

Contents

Acknowledgments — XI

Preface — XVII

Introduction — XXI

Part I: A stronghold

Chapter 1

Burnout matters — 3

Burnout as a global phenomenon — 3

You can count the costs — 4

Nobody is immune to burnout — 5

Burnout is an organizational problem — 6

The casualties of burnout — 7

Managing burnout requires leadership — 9

Chapter 2

Why we work – in general and in organizations — 11

Wake, work, sleep, and repeat — 11

Division of labor and productivity — 12

Everyone wants meaningful work — 13

Organizations need motivated employees — 14

Motivating the masses — 17

Chapter 3

Your work environment and well-being — 19

The surroundings tell the story — 20

A focus on what is positive and effective — 21

Key characteristics of the work environment — 25

Job demands — 25

Job resources — 26

Organizational support — 27

The dynamic work environment — 27

Current realities — 28

Span of control — 37

Part II: A trench and the oasis

Chapter 4

Burnout – the making of a concept — 41

The three dimensions of burnout — 41

What burnout is not — 43

The causes and consequences of burnout — 43

What every leader and manager needs to know — 46

So, what next? — 46

Chapter 5

Work engagement — 47

A most desirable state — 47

The causes and consequences of work engagement — 49

An essential focus for organizations — 51

From an individual focus to your team's work engagement — 51

So, what next? — 53

Part III: Minding the gap

Chapter 6

Shifting from burnout to engagement — 57

The Organization-Job-Personal (OJP) framework — 57

Three steps — 60

Chapter 7

Step 1 – Assess — 63

Bringing it all together — 69

Chapter 8

Step 2 – Acknowledge — 70

Ideating strategies — 72

OJP potential strategies and solutions — 75

Bringing it all together — 77

Chapter 9

Step 3 – Act — 78

Brick by brick, build a plan — 79

Assess, acknowledge, act, and repeat — 81

Keep the flame burning — 84

Bringing it all together — 84

Chapter 10

Self-audit, self-care, and self-compassion — 85

Support tools — **87**

Afterword — 91

Endnotes — 93

Appendix I

The Organization-Job-Personal (OJP) framework — 101

Appendix II

Work environment assessment — 102

Appendix III

Leader assessment analysis form — 103

Appendix IV

Acknowledge – guiding questions table — 104

Appendix V

OJP strategy chart — 105

Appendix VI

OJP potential strategies and solutions chart — 106

Appendix VII

Timeframe — 124

Appendix VIII

Fired Up! Action Plan — 126

Appendix IX

Self-care BINGO card — 127

Appendix X

Create-Your-Own BINGO card — 128

Appendix XI

Guiding questions for training and facilitation — 129

Appendix XII

Resources — 131

List of figures — 133

List of tables — 135

Further reading — 137

About the authors — 151

Index — 153