

Maslach Burnout Toolkit™

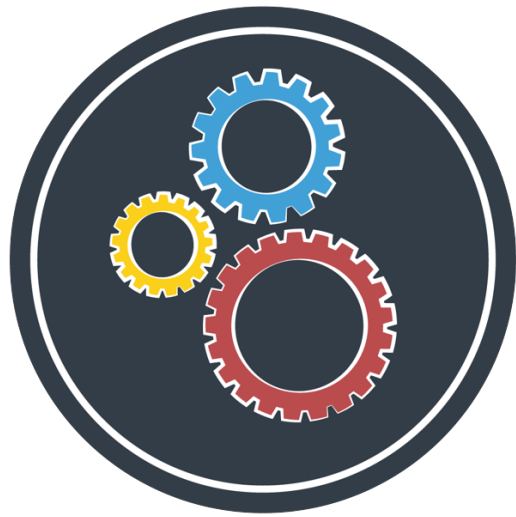
for General Use

Group Report

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MBI



AWS

Prepared on August 30, 2018 for:
AWS + MBI-GS Sample Group Report, Campaign

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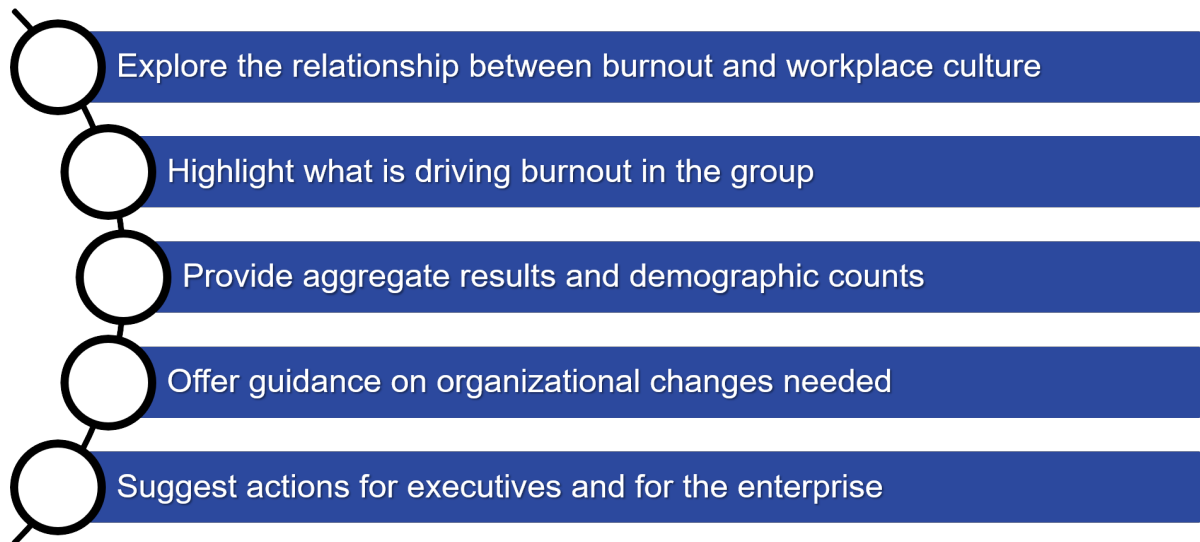
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1. Introduction

This report summarizes the group's results from the Maslach Burnout Toolkit for General Use (MBI + Areas of Worklife Survey). The MBI scales assess how frequently members of the group feel Exhaustion, Cynicism, and Professional Efficacy. The AWS scales assess the degree of fit or the degree of mismatch that members of the group feel with key organizational areas of Workload, Control, Reward, Community, Fairness, and Values. A mismatch can contribute to burnout.

This report can help....



Please note that the report is an aid for interpretation of the group's results, but it is not a diagnostic tool.

2. Understanding the Importance of Burnout

Burnout is a severe problem affecting today's workers and their organizations. New technologies, regulations, and increased market pressures are driving rapid change in the workplace. These changes to organizations impact modes of working. If the resulting work environment is not a good fit with the employees, this can lead to staff burnout.

Burnout is:

Exhaustion. Feeling overwhelmed, stressed, and weary; the demands of the job feel far greater than one is able to give. An example item: "I feel emotionally drained from my work."

Cynicism. Lost enthusiasm, and passion for the job has faded. The job feels like a burden or a chore. An example item: "I doubt the significance of my work."

Low Professional Efficacy. Feeling low levels of competence and achievement at work. An example item: "In my opinion, I am good at my job."

Burnout has many personal costs including physical illness, increased feelings of hopelessness, irritability, impatience, poor interpersonal relationships with family/coworkers, and drug abuse. In severe cases, burnout can cause diminished executive functioning, attention, and memory.

Burnout has many organizational costs including absenteeism, increased turnover, and decreased job performance.

Changing personal behaviors, managing exercise and sleep habits, and adding coping strategies such as yoga and meditation can help individuals develop resilience against burnout, but they do not address the areas of work that are actually causing the stress. Burnout prevention and remediation relies on meaningful organizational change.

3. It Starts with the Work Environment

To address burnout, we must understand the work environment, or organizational context. The root causes for burnout are organizational problems and therefore the solution will come from deliberate organizational change.

What Drives Burnout?

We look at six key areas to assess the fit between employees and the organization. A lack of fit, or a mismatch, between the employee and the organization can lead to burnout. Review the group's Areas of Worklife (AWS) results on the following pages so you can focus attention on the specific areas which may be driving burnout in your organization.

Six Areas of Worklife

Workload: The amount of work to be done in a given time. A manageable workload provides the opportunity to do what one enjoys, to pursue career objectives, and to develop professionally. A crisis in workload is not just stretching to meet a new challenge, but going beyond human limits. An example item: "I do not have time to do the work that must be done."

Control: The opportunity to make choices and decisions, to solve problems, and to fulfill job responsibilities. A good match has correspondence between control and accountability. A mismatch occurs when people lack sufficient control to fulfill their responsibilities. An example item: "I have control over how I do my work."

Reward: Financial and social recognition for contributions on the job. A meaningful reward system acknowledges one's contributions to work and clearly signals what is of value to the organization. People experience a lack of recognition as devaluing their work and themselves. An example item: "I receive recognition from others for my work."

Community: The quality of an organization's social environment and the positive connections between coworkers. People thrive in communities characterized by support, collaboration, and positive feelings. Mismatches occur when the employee does not have a positive connection with others at work. An example item: "Members of my work group communicate openly."

Fairness: The extent to which consistent and equitable rules apply to everyone, and that resources are allocated per generally understood and consistent procedures. Fairness communicates respect for the organization's members. A lack of fairness indicates confusion in an organization's values and its relationships with people. An example item: "Resources are allocated fairly here."

Values: Values are what is most important to the individual and to the organization. When these values are congruent, successes are shared. Mismatches occur when there is a gap between the values of the individual and the values or actions of the organization. An example item: "My values and the organization's values are alike."

4a. MBI Average Scale Scores

The group's average scores for the three MBI-GS scales are shown below. Frequency scores from a general population of 19,000+ people across diverse occupations are included for comparison.

Note: Higher Exhaustion and Cynicism contribute to burnout, while higher Professional Efficacy reduces burnout.

0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

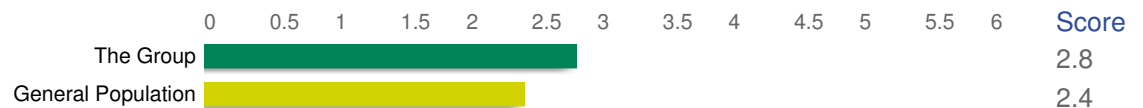
This Group

Number of participants in this norm: 9

Campaigns included in this norm:

AWS + MBI-GS Sample Group Report

Exhaustion



Cynicism



Professional Efficacy



4b. MBI Standard Deviations

The standard deviation measures the variation in responses within the group. The smaller the standard deviation, the higher the agreement among group members. A value of 0.0 would mean complete agreement among group members. Standard deviations from a general population of 19,000+ people across diverse occupations are included for comparison.

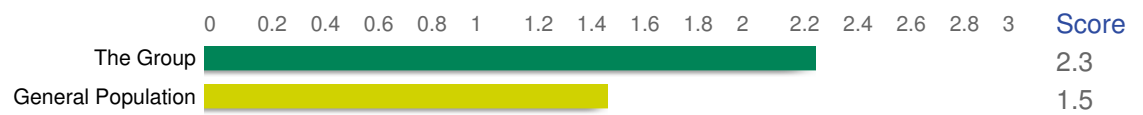
This Group

Number of participants in this norm: 9

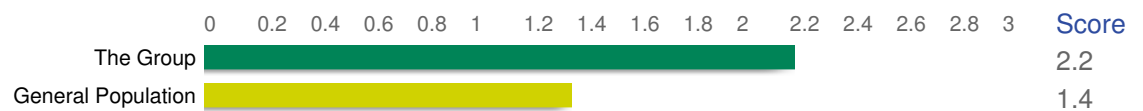
Campaigns included in this norm:

AWS + MBI-GS Sample Group Report

Exhaustion



Cynicism



Professional Efficacy



4c. AWS Average Scale Scores

The group's average scores for the six AWS scales are shown below. Scores from a general population of 22,000+ people across a diversity of occupations are included for comparison.

1	2	3	4	5
Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree

If a score is 2 or less ("Disagree"), this indicates a mismatch between survey participants and their organization, and this is an area that needs attention.

This Group

Number of participants in this norm: 9

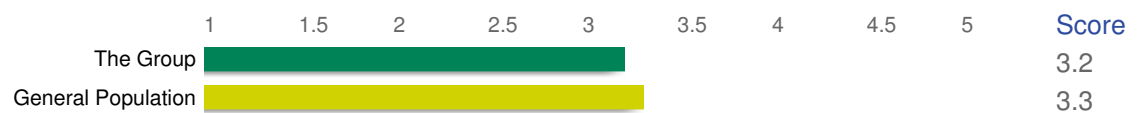
Campaigns included in this norm:

AWS + MBI-GS Sample Group Report

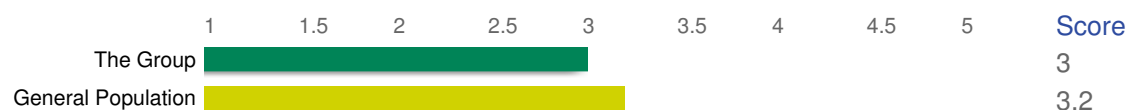
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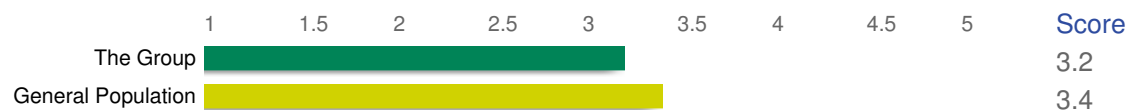
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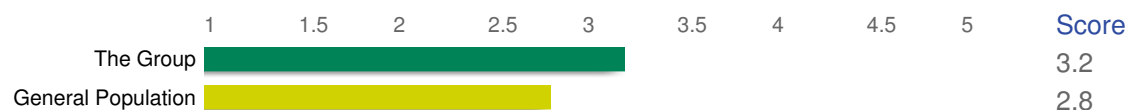
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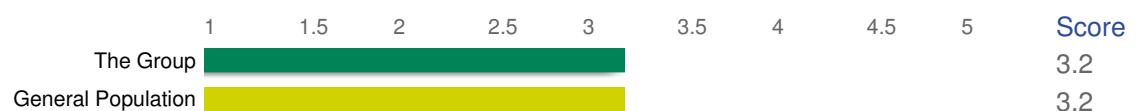
Community



Fairness



Values



4d. AWS Standard Deviations

The standard deviation measures the variation in responses within the group. The smaller the standard deviation, the higher the agreement among group members. A value of 0.0 would mean complete agreement among group members. Standard deviations from a general population of 22,000+ people across a diversity of occupations are included for comparison.

This Group

Number of participants in this norm: 9

Campaigns included in this norm:

AWS + MBI-GS Sample Group Report

Workload



Control



Reward



Community



Fairness



Values



5. Recommendations for the Organization

See also Appendix H. for targeted solutions to worklife problems

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Recommendations and Resources for the individual are included in the Individual Reports:

- Individual Recommendations
- Burnout Profiles
- Burnout Profiles and Pattern of MBI Scale Scores
- Suggestions for Reducing Job Stress
- Individual Solutions for Worklife Problems

To purchase Individual Reports for some or all participants, go to the Settings & Licenses tab in your campaign. Select the Individual Report under Purchase Additional Licenses, and purchase the quantity needed via the online shopping cart. Apply the report licenses to specific participants as desired.

Recommended reading:

Banishing Burnout: Six Strategies for Improving Your Relationship with Work by Michael Leiter and Christina Maslach, published by Wiley: Jossey-Bass.

Related products available from Mind Garden:

The *Multifactor Leadership Questionnaire* measures a broad range of leadership styles, including transformational leadership. <https://www.mindgarden.com/16-multifactor-leadership-questionnaire>

The *Profiles of Organizational Influence Strategies* measures how people use influence in their organizations. <https://www.mindgarden.com/135-profiles-of-organizational-influence-strategies>

The *Work Environment Scale* measures the social climate relative to productivity, employee satisfaction, and expectations. <https://www.mindgarden.com/161-work-environment-scale>

Appendix A. Burnout Profile Counts

The table below summarizes the participant count in each Burnout profile.

Number of participants

Engaged	1
Ineffective	3
Overextended	2
Disengaged	1
Burnout	2
Total	9

The profiles are described as Engaged, Ineffective, Overextended, Disengaged, and Burnout as shown in the table on the next page. People with different burnout profiles have different workplace experiences. As such, the interventions and methods used to ameliorate and prevent burnout may differ by profile. Please note: the profiles are provided to aid in score interpretation only and are not diagnostic.

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Appendix B. Burnout Profiles and Pattern of MBI Scale Scores

Profile	Exhaustion	Cynicism	Professional Efficacy
Engaged	Low	Low	High
Ineffective			Low
Overextended	High		
Disengaged		High	
Burnout	High	High	

The continuum between work engagement and burnout comprises three distinct aspects or scales: energy, involvement, and efficacy. Each aspect is expressed positively in Engagement (vigor, connection, and efficacy) and expressed negatively in Burnout (exhaustion, cynicism, and inefficacy). Although correlated, the three aspects do not move in lock-step, and they can move asynchronously. These combinations create distinct profiles in the space between engagement and burnout.

Appendix C. Worklife Profile Counts

The tables below summarize the participant count in each Worklife profile.

Mismatch: S
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Average fit:
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Complete information appears in actual report

Good fit: Sc
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Workload

Mismatch	3
Average fit	3
Good fit	3

Control

Mismatch	3
Average fit	5
Good fit	1

Reward

Mismatch	4
Average fit	2
Good fit	3

Community

Mismatch	2
Average fit	5
Good fit	2

Fairness

Mismatch	2
Average fit	3
Good fit	4

Values

Mismatch	3
Average fit	3
Good fit	3

Appendix D. Demographic Counts

Note: demographic questions are optional-response. The results listed here include only those participants who chose to respond to each demographic question.

Gender:

Male	1
Female	1
Chose not to respond	7

How long have you worked at this Organization?

0–6 Months	1
7–11 Months	1
1–2 Years	1
3–5 Years	1
6–10 Years	1
11–15 Years	1
16–20 Years	1
21+ Years	1
Chose not to respond	1

How long have you worked in your present position in this Organization?

0–6 Months	1
7–11 Months	1
1–2 Years	1
3–5 Years	1
6–10 Years	1
11–15 Years	1
16–20 Years	1
21+ Years	1
Chose not to respond	1

Your employment status:

Full-time	1
Part-time	1
Chose not to respond	7

At what level is your position considered:

Front-line staff	1
Supervisor	1
Management (First-level)	1
Management (Intermediate)	1
Management (Senior)	1
Chose not to respond	4

Appendix E. Open-text Responses About the Organization or the Work

Participants were offered an optional prompt: "You can write your views on any aspect of this organization or your work in this box." Responses are included below, sorted by how a participant responded to one of the Maslach

Complete information appears in actual report

Views on any aspect of this organization or work sorted by frequency of

Complete information appears in actual report

Never

Complete information appears in actual report

Response 2: I feel like the organization has good intentions, but not the resources necessary to implement change.

Response 3: I really like my department.

Once a month or less

Complete information appears in actual report

Moving to a new department is hard, but I really like working here!

A few times a month

Complete information appears in actual report

We're handling a lot more customers than we used to, and I worry that this is affecting our quality. I'm not proud of the work I am doing.

Once a week

Complete information appears in actual report

The cost of living in this area has gone through the roof, but my compensation package hasn't increased to match.

A few times a week

Complete information appears in actual report

My life outside of work is nonexistent. The organization is trying to get as much money out of us as possible by not hiring and working us harder.

Every day

Complete information appears in actual report

Response 1: I feel that I am always behind. There's never enough time during the work day, and I end up taking work home with me.

Response 2: I don't feel like we're listened to in this organization. We complete survey after survey, but I don't see any change.

Appendix F. Average Scores per MBI Item

The group's average scores are listed below by scale. Within each scale, item scores are ranked by possible contribution to burnout.

Feeling aspects of Exhaustion (EX) or Cynicism (CY) more frequently can contribute to burnout. EX and CY scales use high-to-low score ranking — high scores here may signal a problem.

Conversely, feeling aspects of Professional Efficacy (PE) less frequently can contribute to burnout. The PE scale uses low-to-high score ranking — low scores here may signal a problem.

0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

Exhaustion

Score	Scale	Item
3.2	Exhaustion	
3	Exhaustion	
2.9	Exhaustion	
2.6	Exhaustion	
2.1	Exhaustion	I feel emotionally drained from my work.

Complete information appears in actual report

Cynicism

Score	Scale	Item
3	Cynicism	I doubt the significance of my work.
2.8	Cynicism	
2.6	Cynicism	
2.3	Cynicism	Complete information appears in actual report
2.1	Cynicism	

Professional Efficacy

Score	Scale	Item
1.9	Professional Efficacy	
1.9	Professional Efficacy	
2.1	Professional Efficacy	In my opinion, I am good at my job.
3.2	Professional Efficacy	
3.2	Professional Efficacy	
3.4	Professional Efficacy	

Complete information appears in actual report

Appendix G. Average Scores per AWS Item

The group's average scores are listed below by scale. Within each scale, item scores are ranked by the degree of mismatch with the work environment. Mismatch can lead to burnout.

Scales use low-to-high score ranking — low scores indicate a mismatch with the work environment.

Conversely, reverse scales use high-to-low score ranking — high scores indicate a mismatch with the work environment.

1	2	3	4	5
Strongly Disagree	Disagree	Hard to Decide	Agree	Strongly Agree

Workload

Score	Scale	Item
3.3	Reverse of Workload	
3.3	Reverse of Workload	Complete information appears in actual report
3.1	Reverse of Workload	I do not have time to do the work that must be done.
2.9	Workload	
3.1	Workload	

Control

Score	Scale	Item
3.1	Control	I have control over how I do my work.
3.1	Control	
3.3	Control	Complete information appears in actual report
3.3	Control	

Reward

Score	Scale	Item
3.3	Reverse of Reward	
3.1	Reverse of Reward	Complete information appears in actual report
3.1	Reward	I receive recognition from others for my work.
3.3	Reward	

Community

Score	Scale	Item
2.9	Reverse of Community	
3.1	Community	Complete information appears in actual report
3.1	Community	Members of my work group communicate openly.
3.3	Community	
3.3	Community	

Fairness

Score	Scale	Item
2.9	Reverse of Fairness	
3.1	Fairness	Resources are allocated fairly here.
3.1	Fairness	
2.7	Reverse of Fairness	
3.3	Fairness	
3.3	Fairness	

Complete information appears in actual report

Values

Score	Scale	Item
3.1	Values	My values and the Organization's values are alike.
3.1	Values	
3.3	Values	Complete information appears in actual report
3.3	Values	

Appendix H. Organizational Solutions for Worklife Problems

The six Areas of Worklife are listed below, with information on problems commonly faced by employees and some suggested solutions the organization can implement.

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