

DrupalCon Dublin 2016

# burnout at scale



# Alina Mackenzie

consultant

 czaroxiejka

 alimac

# sprint **tomorrow**

contribute to Drupal project

**first time sprinter workshop** 9:00 in Wicklow 2A

**mentored core sprint** 9:00 in Wicklow Hall 2B

**general sprints** 9:00 in Wicklow Hall 2A

[bit.ly/burnout-at-scale](https://bit.ly/burnout-at-scale)

PEOPLE

# 5 TED Talks That Can Help You Beat Burnout

A helpful list prescribes these short but powerful talks for those suffering from burnout.



BY JESSICA STILLMAN *Contributor, Inc.com*  [@EntryLevelRebel](#)



 WRITE A COMMENT

## Find a Therapist

City or Zip



**Sherrie Bourg Carter Psy.D.**

High Octane Women

# Overcoming Burnout

10 Steps to Reignite Your Flame and Shine Brightly Once More

 Like 567

Posted Apr 17, 2011

# 11 TED Talks to watch when you're feeling totally burned out

Rachel Gillett ⌚ Mar. 23, 2016, 11:00 AM 🔥 177,523



FACEBOOK



LINKEDIN



TWITTER



WIRE


# Burnout Is a Myth

New Yahoo CEO Marissa Mayer has declared that burnout is a myth and recently offered advice on how bosses can put this wisdom into practice.



BY JESSICA STILLMAN *Contributor, Inc.com*  [@EntryLevelRebel](#)



 20 COMMENTS



try this

**one** weird

old **tip** to

cure your

**burnout**



**awesome, wow**

@czaroxiejka

we should talk about systemic causes of burnout, in our workplaces and organizations

RETWEETS

13

LIKES

12



4:16 AM - 24 Sep 2015

📍 el Besòs i el Maresme, Barcelona

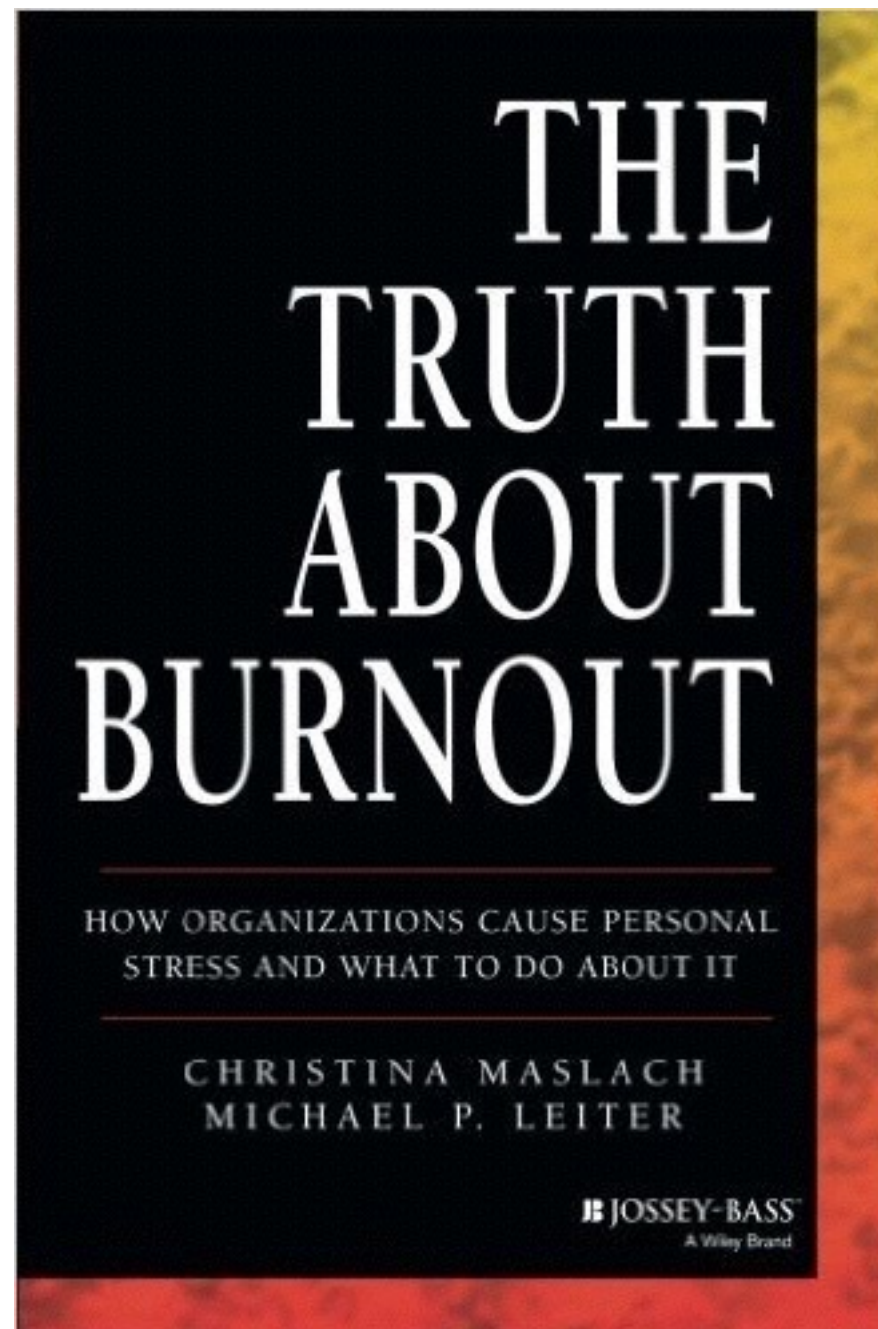


13



12





Christina Maslach



1. effects of burnout
2. dimensions of burnout
3. burnout – engagement continuum
4. six areas of work life quality
5. strategies

# **effects** of burnout

poor **quality** of work

**low morale** and satisfaction



physical **illness**

dysfunction in **personal** life

low **self esteem**

absenteeism and **turnover**







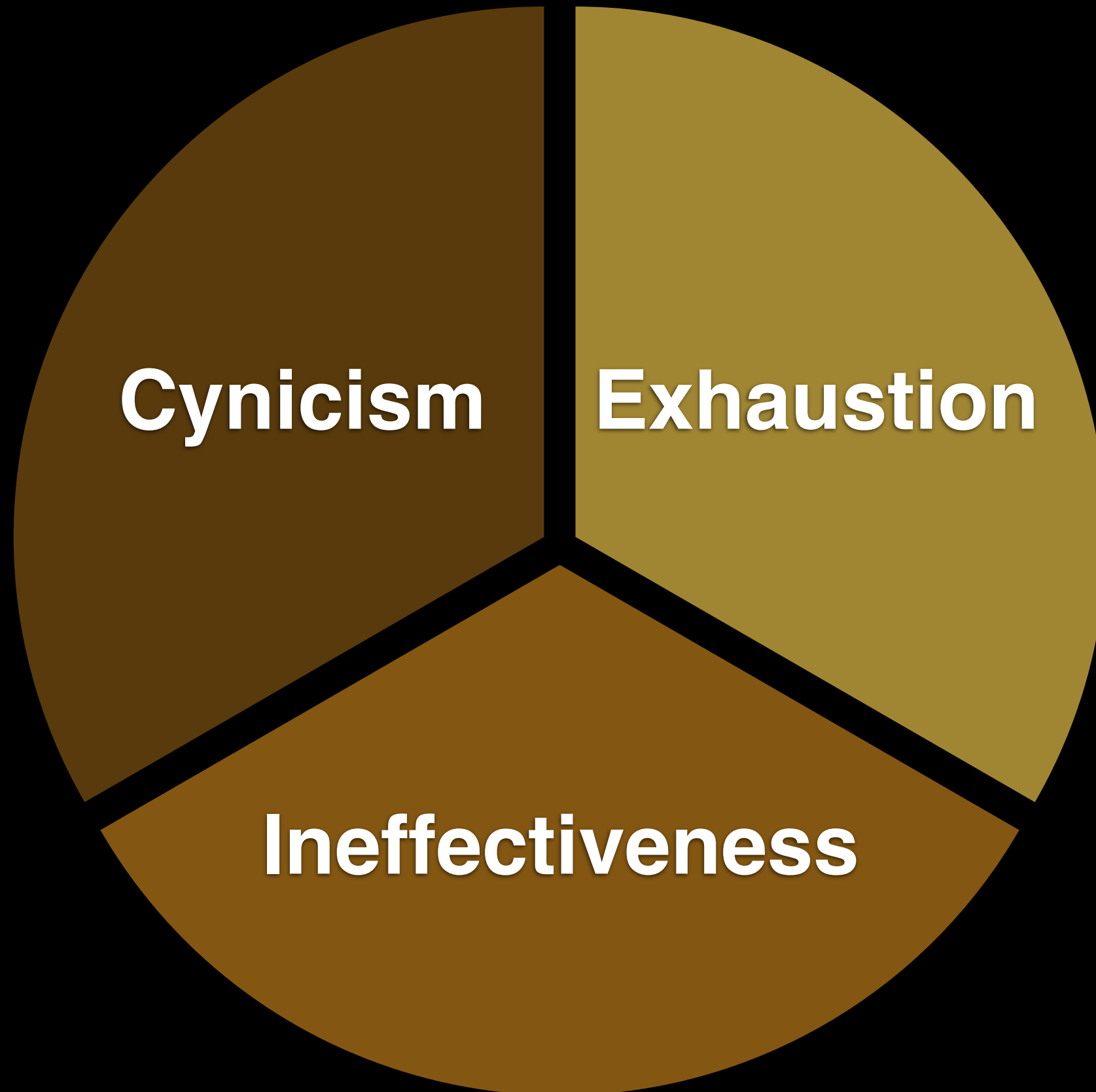
# 3 dimensions of burnout

**exhaustion**

**cynicism**



**ineffectiveness**

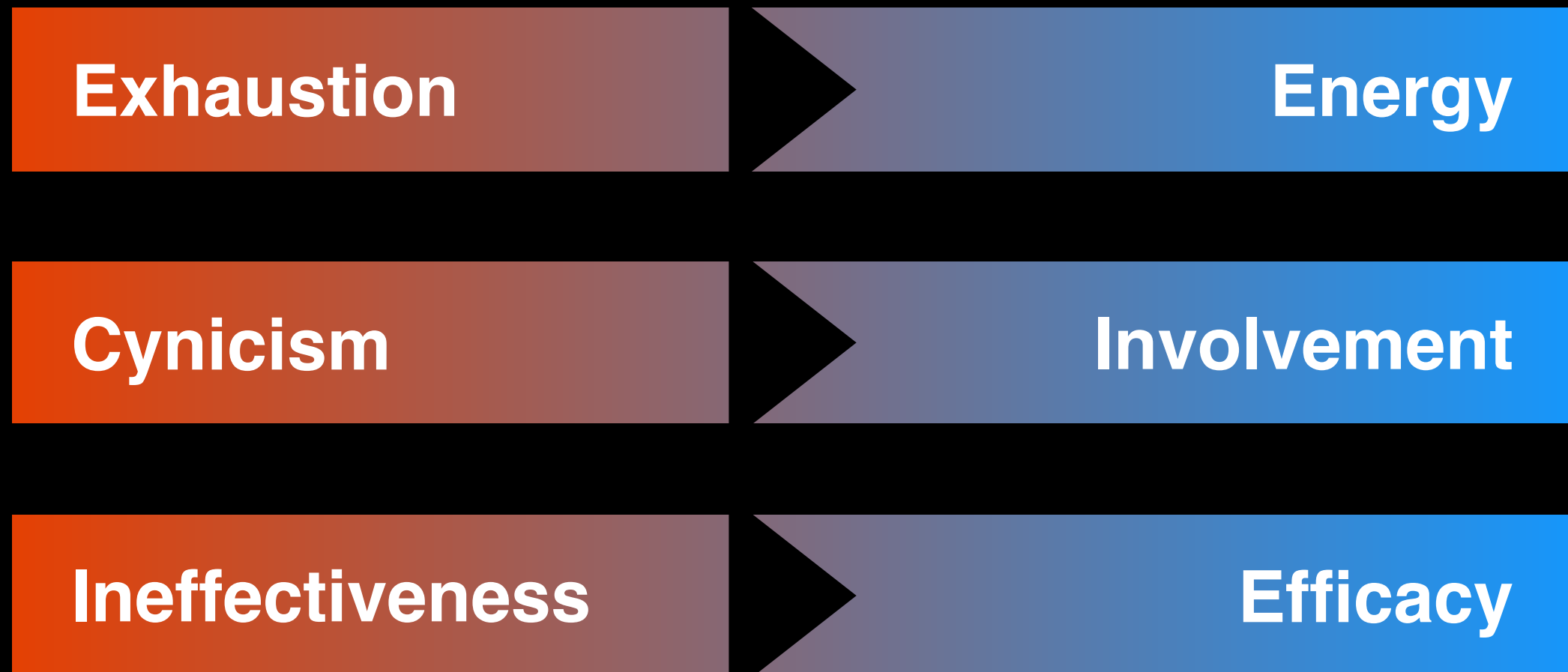


**exhaustion**  
**energy**

cynicism  
**involvement**

**ineffectiveness**  
**efficacy**

# burnout / engagement continuum





areas of **work life** quality

**workload**



“If your team doesn’t have enough people, and you are constantly firefighting without respite, **your skills are atrophying.**”

– Jennifer Davis and Katherine Daniels, ***Effective DevOps***

**control**

**reward**

**community**

“[...] giving people the time and space to strengthen bonds leads to better retention. We often stay at jobs longer than intended because **people make the difference.**”

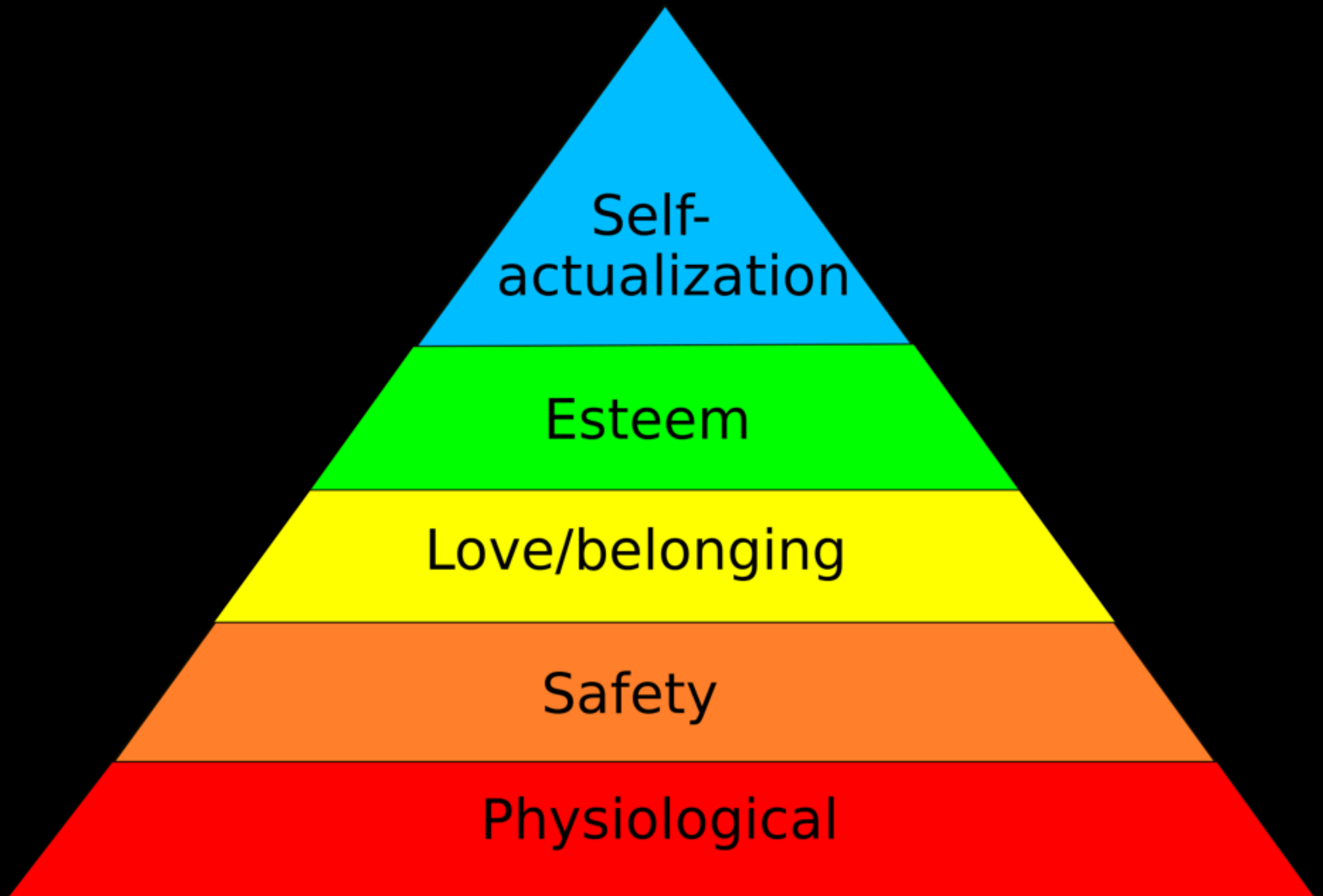
– Jennifer Davis and Katherine Daniels, ***Effective DevOps***

**fairness**

**values**

**workload**  
**control**  
**reward**  
**community**  
**fairness**  
**values**





- 1. work overload**
- 2. lack of control**
- 3. insufficient reward**
- 4. breakdown of community**
- 5. absence of fairness**
- 6. value conflicts**

is it the **person** or the **job**?

**both.**

(person **in context** of job situation)

# organizational approaches



**organizational buy-in**



**group project**



**employees**

**management**



**organizational project**



**connects with people**

# organizational **checkup**



# staff survey

# organizational **profile**

now **what?**

sometimes it's **not** what people expect

change

**sustainable** workload

choice and **control**

recognition and **reward**





supër ☀  
@supersole



+ Follow

Honestly, I'm also quite motivated by cash and it'd be nice to stop thinking of sw devs as aspirational ascetics

**Stevie Buckley** @StevieBuckley

Remember folks, your staff are motivated by autonomy, mastery and purpose. Not cash, ping pong and desk beers.

RETWEETS

129

LIKES

335



12:06 PM - 12 Aug 2016



129



335



**supportive** work community

“Employees that trust in their organization to support them can take the time they need to **invest in themselves and their skills**, strengthening the connections in their work and reducing risk of burnout.”

– Jennifer Davis and Katherine Daniels, ***Effective DevOps***

**fairness**, respect and justice

clear values and **meaningful** work

for **you**  
who are  
experiencing  
**burnout...**

“company of **one**”

physical **fitness**



**recovery** cycles



**positive** feedback

job **crafting**



# THE TRUTH ABOUT BURNOUT

---

HOW ORGANIZATIONS CAUSE PERSONAL  
STRESS AND WHAT TO DO ABOUT IT

---

CHRISTINA MASLACH  
MICHAEL P. LEITER



O'REILLY®



# Effective DevOps

---

BUILDING A CULTURE OF COLLABORATION,  
AFFINITY, AND TOOLING AT SCALE

Jennifer Davis & Katherine Daniels

[bit.ly/burnout-at-scale](https://bit.ly/burnout-at-scale)