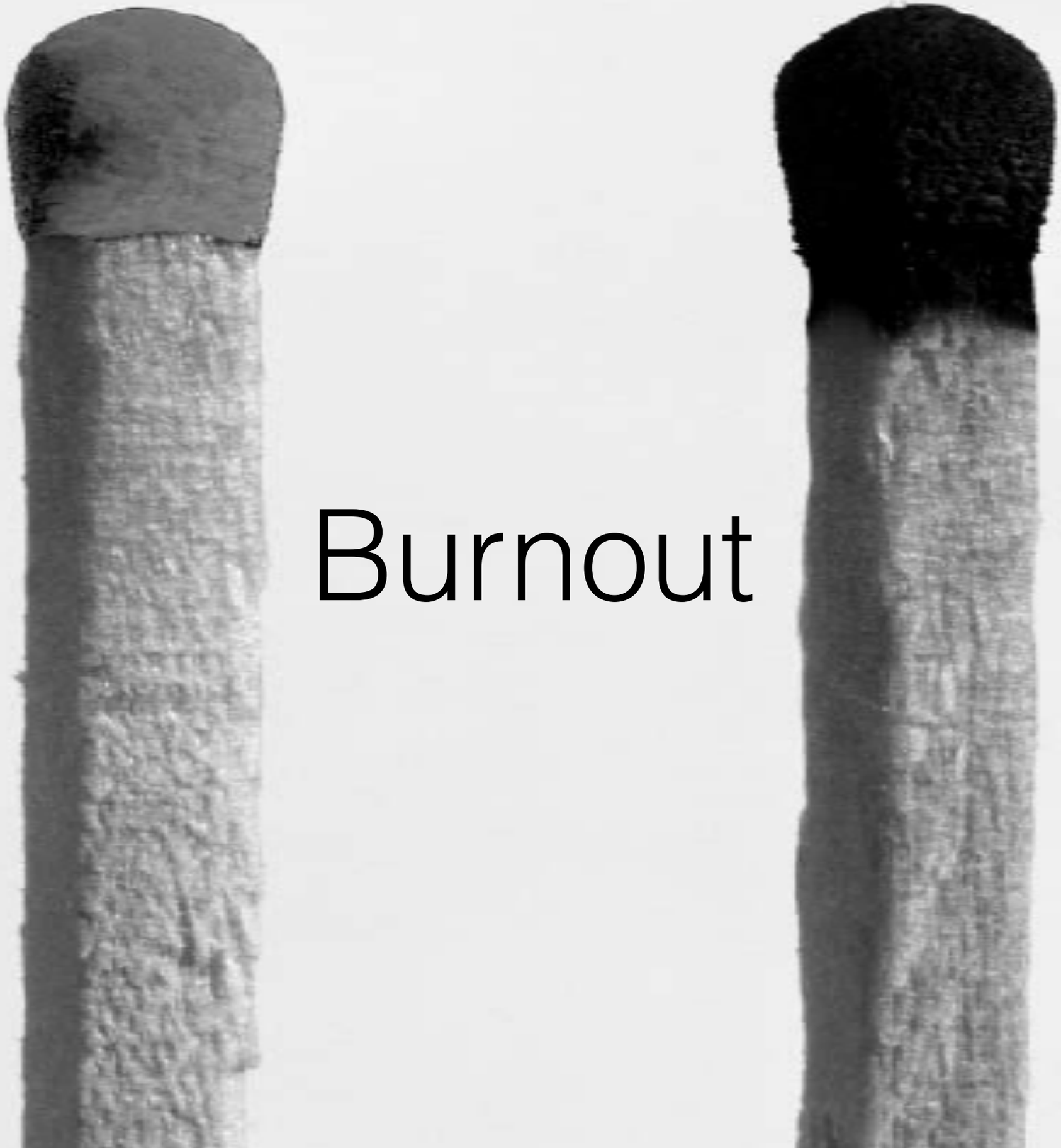


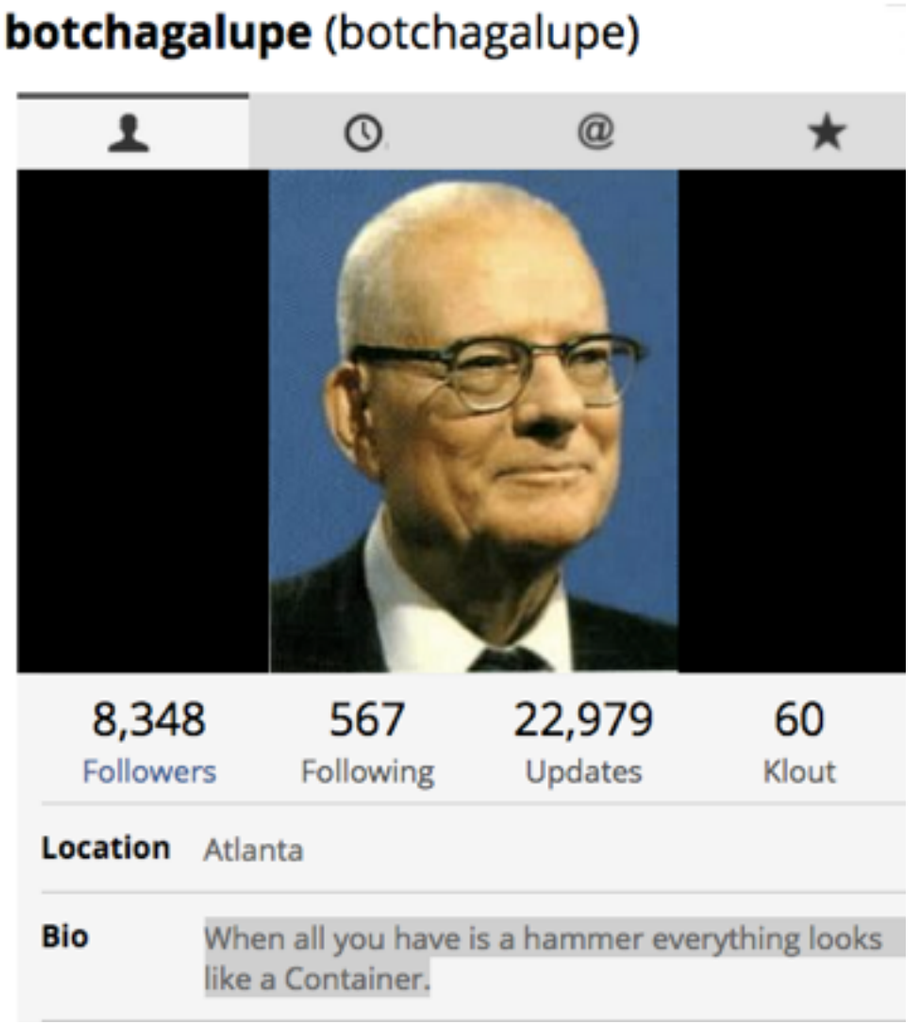
Burnout

Agenda

- Introduction
- Disclaimer
- Why Me?
- What is burnout?
- What causes burnout?
- How to overcome?
- Wild speculation…

@botchagalupe

- a.k.a. John Willis
- Work at Docker
- 35 Years in IT Operations
- Exxon, Canonical, Chef, Enstratius, Socketplane
- Devopsdays Core Organizer
- 35 Devopsdays
- DOES15 Organizers



http://ow.ly/ZclVW

Overview

The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations Paperback – March 7, 2016

by Gene Kim (Author), Patrick Debois (Author), John Willis (Author), & 2 more

See all formats and editions

Paperback
$18.60 Prime

1 New from $18.60

Disclaimer Dude!

Why Me?

IT REVOLUTION PRESS

HELPING SPARK THE IT CAMBRIAN EXPLOSION

MANIFESTO

DEVOPS BLOG

Karōjisatsu

By John Willis

About 7 years ago, I moved back to Atlanta. The cloud thing was just getting started and I decided to start a local cloud meetup group. One of the earlier attendees was a gentleman named Walter. Walter was one of the more passionate participants in the early days of the meetup. It turns out that Walter was a hardworking independent consultant that had worked in the Atlanta area for some time. He was trying to build a consulting company with an interesting idea where he would recruit graduates from rural universities that had strong CS departments. One of the universities he was working with was Valdosta State University (VSU). Walter had invited me to give a talk about Cloud Computing to

The Blog Post

http://itrevolution.com/karojisatsu/

The Reaction

Burnout in tech: DevOps & Web Performance, O'Reilly ...
velocityconf.com/**devops**-web-performance-2015/public/.../43153
The topic of **burnout** has become front of mind for many people in our industry due to recent events. The individual consequences are potentially very damaging, ...

Panel: Burnout in tech: DevOps & Web Performance, O ...
velocityconf.com/**devops**-web-performance-ny-2015/public/.../44967
13 Oct 2015 - The topic of **burnout** has become front of mind for many people in our industry due to recent events. The individual consequences are ...

devops burnout example - Logz.io
logz.io/blog/**devops**-burning-out.../**devops**-burn
devops burnout example. **devops burnout** examp
Enterprise-Grade ELK · Predictive Fault Detection ·

The Ship Show | Extinguishing Burnou
theshipshow.com/2014/06/extinguishing-**burnou**
11 Jun 2014 - Most tech workers have struggled wit
The Food Fight Show has a couple of great **DevOps**

Bu
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2014 **DevOps**Days Pittsburgh conference, Jennifer Davis gave a talk titled, ...

Why devops is burning out developers | InfoWorld
www.infoworld.com/.../**devops**/why-**devops**-is-burning-out-developers.h...
30 Nov 2015 - When framework evolves but culture does not, **burnout** is inevitable.

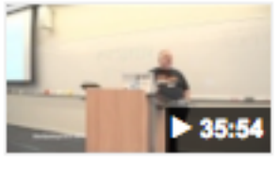
Karōjisatsu - IT Revolution IT Revolution
itrevolution.com/karojisatsu/
Stephen is one of the early pioneers of the **Devops** movement and I was really looking forward ... I wondered if Walter had those same industry **burnout** feelings.

Burnout: The Not-So-Secret Dark Side of Ops | Puppet Labs
https://puppetlabs.com/blog/**burnout**-not-so-secret-dark-side-ops
ate of **DevOps** survey revealed that **DevOps** practices
zational performance, and lower levels of **burnout**.

hen the shift hits the fan - Go2Group Blog
/ops-**burnout**-when-the-shift-hits-the-fan
nout is more and more common due to the accelerated pace
lere are some ways to identify and remedy ...

Impostor, Blowhard, and Burnout ...
balancing-impostor-blowhard-**burnout**/
ink between impostor, blowhard, **burnout**, and karojisatsu, or

he

John Willis DevOpsDays NYC 2015 talk - YouTube


https://www.youtube.com/watch?v=T6suwl92Z4w
18 May 2015 - Uploaded by Devopsdays NYC
This video is John Willis talk at **DevOpsDays** NYC 2015 about Karōjisatsu - Or Just Plain Old **Burnout**.

The Conversation

What is Burnout?

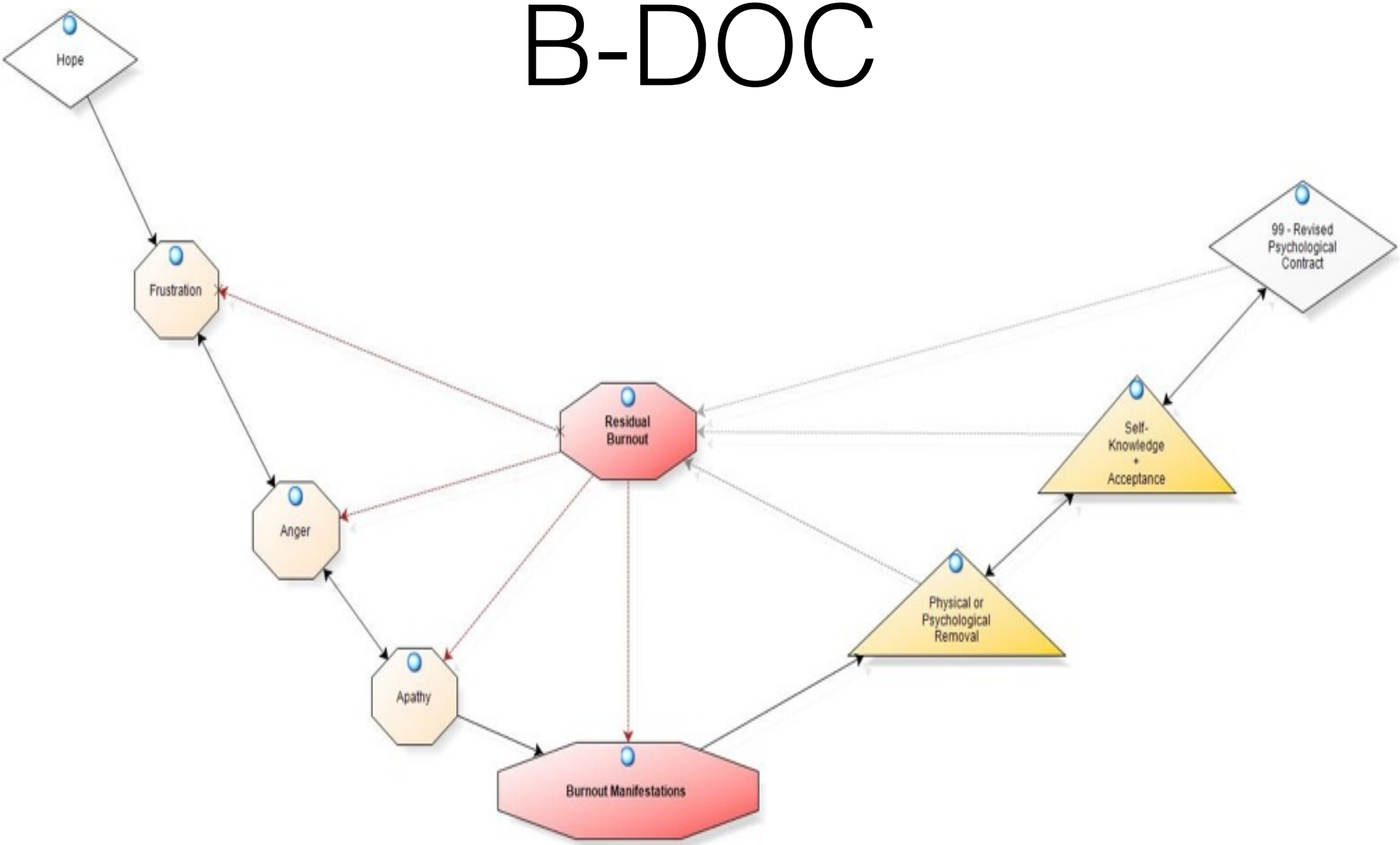
Lagging Indicators

- Health Care Costs
- Law Suits
- Turnover
- Optics

Leading Indicators

- Missed Deadlines
- Missed Opportunities
- Missed Threats
- Less Innovation

B-DOC


Hope
Frustration
Residual Burnout
Anger
Apathy
Burnout Manifestations
99 - Revised Psychological Contract
Self-Knowledge + Acceptance
Physical or Psychological Removal

Industry & Humanity Costs

- Leaving the Industry

- Suicide

Clinical Definitions

WIKIPEDIA
The Free Encyclopedia

Main page
Contents
Featured content
Current events
Random article
Donate to Wikipedia
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Interaction
Help
About Wikipedia
Community portal
Recent changes
Contact page

Tools
What links here
Related changes
Upload file

Occupational burnout

From Wikipedia, the free encyclopedia

Not to be confused with Occupational burning.

Burnout is a type of psychological stress. **Occupational burnout** or **job burnout** is characterized by exhaustion, lack of enthusiasm and motivation, feelings of ineffectiveness, and also may have the dimension of frustration or cynicism, and as a result reduced efficacy within the workplace.[1]

The term *burnout* in psychology was coined by Herbert Freudenberger in his 1974 *Staff burnout*, presumably based on the 1960 novel *A Burnt-Out Case* by Graham Greene, which describes a protagonist suffering from burnout.[2][3]

Burn-out	
Classification and external resources	
ICD-10	Z73.0

[edit on Wikidata]

More recently the term *brownout*[4] has been used in the business world to describe a less serious version of *burnout*. It refers to staff who are disengaged and demotivated in their job role.

Occupational burnout is typically and particularly found within human service professions. Professions with high levels of burnout include social workers, nurses, teachers, lawyers, engineers, physicians, customer service representatives, and police officers.[5] One reason why burnout is so prevalent within the human services field is due in part, to the high-stress work environment and emotional demands of the job.[1]

Maslach and her colleague, Michael Leiter, defined the antithesis of burnout as engagement.[6] Engagement is characterized by energy, involvement and efficacy, the opposites of exhaustion, cynicism and inefficacy.[6] Bakker et al. (2014) in Burnout and Work Engagement: The JD–R Approach makes the same argument as Leiter.

Three Dimensions (Maslach)

- **Exhaustion**
  - Emotional exhaustion
- **Cynicism**
  - Depersonalization
- **Efficacy**
  - Personal Accomplishment

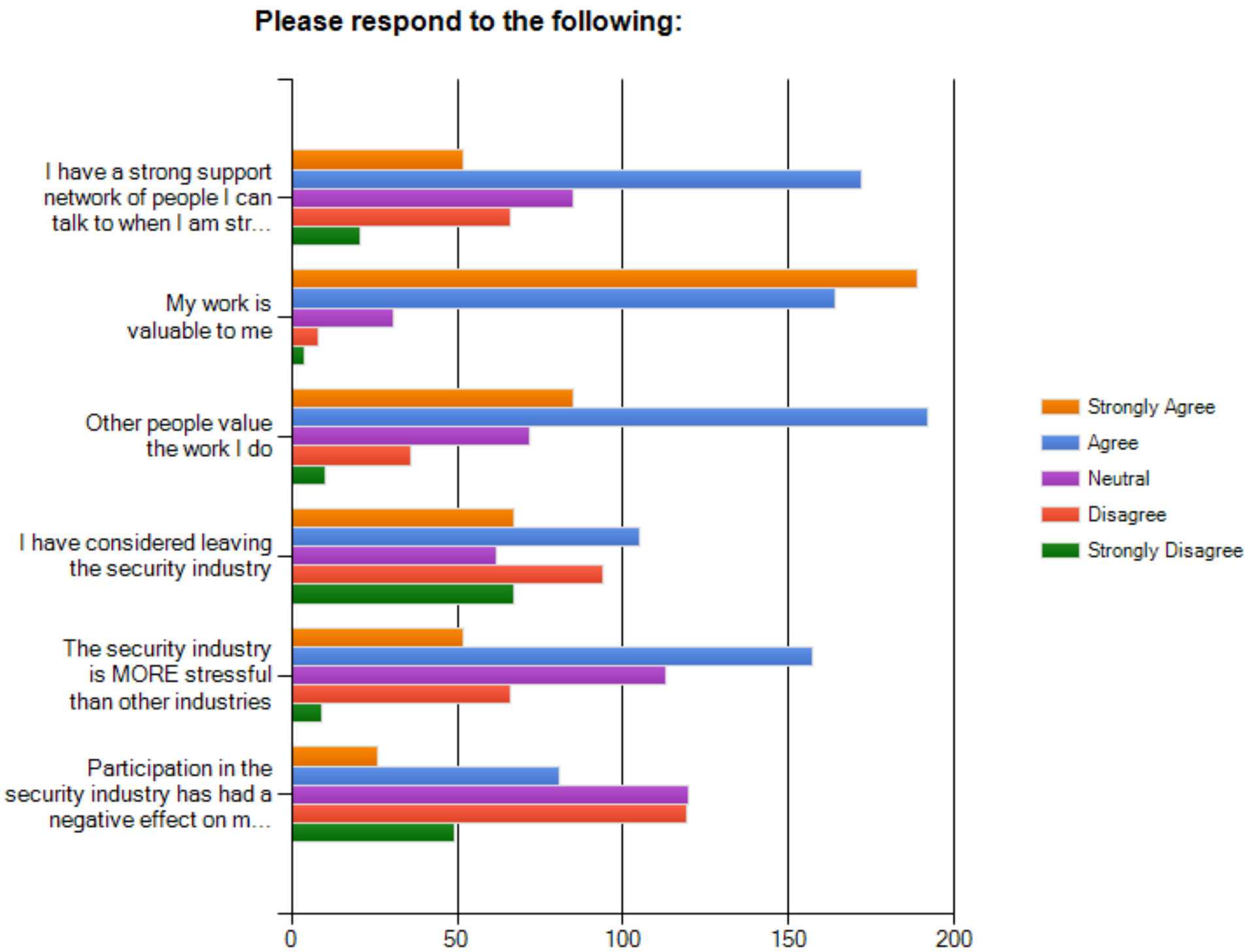
MBI

Maslach Burnout Inventory

Authors: Christina Maslach, Susan E. Jackson, Michael P. Leiter, Wilmar B. Schaufeli, & Richard L. Schwab

Recognized for more than a decade as the leading measure of burnout, the Maslach Burnout Inventory (MBI) incorporates the extensive research that has been conducted in the more than 25 years since its initial publication. The MBI Surveys address three general scales:

- **Emotional Exhaustion** measures feelings of being emotionally overextended and exhausted by one's work
- **Depersonalization** measures an unfeeling and impersonal response toward recipients of one's service, care treatment, or instruction
- **Personal Accomplishment** measures feelings of competence and successful achievement in one's work.



Burnout in Information Security

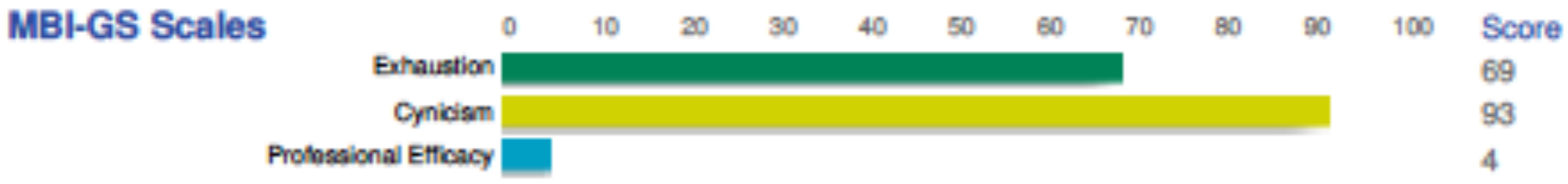
My MBI

John Willis

How You Rated Yourself on Burnout Compared to Norms

Following are percentile scores for the three MBI-GS scales compared to a general population of over 19,000 people across a diversity of occupations. Percentile means that this percentage of people rated themselves as having less frequency of what the scale is measuring. Thus, a lower score on Exhaustion or Cynicism would be indicative of **less** burnout whereas a lower score on Professional Efficacy would mean **more** burnout. For example, the 92nd percentile on Exhaustion means that 92% of people rated themselves as having less frequency on Exhaustion than you did on the scale.

If you fall in the top 10% (or bottom 10% for Professional Efficacy) you should take action to decrease your feelings of burnout.



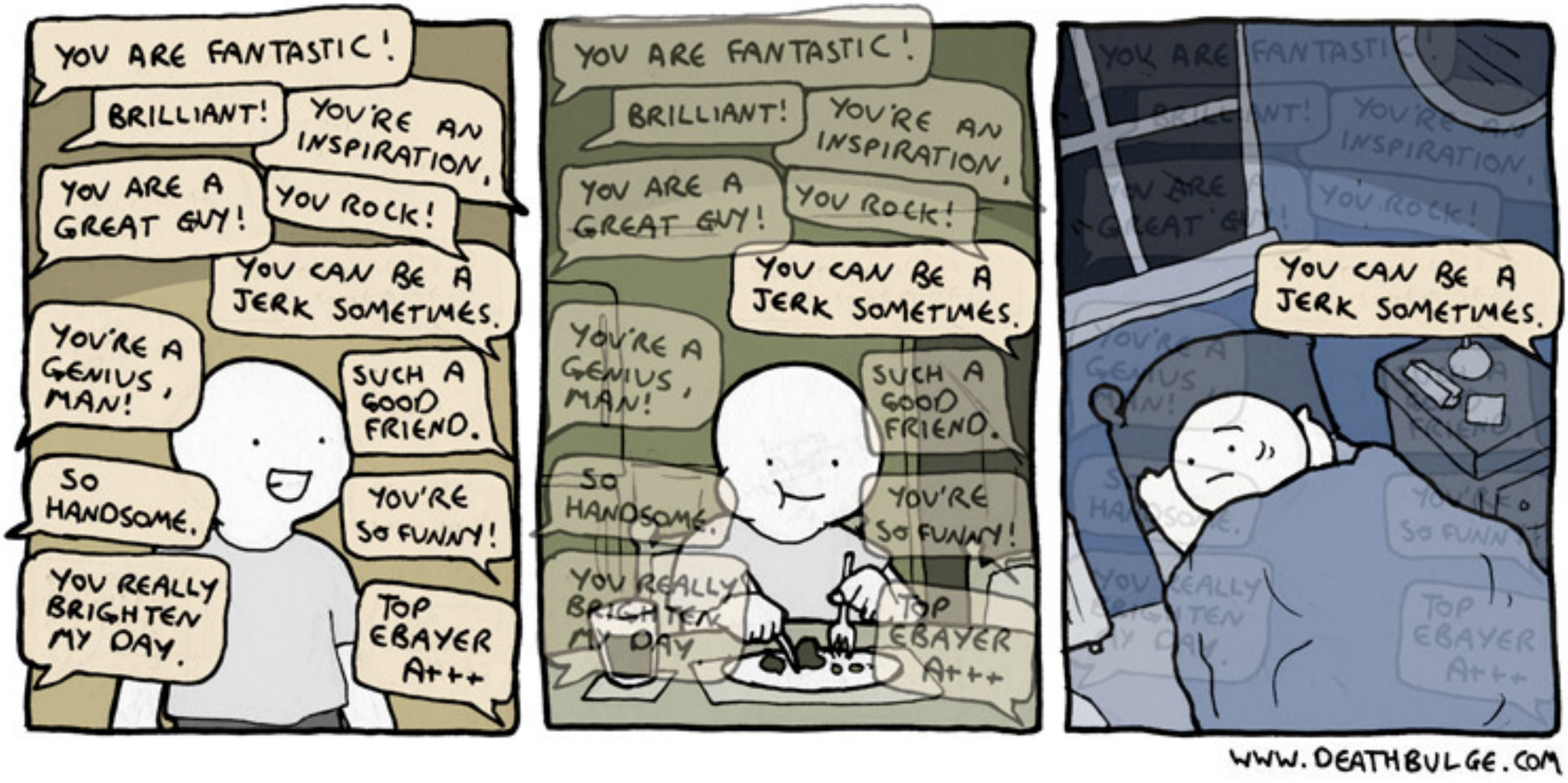
But wait!
There's more!

Six Mismatches

- **Work Overload**
- **Lack of Control**
- **Insufficient Reward**
- **Breakdown of Community**
- **Absence of Fairness**
- **Conflicting Values**

How to Overcome?

Self-Awareness



People are disturbed not by things, but by the view which they take of them
- Epictetus (modified)

MBI - Self Assessment

Mismatch - Self Assessment

Quick Burnout Assessment

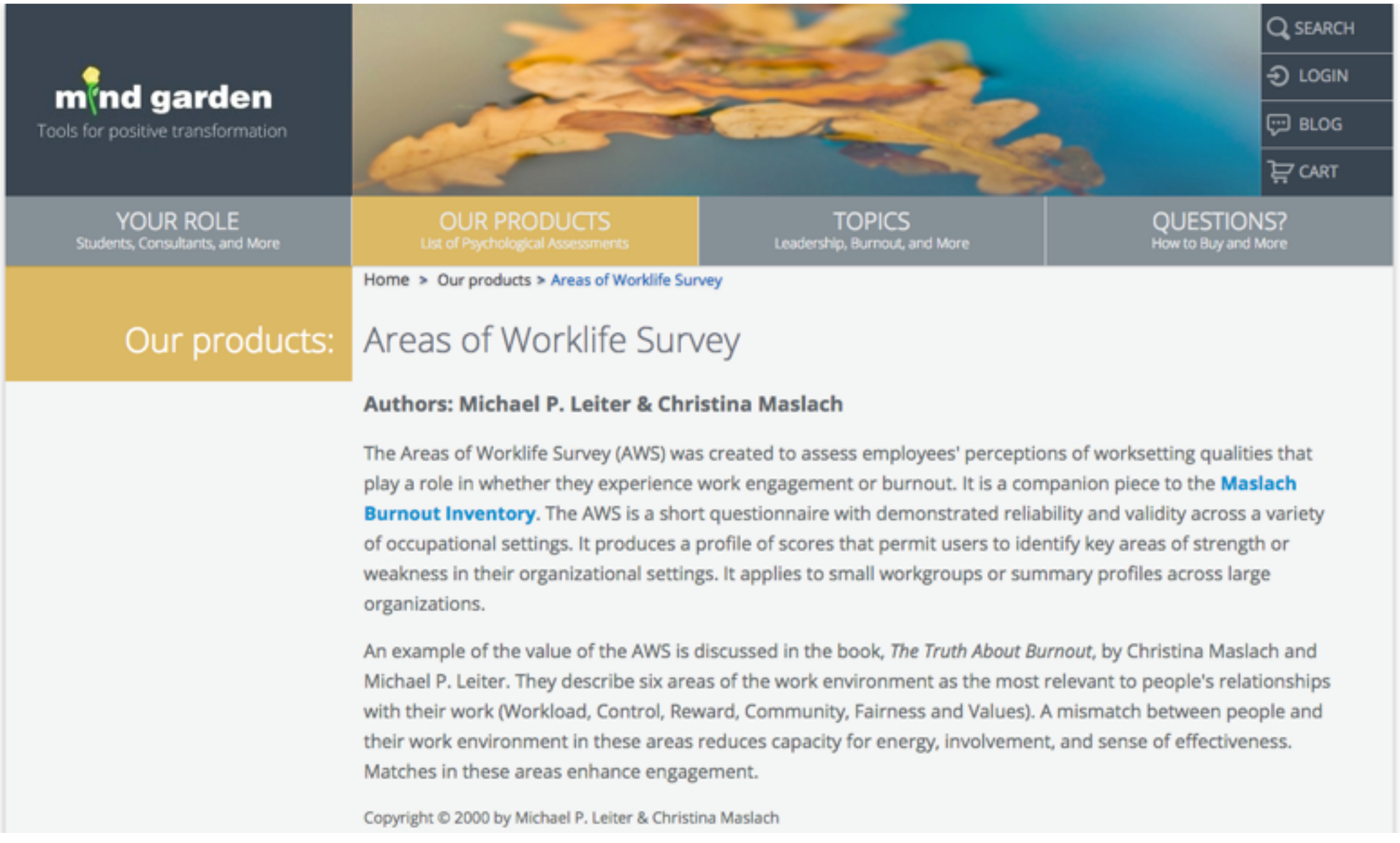
To give an idea of how we assess burnout, here are a few items from our book, *"Banishing Burnout: Six Strategies for Improving Your Relationship With Work."* Please note, however, that this is not a complete survey.

For each item, think about how your current work matches up with your personal preferences, work patterns, and aspirations.

	Just Right	Mismatch	Major Mismatch
Workload			
The amount of work to complete in a day			
The frequency of surprising, unexpected events			
Control			
My participation in decisions that affect my work			
The quality of leadership from upper management			
Reward			
Recognition for achievements from my supervisor			
Opportunities for bonuses or raises			
Community			
The frequency of supportive interactions at work			
The closeness of personal friendships at work			
Fairness			
Management's dedication to giving everyone equal consideration			
Clear and open procedures for allocating rewards and promotions			
Values			
The potential of my work to contribute to the larger community			
My confidence that the organization's mission is meaningful			

- If everything is a match, you have found an excellent setting for your work
- A few mismatches are not very surprising. People are usually willing and able to tolerate them
- A lot of mismatches, and especially major mismatches in areas that are very important to you, are signs of a potentially intolerable situation

AWS - Survey


mind garden
Tools for positive transformation
SEARCH
LOGIN
BLOG
CART
YOUR ROLE
Students, Consultants, and More
OUR PRODUCTS
List of Psychological Assessments
TOPICS
Leadership, Burnout, and More
QUESTIONS?
How to Buy and More
Our products:
Home > Our products > Areas of Worklife Survey
Areas of Worklife Survey
Authors: Michael P. Leiter & Christina Maslach
The Areas of Worklife Survey (AWS) was created to assess employees' perceptions of worksetting qualities that play a role in whether they experience work engagement or burnout. It is a companion piece to the Maslach Burnout Inventory. The AWS is a short questionnaire with demonstrated reliability and validity across a variety of occupational settings. It produces a profile of scores that permit users to identify key areas of strength or weakness in their organizational settings. It applies to small workgroups or summary profiles across large organizations.
An example of the value of the AWS is discussed in the book, The Truth About Burnout, by Christina Maslach and Michael P. Leiter. They describe six areas of the work environment as the most relevant to people's relationships with their work (Workload, Control, Reward, Community, Fairness and Values). A mismatch between people and their work environment in these areas reduces capacity for energy, involvement, and sense of effectiveness. Matches in these areas enhance engagement.
Copyright © 2000 by Michael P. Leiter & Christina Maslach

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DAVID D. BURNS, M.D.

feeling good

the new mood therapy

THE CLINICALLY PROVEN DRUG-FREE
TREATMENT FOR DEPRESSION

> The Constitution only gives people the right to pursue happiness. You have to catch it yourself.

Benjamin Franklin

A GUIDE TO DEVELOPING
LIFE'S MOST IMPORTANT SKILL

Happiness

Matthieu Ricard

FOREWORD BY

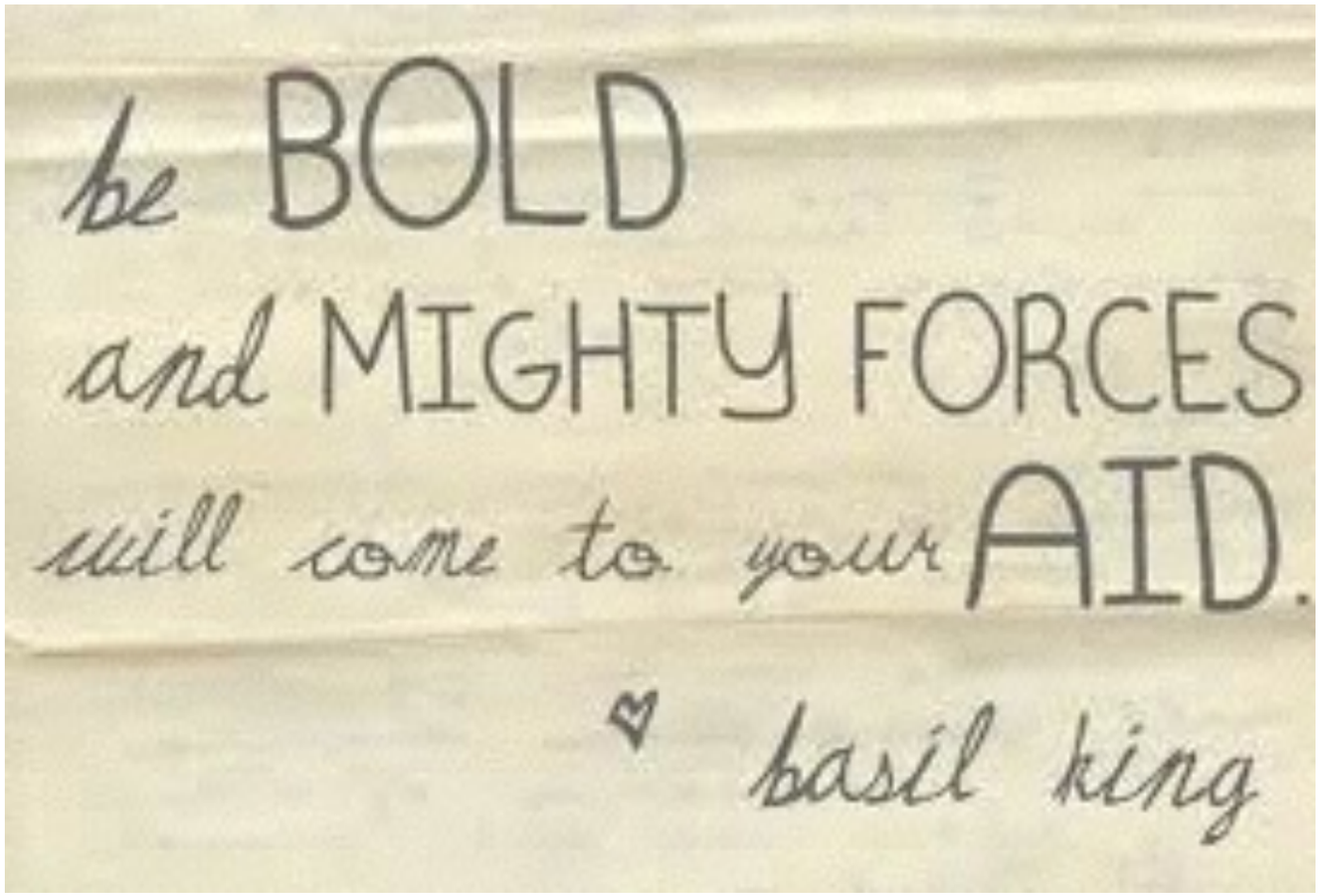
DANIEL GOLEMAN

"In a brilliant synthesis of 25 centuries of the wisdom of Buddhism with the neuroscience and cognitive psychology of the 21st century, Matthieu Ricard, who embodies both traditions, gives humanity a gift it desperately needs now: a vision of a positive human future."

—MARTIN SELIGMAN, PhD, author of *Authentic Happiness*

How can you help others?

- **Talk Talk Talk**
- **Listen Listen Listen**
- **Be Vulnerable**
- **Be Courageous**
- **Be Kind**



1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

re:Work

Netflix Culture: Freedom & Responsibility

NETFLIX

Spotify Engineering Culture

Part 1 of 2

Henrik Kniberg

Jan 2014

Wild Speculation

Psychometrics is a field of study concerned with the theory and technique of psychological measurement. One part of the field is concerned with the objective measurement of skills and knowledge, abilities, attitudes, personality traits, and educational achievement.

Psychometrics - Wikipedia, the free encyclopedia
https://en.wikipedia.org/wiki/**Psychometrics**

Westrum Model

Pathological	Bureaucratic	Generative
Information is hidden	Information may be ignored	Information is actively sought
Messengers are "shot"	Messengers are tolerated	Messengers are trained
Responsibilities are shirked	Responsibility is compartmented	Responsibilities are shared
Bridging is discouraged	Bridging is allowed but discouraged	Bridging is rewarded
Failure is covered up	Organisation is just and merciful	Failure causes enquiry
New ideas are crushed	New ideas create problems	New ideas are welcomed

@bglpe

At Chef:

Some teams have started measuring Westrum Culture scores quarterly. It is also included in our yearly employee survey.

Rate how strongly you agree (7) or disagree (1) to the following statements:

1. On my team, information is actively sought.
2. On my team, failures are learning opportunities, and messengers of them are not punished.
3. On my team, responsibilities are shared.
4. On my team, cross-functional collaboration is encouraged and rewarded.
5. On my team, failure causes enquiry.
6. On my team, new ideas are welcomed.

@nicolefv

Nicole Forsgren, PhD
Director of Organizational Performance & Analytics, Chef

CHEF

Culture as a Weapon

Psychometrics

- **Work Overload**
- **Lack of Control**
- **Insufficient Reward**
- **Breakdown of Community**
- **Absence of Fairness**
- **Conflicting Values**

- **I had a black dog, his name was depression**
  https://www.youtube.com/watch?v=XiCrniLQGYc

- **Living With a Black Dog**
  https://www.youtube.com/watch?v=2VRRx7Mtep8

- **Stress and Depression - A taboo in our time**
  https://vimeo.com/channels/lascot14/106927863

- **Be Brave**
  https://vimeo.com/78624749

- **Burnout in Information Security**
  http://www.slideshare.net/secburnout/burnout-in-information-security

- **Feeling Good – The New Mood Therapy**
  http://feelinggood.com/books/

- **Happy (the movie)**
  http://www.thehappymovie.com/

- **Karōjisatsu - Blog**
  http://itrevolution.com/karojisatsu/

- **Burnout and post-traumatic stress disorder: Dr. Geri Puleo at TEDxSetonHillUniversity**
  https://youtu.be/hFkI69zJzLI

- **Understanding Burnout," Prof. Christina Maslach (U.C. Berkeley)**
  https://youtu.be/4kLPyV8lBbs

- **Maslach Burnout Inventory**
  http://www.mindgarden.com/117-maslach-burnout-inventory

- **My First Year at Chef - Measuring all the things**
  http://www.slideshare.net/nicolefv/nf-final-cheflisametrics2015ss

- **A typology of organisational cultures**
  http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1765804/

- **REVERSING BURNOUT: How to rekindle your passion for your work**
  http://www.choixdecarriere.com/pdf/6573/Maslach_Leiter(2005).pdf

Extra Slides

I had a black dog, his name was depression
World Health Organization (WHO)

How to Beat the Black Dog
World Health Organization (WHO)

Living With a Black Dog
World Health Organization (WHO)