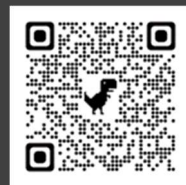


UNIVERSITY OF  
**LOUISVILLE.**

COLLEGE OF BUSINESS

*The Center for  
Positive Leadership*

# Pre-Burnout Individual User Manual



## Pre-Burnout Individual User Manual

Complete this questionnaire and share the results with your leader. If unsure, share what you can and you can come back to the other questions over time.

### QUESTIONNAIRE (EXPAND)

- On a scale from 0 to 10 (where 0 is not at all and 10 is extremely likely) how likely are you to experience burnout in the next 30 days?
- How do you normally ask for help? How can I, as your leader, support you when you are avoiding burnout?
- Describe a time when you've experienced burnout or overwhelm. What happened?
- What's your primary/ initial reaction to stress and overwhelm? What are your go-to coping strategies? (free tool: [Saboteur Self-Assessment](#))
- What types of behaviors and tasks energize you? These are actions that get you in flow and (paid tool: [Lencioni's Working Genius](#))
- As your leader, what will I notice when you start to experience pre-burnout? What are the first signs you need some support?
- What's on the horizon that will demand more of you?

### PRIORITIZATION (IDENTIFY)

What's the one challenge we want to work on together that will help preempt burnout for you?

*For example: "I'd like to get better at setting boundaries", "I would like to do more collaborative work and take a few of the other tasks of my plate", "Because we have the big event coming up in March and Ken is going on paternity leave in April, I'd like to work towards getting some help on running the reports that take up several hours each week"*

### QUESTION BURST (EXPLORE) (adapted from Hal Gregerson)

1. Take 2 minutes to state the challenge.
2. Set a timer for 4 minutes and ask nothing but questions about the challenge
  - Don't answer any questions
  - Don't explain why you're asking a question
  - Write down each question verbatim
3. What single question matters most? How might you begin to explore that question?

EXPERIMENT (COMMIT) One action we can take to preempt burnout.

## Pre-Burnout Individual User Manual

### LEADER GUIDE

*As a leader, your openness and commitment to the inquiry is vital. Your role in this discussion is to create psychological safety for the individual you're meeting. It's better to have a limited discussion- maybe you only get to 1 or 2 questions- but your team member feels heard and safe to be honest, than to rush through or be distracted.*

*Prior to the meeting, take a few minutes to consider some of the following questions to ensure you're prepared to support and equip the individual you're meeting with.*

#### QUESTIONNAIRE (EXPAND)

On an *individual* level...

- What might I need to set aside to fully show up here (for ex.: letting go of my desire to be "right, turning off my email alerts, setting aside my disappointment about an earlier meeting)?
- What assumptions do you have about this individual's capacity?
- What assumptions do you have about their relationship to burnout?
- What assumptions do you have about what signs you would see as they get closer to burnout?
- What have you observed about the kinds of work that energize or drain this individual?
- Which questions from the manual seem most important to talk through?

On a *team/system* level...

- What's on the horizon that may demand more of us? What new skills or competencies will the organization need from us in the future?
- What's our culture's relationship to perfectionism? Asking for help? Learning from our mistakes? Setting boundaries? Taking time off? Working from home?

PRIORITIZATION (IDENTIFY) Take your cue from your team member on this step. Feel free to share ideas but you're not the expert here.

#### QUESTION BURST (EXPLORE) (adapted from Hal Gregerson)

3. Take 2 minutes to have your team member state the challenge.
4. Set a timer for 4 minutes and ask nothing but questions about the challenge. Both of you will ask. You can decide to take turns or just say them as they come up.
  - Don't answer any questions
  - Don't explain why you're asking a question
  - Write down each question verbatim
3. What single question matters most? How might you begin to explore that question?

EXPERIMENT (COMMIT) One action we can take to preempt burnout. *This may be something you, your team member or both of you take on.*

INTEGRATE Consider how the outcome of this discussion may impact the larger team and/or organization.

- Organizational values/ shared language
- Organizational goals
- Team norms/ meetings/ routines
- Development plans/ stretch assignments/ team capacity discussions
- With productivity or personality assessment results and/or self-identified personalities or styles. ( I know you identify as an introvert, a decisive person, someone who loves finishing what she starts. In what ways do those or other aspects of the way you show up at work affect this question of capacity and burnout)