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Job Burnout

Welcome

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Introduction – Your Fellow Rotarian

Joseph B. Diehl (Joe) runs a successful Seattle-based consulting, training, association management and coaching organization – Diehl & Co. LLC, which he formed in 1996. Over his career, Joe has held professional positions in both the nonprofit and for-profit sectors since 1970. As a degreed accountant, CPA, attorney and functional medicine coach – Joe’s motto is “We solve Problems.” His mission statement: *to inspire and empower people who share our core values and beliefs*. Joe began working association management in 1996 including running 3 housing associations for nearly 20 years at the Northwest Indian Housing Association (NWIHA), Affordable Housing Management Assoc. of WA (AHMA) and the WA State Council for Affordable & Rural Housing (CARH). After “retiring” in 2016, Joe did several stints at the National American Indian Housing Council (2016, 2017-2019, 2023-2024). His approach is to combine his lifetime of learning and experience, with research from experts in the subject matter. He also provides consulting services for tribal housing organizations. In his spare time, he also runs ultramarathons and is a licensed and bonded auctioneer. Joe and his wife of 31 years – Sue, call Seattle WA their home.



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Quotes on Job Burnout

William James: "The greatest weapon against stress is our ability to choose one thought over another."

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Moodle’s 2025 research conducted with CensusWide - shows that 66% of U.S. employees are experiencing burnout, driven by overwork, resource shortages, economic stress, labor shortages, a climate of divisive politics and AI-related concerns.

Key Findings from the Moodle Study

American workers report these top causes including:

- 24% feel they have more work than time to do it.
- 24% lack adequate resources or tools to perform their jobs properly.
- 20% cite a poor, inflationary economy impacting their well-being at work.
- 19% are overworked due to labor shortages at their workplace or in their industry.
- 13% are concerned about AI’s impact on their roles.

Burnout rates are especially high among younger workers — 81% of ages 18–24 and 83% of ages 25–34 report burnout, compared to 49% of those 55+ Forbes.

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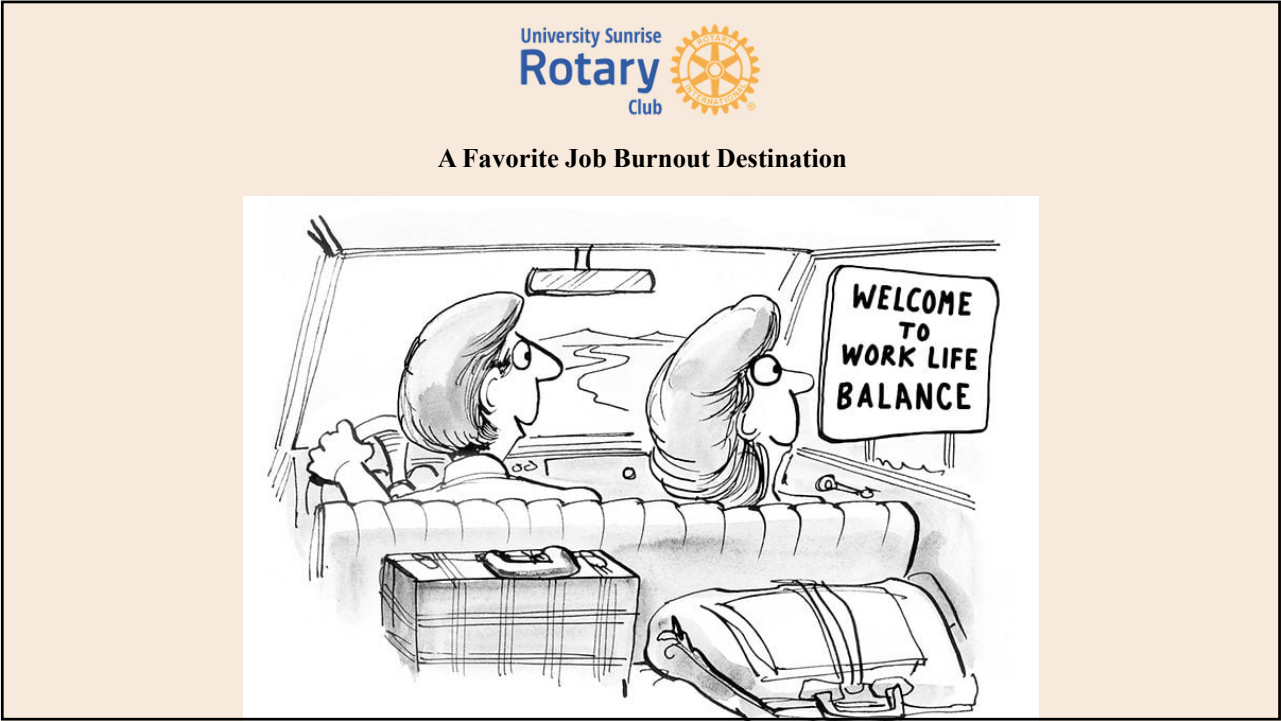
Job Burnout Overview: Big Picture Experiences, Theories and Thought Exercises

As individuals, our journeys have, by the sheer nature of being human – are virtually always different. While we’d like to blame the workplace – and certainly, there are issues all of us face in the way businesses are run. Burnout can happen at home, too. Everyone differs. What triggers my frustration might be considered an opportunity by you.

In my research over the past decade, I’ve discovered 12 primary ways to dampen the onerous effects of job burnout. Why does this course with so many possible solutions areas, exist? There likely is no one single treatment for job burnout, precisely because every person arrives with a different history, personality, coping style, support system, and set of life circumstances. We each deal with issues in the context of our own personal experiences, our traumas - our losses, our fears; and our own view and our ingrained opinion of ourselves. Effective recovery therefore requires a personalized, multi-level approach that addresses both the external (workplace) drivers and the internal (individual) factors.

Do not wait for things to change; If you want a change in your life, YOU have to change.

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Module 1: Create a Positive Workplace

Module 2: Changing Workplace Culture

Module 3: Setting Boundaries

Module 4: Cultivating Resilience

Module 5: Developing Empathy

Module 6: Utilizing Gratitude

Module 7: Personal Stress Management Plans

Module 8: Work – Life Balancing

Module 9: Your WHY, your PURPOSE

Module 10: Teamwork Models

Module 11: The Artificial Intelligence Tool

Module 12: Service Above Self



SELECT THE TOOLS FOR YOUR JOB BURNOUT PREVENTION AND RECOVERY TOOLKIT

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Job Burnout Overview: Societal Influences

Burnout is a work-related condition characterized by emotional exhaustion, dissatisfaction with one’s accomplishments, and depersonalization, and it occurs in the context of chronic job-related stress (according to research studies on Up-to-Date). IMPACTS of Job Burnout include:

Core physiological stress pathways relevant to chronic job stress -
Chronic stress can de-regulate neuroendocrine stress responses - with downstream effects on mood, cognition, inflammation, and “resetting” of physiologic set points toward higher cortisol and proinflammatory cytokines.

Cardiovascular associations -
Chronic psychosocial stress and high job strain are associated with increased risk of cardiovascular events, including recurrent coronary heart disease events after myocardial infarction.

Immune and inflammatory effects -
Prolonged stress can be associated with persistent upregulation of inflammatory markers and can contribute to “sick syndrome” symptoms such as feeling unwell, headaches, abdominal pain, and lethargy.

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Job Burnout Overview: Societal Influences

Sleep as a common mediator and amplifier -
Chronic sleep insufficiency is associated with adverse outcomes including reduced performance and detrimental effects on psychological and physical health.

Endocrine and reproductive effects -
Extreme stress can negatively affect reproductive function across the hypothalamic-pituitary-ovarian axis.

Much research has taken place since the global pandemic, earlier in this decade. Job Burnout has become a hot topic among researchers – due to the large percentage of those experiencing it in American workplaces. Emergency physicians as an example - have experienced very high burnout levels, and emergency room crowding is correlated with burnout among these physicians, with worsening trends as crowding worsened. While these studies are specifically outside the scope of this class, certain conditions have replicated in other stressful line of work.

The recent explosion of technology has also increased stress levels in many workplaces.

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Job Burnout Overview: Societal Influences

Current Psychological Research and History.

The fundamental concept of Job Burnout is widely traced to Herbert J. Freudenberger, a German-born American psychologist and psychoanalyst. Working as a volunteer in free clinics (including a clinic on St. Marks Place in New York serving people with substance issues and the counterculture community), he observed staff becoming depleted, cynical, and less effective after intense emotional involvement.

In 1974 he published “Staff Burn-Out” in the Journal of Social Issues, describing burnout as a state of mental and physical exhaustion caused by one’s professional life—borrowing the slang term then used for chronic drug effects. He later expanded this in a 1980 book, Burn-Out: The High Cost of High Achievement. Freudenberger emphasized personal factors (idealism, overcommitment) alongside situational ones and drew partly from his own experiences.

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Job Burnout Overview: Societal Influences

Independently and around the same time, Christina Maslach, a social psychologist at the University of California, Berkeley, studied emotional responses in human-service workers. Her 1976 article “Burned-Out” (in Human Behavior) highlighted interpersonal and organizational dynamics, framing burnout as a response to chronic emotional and interpersonal stressors in “people work.”

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Job Burnout Overview: Big Picture Experiences, Theories and Thought Exercises

Three key mentors have made some brilliant and important contributions to my life. So, you don’t have a mentor, a coach, a trusted friend? My advice is to get one. Jim Rohn, Earl Nightingale and Bob Proctor influenced my early days. Their advice still rings true, in my ears.

*“You cannot change the circumstances, the seasons, or the wind, but you can change yourself. That is something you have charge of. If you want things to change for you, **YOU** have to change.”*

“The Strangest Secret: we become what we think about.”

“You cannot change your life permanently until you change your paradigm.”

Definition. Paradigm: a mental program fixed in the subconscious mind. It is a group of habits and thoughts that have been repeated so often, they become automatic. Your paradigm attempts to exert control over your day-to-day behavior. Much of what we as human beings to do, is habitual. The paradigm largely determines the results we achieve.

A goal for this brief time together, is to select the TOOLS that work for you to relieve stress and to get rid of job burnout in your lives. No two individuals are alike. Pick out a tool, try it out, and use it if it works.

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• BASIC ROOT CAUSES OF BURNOUT.

1. Over-the-top responsibility. This appears to others, as a work-life imbalance problem. Yet, we for some reason, need to perform at some minimal level at work. This can be true when we have no other options for work or that we are so busy firefighting, that never have time to step back and see what that is doing to our lives.
2. Absence of control. This is much more prevalent since the boom of technology. Software and operating platforms touted as making our jobs more efficient and giving us more time, turn out to be quite the opposite. As work-arounds and shortcuts begin, the whole process leaves us overpowered, “double-teamed” as they say in basketball. We effectively become unfit to be our own advocate or our own champion. This may be true where WE selected the time-saving software or process or platform.
3. Deficient help. Lacking help is a traditional characteristic of about every office worker. Being cut loose with no support – be it the lack of reassurances from our supervisors, insufficient tools, the sinking feeling that we’re in a battle that we can’t win – this destroys any feeling of teamwork, brotherhood and camaraderie.

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• PERSONAL FACTORS THAT CULTIVATE JOB BURNOUT.

While we are not playing the blame game, we all come to a workplace or any situation, with **our own attributes** (which Bob Proctor called, our paradigms). Most are “well-meaning.”

1. Perfectionism. Otherwise define as the pursuit of the unattainable. If you are a relentless striver for perfection or success, you also are likely to be unable to forgive yourself when at any time, you are not perfect. This can be at work, at home, with your friends or in the pursuit of personal goals (we’ll talk about that as something that can impact burnout on day two), this pressure of perfectionism is not your friend when it comes to burnout. It bring relentless pressure to meet impossibly or very high standards. It may even become a never-ending, prolonged task.
2. Self-sacrifice. This is when you put the needs of others – either at work or with your family, above your own. This is typically fostered by not having strong boundaries (Module 3) and not knowing our own limits. “If I just work all night this ONE time, I can make the deadline before the weekend starts...” followed by working all weekend. Frankly, we are striving to meet OTHER’S needs and not our own. We end up feeling resentful, burned out, depleted and/or exhausted. One the other hand, we are dependent often on an employer and the benefits and compensation paid to us.

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• PERSONAL FACTORS (continued)

3. Perceived lack of control. Sometimes we can get overwhelmed by our own perception – the feeling we are at the mercy of external forces, with little power to influence our circumstances. In such a situation, it seems to be a futile attempt to regain mastery of our lives. This perception, real or not, does impair our ability to cope with setbacks and failures. This usually triggers frustration and eventually despair. It is really a prison of our own making.
4. The clique of efficiency: the oppression of busy-ness (and “business”). In our mainstream society, there is a cultural or colonial-istic fixation on consistent accomplishment and effectiveness that leaves us wrecked and depleted. We all seem to want a flawless way of life – but often face the debilitating strain of always trying to be useful. When we are trapped in these fixations, we end up being in ceaseless pattern of exhaust and fatigue. Time no longer exists to take care of ourselves. We forfeit our own prosperity because we are fixated at consistent and constant accomplishment, which is unachievable by us (flawed) human beings.

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- PERSONAL FACTORS (continued).

5. The disgrace of disappointment. Another mainstream cultural tension is the disgrace of disappointment; an inescapable feeling of dread toward missing the mark regarding society’s assumptions and confronting the judgment and analysis of others. The strain to stay away from disappointment no matter what - can be critical wellspring of stress and tension. In some cases, we face outlandishly high guidelines and deadlines. By fearing the disgrace of disappointment, it may impede our capacity to adapt to misfortunes and difficulties... or to take risks that could change our lives. Maybe, we’ll miss the mark regarding society’s unthinkable and unattainable principles.

6. The strain to adjust: the oppression of expectations. A third cultural tension is the feeling we have to stick to society’s standards and assumptions, even to the detriment of our legitimacy and prosperity. We adopt society’s assumptions of **who we ought to be** and **the way that we ought to carry on with our lives**. This effectively causes us to forfeit our own longings and values – in the quest of getting approval of others, causes us separation and estrangement. Thus, cultural tensions and assumptions of how we should act, our convictions, our values, our ways of behaving – causes us to be oppressed and experience disappointment. This makes efforts to recover, more difficult.

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Job Burnout Module 1: Creating a Positive Workplace

Open and honest communication

Positive working environments often include clear communication between various members of an organization. This includes communication between employees and upper management, and between coworkers themselves. When you have the opportunity to ask questions and receive feedback, it can help you feel valued in the workplace. It also allows you to grow by getting open, constructive feedback. For example, if you're working on a new project that requires brainstorming, you can get ideas from your colleagues. Knowing you can ask them questions and receive honest feedback can help you grow your professional relationships and improve your overall quality of work.

Compassionate team members

A positive working environment encompasses a level of respect, empathy and overall understanding between colleagues. These sentiments can also foster collaboration and help you feel heard and valued at your workplace. For example, when a coworker thanks you for assisting them on a project, it lets you know that you're appreciated and that someone genuinely cares about your contribution to the company.

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Positive reinforcement

Positive reinforcement is a way for employers to praise you for your good work. Companies that provide positive reinforcement can help foster a positive working environment for all. Here are some examples of positive reinforcement that you can receive from your employer:

- Work bonuses
- Catered lunches
- Pay raises
- Reserved parking spots

Growth opportunities

It's important to have a positive working environment where you're encouraged to grow your individual skills and strengths. This can help you find contentment in your job. This facet of a positive work environment is important because it means you're able to advance in your field with the support of your employer, manager and coworkers. Also, the more motivated you are, the greater the quantity and quality of work you'll produce.

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Positive thinking

Looking at work with a positive mindset can help spread a good mood throughout the day. For example, if you're a team leader and you experience an issue with a client, the way you handle the situation can impact the attitude of others on your team. If you're able to overcome the obstacle with an optimistic outlook, your team is more likely to follow your example. Ultimately, a positive outlook can help you and your team focus on the pros rather than the cons.

Good work-life balance

A positive working environment consists of a healthy balance between your personal and professional life. This ensures you can continue to find job satisfaction without letting your job overtake other areas of your life. Ultimately, a positive working environment encourages employees to find fulfillment in both their work and personal lives.

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Job Burnout Module 2: Changing Workplace Culture

A positive workplace culture has been shown to significantly reduce (and can substantially prevent or mitigate) job burnout among staff, though it does not fully eliminate it in every case. Burnout is driven by multiple factors (workload, individual resilience, external stressors), so culture is a powerful protective factor rather than a complete cure.

Toxic culture is a dominant driver of burnout. McKinsey research across countries identified toxic workplace behavior as the strongest predictor of burnout symptoms and intent to leave (accounting for more than 60% of variance in some analyses). Employees reporting high toxic behavior were far more likely to experience burnout.

Positive culture elements such as recognition, psychological safety, autonomy, flexibility, work-life boundaries, supportive leadership, and a sense of belonging or mattering reduce burnout risk.

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Job Burnout Module 3: Setting Boundaries

Boundary management can reduce burnout symptoms. During the COVID-19 pandemic, healthcare workers experienced more physical, temporal, and knowledge-based boundary intrusions, which raised job demands and reduced resources, correlating with higher exhaustion, detachment, and inefficacy.

Strong boundaries interrupt pathways to burnout. Weak role boundaries amplify the link from perfectionism to burnout via workplace tele-pressure and work-to-life conflict. Strong boundaries shield against this sequence. Work-to-life integration without recovery is linked to greater exhaustion and poorer work-life balance.

Burnout often stems from insufficient recovery and chronic overload. Boundaries create space for psychological detachment, rest, and replenishment of resources. They also foster a sense of control and autonomy. Effective boundaries may include time limits (no after-hours email), workload limits (clarifying capacity and priorities), physical/spatial separation, and communicative clarity (assertive but professional statements of time or access availability). They work best when aligned with personal preferences and backed by leadership and culture.

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Job Burnout Module 3: Setting Boundaries

Boundaries are anything that helps to differentiate you from someone else. For example:

- **Our Skin.** Our skin is the most basic boundary that defines us. It can keep the good in and the bad, out. Victims of physical and sexual abuse often have a poor sense of boundaries.
- **Words.** The most basic boundary-setting word is NO. No is a confrontational word. It tells others, you will not participate in something being required of you. Your words also define where you stand, and words can define what is yours.
- **Truth.** You define yourself according to your beliefs about truth, your core values and what is right. There is safety in the truth. Many people live scattered and tumultuous lives trying to live outside of their own boundaries, effectively NOT accepting and expressing who they are.
- **Geographic Distance.** Observing a dangerous situation should get us to remove ourselves from that danger. In an abusive situation – sometimes you have to create your own space until both parties are ready to deal with the situation.

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Job Burnout Module 3: Setting Boundaries

- **Time.** Taking time off from a person or a project can be a way of regaining some semblance of ownership of some of the out-of-control aspects of your life, where boundaries need to be set.
- **Emotional Distance.** Setting a temporary boundary to give your heart the space it needs to be safe is sometimes needed; yet, it is not a permanent solution. Sometimes a safe place is needed to emotionally “thaw out.” Continuing to always setting yourself up for hurt and disappointment needs to be derailed and stopped.
- **Other People.** We all need to depend on others to help us set and maintain boundaries. One of our basic needs as a human being is to have relationships. **Yet sometimes without boundaries, lines are crossed and become hurtful.** Further, all of us need new input and teaching in order to grow. Support groups and support systems are often available within our families and in faith communities.
- **Consequences.** Just as a no trespassing sign carries threats, we need to back up our boundaries with consequences. Think of a fence; a barbed fence, has consequences.

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Job Burnout Module 3: Setting Boundaries

Wrapping up Boundary-Setting

- How do we know we are making progress in setting boundaries? Are we making progress in implementing boundaries to reduce job burnout?
- As boundaries are set, relationships at home and work, must change. Addictive or work-a-holic behaviors at work as they subside, might generate sarcasm or judgment from others around you in the workplace. And at home, your family may find that you actually want to do things around the house and not sit in your home office in the evenings.
- Finding you now have time to experience walks, a garden, a hobby or just hanging out with your family and friends, could immediately incentive-ize you to continue to protect the YOU with boundaries.
- Perhaps the treasures of life will be more easily found, by having boundaries. Whether it be community service, or faith, or just having time to think and plan – these are benefits that will help you return to the YOU, the person YOU choose to be.
- This includes a new-found respect for co-workers and family members, who set boundaries.

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Job Burnout Module 4: Cultivating Resilience

A person cultivating their own resilience helps reduce the risk and symptoms of job burnout, but it often does not eliminate it. Resilience acts as a protective personal resource that buffers against stress and supports recovery. Individual efforts are helpful supplements, not a complete solution.

Having resilience has been proven to lower emotional exhaustion, reduced burnout, better coping, and improved well-being. Higher resilience also correlates with lower stress, anxiety, depression risk, and better job attitudes.

Resilience training produces measurable reductions. When combined with other tools and stress reduction plans - significant decreases in burnout, especially emotional exhaustion has been observed.

Being more resilient buffers stress in difficult environments. Resilient individuals tend to experience less burnout, better sleep, lower absenteeism, and maintained productivity even under high job strain, though the protective effect varies by outcome and conditions.

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Research: An Evolution in our Understanding of Human Resilience

Imagine this scenario. We're facedown in the arena. The crowd has gone silent. Other players take a knee, hoping – or even praying for the best outcome.



Our facedown moments can be the big ones (e.g. getting fired, or divorced) or small ones (being criticized by your boss or forgetting to send in a report on time). An arena is that moment and place where we have risked showing up and being seen. We are there, and we have “skin in the game.”



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Research: An Evolution in our Understanding of Human Resilience (Continued)

A Black Swan Event defined: a highly improbable event that has three characteristics: (1) it is unpredictable; (2) it comes with a massive impact; and (3) after the fact, we as humans concoct an explanation that makes it appear less random. They are truly game changers that take us by surprise!

Examples: an asteroid impact kills 70% of all life on our planet, including dinosaurs (note, some adaptive mammals hid underground and became, thankfully, our ancestors); the 9/11 attacks; Google’s massive success; COVID-19 pandemic; The Great Recession, among others.

Learn how to deal with the “game changers” or as Jim Rohn called it, the *winter season of our lives*.



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Job Burnout Module 5: Empathy

Practicing empathy can help reduce the risk and symptoms of job burnout.

Cognitive empathy (perspective-taking—understanding others’ viewpoints) *and empathic concern/compassion* (caring about others’ feelings without fully absorbing them) are consistently linked to lower emotional exhaustion, lower depersonalization/cynicism, and higher personal accomplishment.

Overall empathy often shows a correlation to reducing burnout symptoms. Positive empathy (sharing in others’ positive emotions) also relates to lower burnout.

Empathy can also support better job satisfaction, commitment, and social support, which indirectly buffer burnout. Empathy fosters connection, understanding, and supportive relationships, which combat isolation and cynicism—core elements of burnout. Unregulated or excessive emotional labor—especially the “empathy tax” of constantly absorbing others’ stress—drains resources and raises exhaustion risk.

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Job Burnout Module 5: Empathy

Importance of Listening in Cultivating Empathy

Skills can be developed (and you REALLY have to listen, not fake it):

- Stop talking when others are speaking.
- Letting them know you are listening verbally (“uh-huh” “mm-hmm”), nodding your head, tilting your head to one side, holding an open hand or hands out.
- Being able to repeat what the other person says – nearly word for word. But not in their words... it takes time to learn how to “reframe” someone else’s words.
- Mirroring – taking a stance or position that “mirrors” or seems to be a mirror image of the person in front of you, can be effective sometimes.

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Job Burnout Module 5: Empathy

Good listening is much more than being silent while the other person talks. Yet, there are ways to show or react verbally to acknowledge that you are truly “getting” what they are saying.

- Periodic questions – sends a message that you’re sincerely listening especially when you ask something that promote an insight.
- Thus, the best listeners according to a study – actually carried on a two-way conversation (even though that seems contradictory!).

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Job Burnout Module 6: Gratitude

Yes, the practice of expressing (or cultivating) gratitude helps reduce job burnout symptoms in the workplace. Research shows that both trait gratitude and simple gratitude interventions—such as writing thank-you letters, keeping gratitude journals, or expressing appreciation to colleagues—are associated with lower emotional exhaustion, reduced disengagement, and improved well-being. It does not fully eliminate burnout, but it is a low-cost, accessible protective factor.

A randomized single-exposure gratitude letter-writing exercise among over 1,500 healthcare workers significantly lowered emotional exhaustion, boosted happiness, and improved work-life balance at one-week follow-up. Other gratitude practices (journaling, listing things one is grateful for) have produced reductions in burnout scores that sometimes persisted for weeks or months.

Gratitude practices improve related outcomes such as reduced stress and depression, higher engagement, better motivation, and stronger relationships. Feeling or receiving gratitude at work can mitigate the impact of emotional exhaustion and help sustain engagement even under strain. Appreciation from colleagues also helps buffer negative workplace experiences.

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Job Burnout Module 7: Setting Personal Stress Management Plans

Mindfulness-based programs frequently reduce emotional exhaustion, overall burnout scores, stress, anxiety, and distress while improving well-being and recovery experiences such as psychological detachment. Many randomized trials report significant short-term gains, with some benefits lasting weeks to months.

Other individual approaches also help: Cognitive-behavioral techniques and Acceptance and Commitment Therapy (ACT)-based self-help reduce stress and burnout; relaxation methods, yoga/exercise, and resilience or personal-resources training (e.g., PsyCap interventions) lower exhaustion and improve coping.

Self-guided or brief formats (apps, books, short workshops) can produce meaningful reductions, though adherence varies and longer-term effects often fade without reinforcement or workplace support. In practice, regular stress-management habits—mindfulness or breathing exercises, physical activity, cognitive reframing, scheduled recovery breaks, or guided self-help—can meaningfully lower burnout risk and support well-being when paired with healthier workplace conditions.

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Job Burnout Module 8: Mind-Body-Spirit-Heart Toolkit

Integrating wellness principles, creativity, and embracing vulnerability helps reduce job burnout by building personal and collective resources, fostering psychological safety and recovery, increasing meaning and engagement, and countering isolation and chronic overload.

Wellness principles emphasize holistic health (physical, mental, emotional, and social), sustainable work practices, recovery time, boundaries, and organizational support for well-being. They help by:

- Balancing job demands with resources (e.g., realistic workloads, rest, flexible arrangements, and manager support).
- Promoting recovery and stress management, which lower emotional exhaustion.
- Creating norms where self-care and well-being are valued rather than stigmatized, reducing the “always-on” pressure that fuels burnout.
- Supporting broader outcomes like engagement and retention when embedded in culture (e.g., policies for unplugging, workload checks, and holistic programs).

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Job Burnout Module 8: Mind-Body-Spirit-Heart Toolkit

Begin new Interests – a New Outlook.

- Inventory past interests or childhood enjoyments that were set aside.
- Experiment with short “taster” sessions across different domains for a few weeks.
- Join low-commitment groups, workshops, or online communities for mild accountability and social reward without high stakes.
- Keep materials visible and ready to reduce activation energy.
- Track simple subjective markers (mood after the activity, sense of aliveness, reduced work rumination) rather than output metrics.
- Allow seasons of intensity and seasons of lightness; hobbies can adapt to residual capacity.
- Involve your mind, body, spirit and heart into a new, interesting activity.

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Job Burnout Module 9: Creating a WHY, a Purpose and a Mission for Your Life

Personally clarifying and committing to your WHY (core motivation), PURPOSE (broader life direction and significance), and MISSION (specific aims or contribution) helps reduce the impact of job burnout by providing a psychological buffer, increasing resilience, restoring a sense of meaning and accomplishment, and reframing stressors.

This personal sense of direction acts as an internal resource that makes chronic demands feel more worthwhile and less depleting. My mission: *: to inspire and empower people who share our core values and beliefs.*

When work aligns with or serves a larger personal purpose (e.g., helping others, creating impact, growth, or values-driven contribution), stressors are interpreted as challenges in service of something meaningful rather than pure drains. Second, meaning in work is linked to greater feelings of competence, efficacy, and dedication. People with stronger purpose report better recovery from negative events and higher well-being.

Deliberately defining and reconnecting with your personal WHY, PURPOSE, and MISSION supplies an **internal compass** and **energy source** that softens burnout’s impact by making work feel significant, sustaining motivation, and supporting recovery.

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Job Burnout Module 10: Five Effective Teamwork Models for the Workplace

I have facilitated five teamwork models – involving over 20 or more, day-long retreats, that I have presented at staff and board think-tank sessions, since the early 2020s:

- The Five Dysfunctions of a Team.
- The Ideal Team Player.
- The Colors Self-Assessment Tool.
- The Six Types of Working Geniuses.
- The Dare to Lead Model

While each model has different techniques, exercises and applications, picking and choosing the tools that best fit a workplace is the most popular way organizations solve some of their workplace teamwork deficiencies.

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Job Burnout Module 11: The Why and How of Artificial Intelligence

We are at the beginning of a revolution in data technology and information processing: Artificial Intelligence.

In July, I attended a conference in San Antonio where the keynote speaker, Frank Russo - gave a one-hour lecture on the prospects for AI expansion across all workplaces.

While AI has the potential to help reduce the impacts of job burnout, it is not automatic and depends heavily on how the tools are implemented and managed. Generative AI platforms often act as a double-edged sword: they can lower cognitive and administrative load when used to offload repetitive tasks, yet they can also intensify work pace, expand expectations, create technostress, or erode human connection if poorly integrated.

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Artificial Intelligence (AI)

Latest technology reports indicate that AI is unlikely to replace any of us. However, a person who is using AI and is proficient at it, the person may be more valuable at your workplace.

AI is not just a fad or a trend anymore—it’s the engine of global business. Those who can work along with it are winning, while those who do not us it, are being left behind. While 92 million traditional roles are being phased out, 170 million new opportunities are being born. The world isn't shrinking; it's evolving for those with the right vision.

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Artificial Intelligence (AI)



A Talk With Frank Russo

<https://www.frankierusso.com/frankai>

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A Gathering Place



Diehl & Co. LLC
joediehl.com

Contact Me!

Joseph Burnett Diehl CPA JD FMCHC
Diehl & Co. LLC, Management Consultants
“We solve problems”
My personal mission: *“To inspire and empower others who share my core values and beliefs”*
(That would be, YOU)
8507 Inverness Drive NE
Seattle, WA 98115-3934
24x7 Cell: (206) 290-5498
Fax: (206) 388-4739
Email me at: joseph.diehl@gmail.com
Check out my websites: <https://joediehl.com> and <https://josephdiehl.com>

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