how to lower your defenses and give yourself space to feel and process your emotions.
- The Dream Garden: Learn how to nurture your dreams and create an authentic, original path.»

CLAUDE RICHLI [A matter of Honor](#)

«In the biblical world, people lived and died according to the code of shame and honor. Understanding this code reveals a God who burns with passion and love for His people. This book runs from Genesis to Revelation with an unexpected intensity, revealing a God who is both fully divine and fully human. It ends in the everlasting triumph of love and the restoration of honor.»

RABBI WARREN GOLDSTEIN [Shabbat. A Day to Create Yourself](#)

- Building Character, Shaping Perspectives and Finding Happiness Through Shabbat -

«Shabbat. A Day to Create Yourself is a call to see Shabbat with fresh eyes – to discover how it can unleash personal and societal renewal, and offers us a recipe for happiness in an increasingly complex world. But also, how it gives us something more – the Divine gift of self-creation; how more than just a day of rest, Shabbat is a day that completely transforms us.»