



***Once upon the
time...the burnout***

A systemic

vision of

Burnout





Once upon the time...the burnout

I. Why studying burnout in this article?

The International Labor Organization (ILO) 2016's report estimates that 20 to 25% of workers in developed and developing countries would be affected by burnout.

Therefore the question is: how could we reduce these costs?



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II. The « Giroscope »

Its objective is helping companies in difficulties

The diagnostic is made by the interactions' analyze



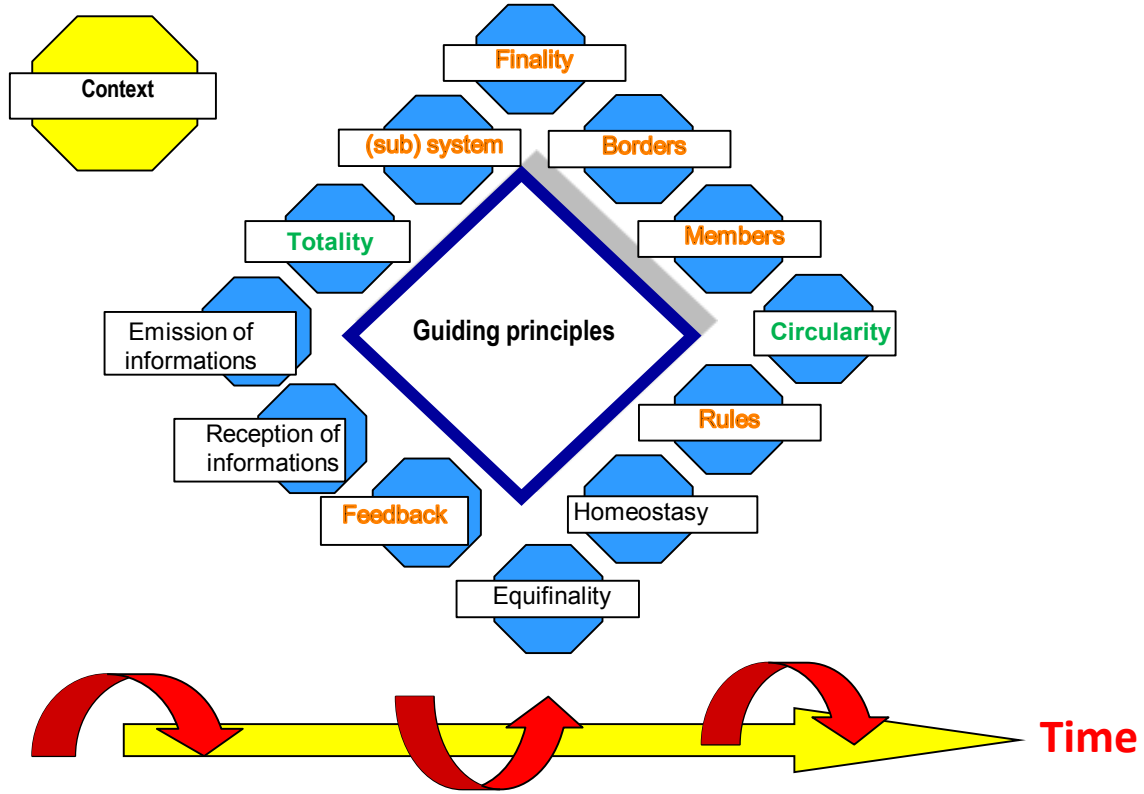
III. The companies' context

- **Profit reaches a maximum;**
- **Prices are competitive;**
- **Speculation is world and all-out;**
- **Competition increases at all levels;**
- **Productivity increases more and more;**
- **Technology is in constant evolution;**
- **Performances are in constant optimization;**
- **Staff can work more in less time;**
- **Lack of skilled workers in certain fields;**
- **...**



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IV. The companies' guiding principles





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The circularity- The totality

Like all systems a company is subject to the circularity principles and is a totality

Any modifications of an element change the entire company and all these interactions between its component formed the company's structure

▪



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IV. The companies' guiding principles

1. A company exists when members and departments are in interaction

In case of burnouts

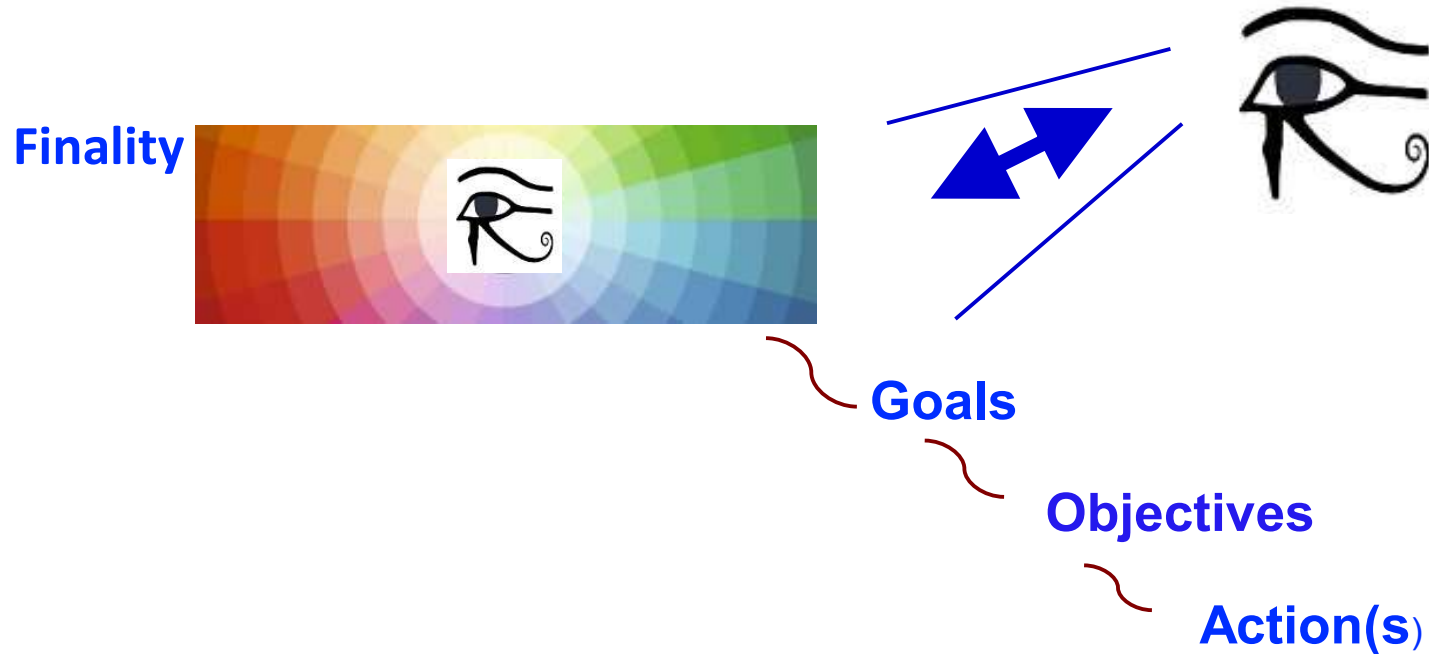
Modifications make troubles into the company's finality



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IV. The companies' guiding principles

2. The finality





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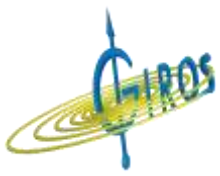
IV. The companies' guiding principles

2. The finality

Finality



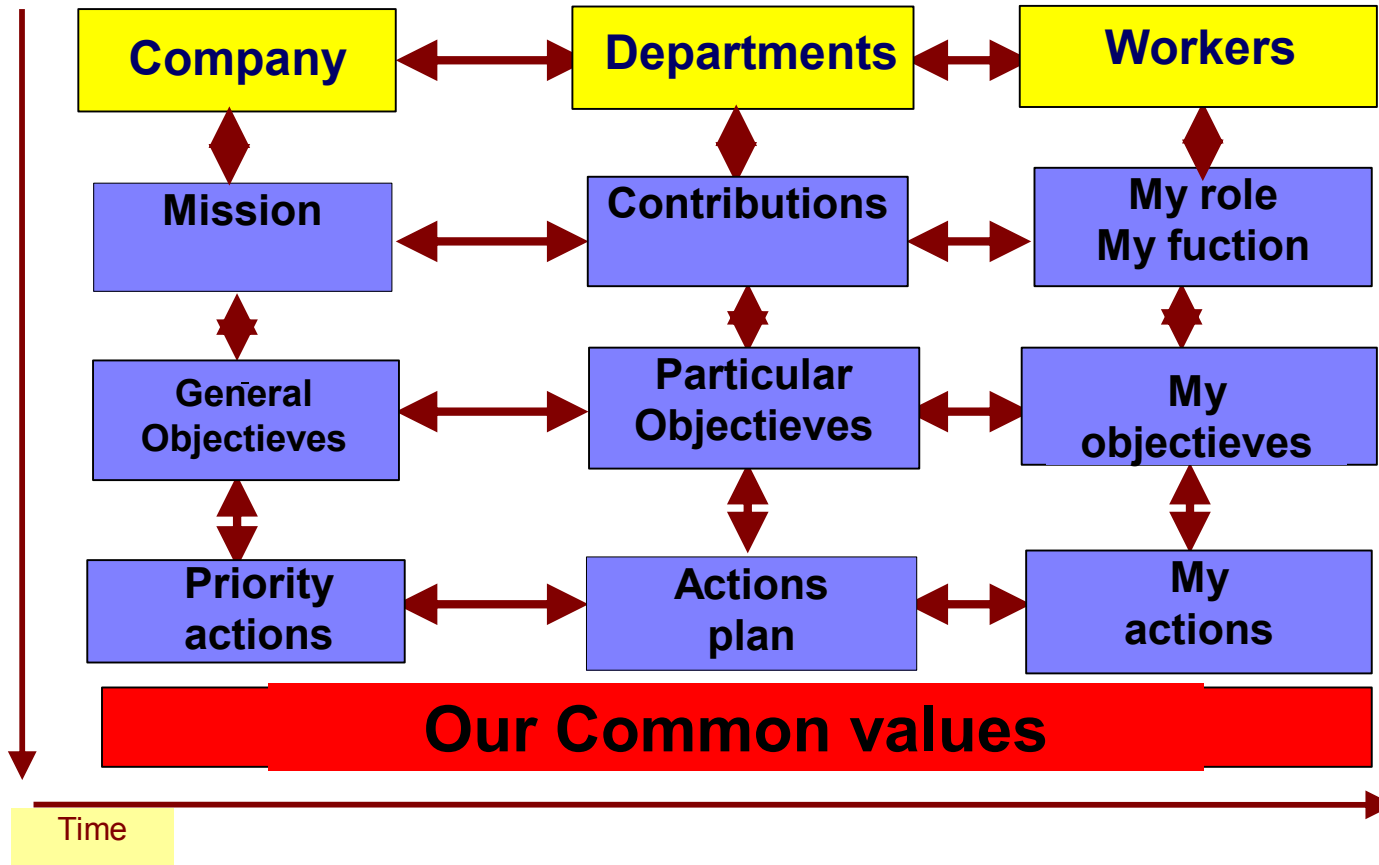
Goal	Objective(s)	Action(s)
<ul style="list-style-type: none">• In long term• Specifies the mission of the company	<ul style="list-style-type: none">• In Midterm• The ways to attempt the mission	<ul style="list-style-type: none">• In short time• Operationalize(s) the objective(s)



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IV. The companies' guiding principles

2. The finality's levels





IV. The companies' guiding principles

2. What became the three finality levels in the context of Burnout?

- The hierarchies are amalgamated;
- The sequences are not logical;
- The finality becomes action;
- The differentiation between the departments is confused;
- The hierarchies' levels are blended,
- The corporate vision is lost;
- The departments and the members, do not fit together anymore;
- The coherence is lost, the complementary roles disappear;
- ...



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3. The borders

They control the flow of information in and out.

When the burnout appears, the borders do not play their filter function.



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4. The rules

The explicit rules and the implicit rules exist in the companies

When the burnout appears

The rules are too explicit

The rules are too implicit,

Some rules are paradoxical



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5. The feedback

Evaluates the effects of the actions, and conducts to make the necessary corrections to ameliorate the actions.

In burnout situations

The feedback is not sufficient

We are unable to know:

- **If the goals are reached**
- **what is the differentiation between the departments**
- **What are the actions to reach the objectives' hierarchy**

When too many "Feedback" exist

It can be understood as checking and controls.



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V. Diagnosis and avoidance's strategies

The company's functioning is inoperative

How to drive it to become sustainable?



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V. Diagnosis and avoidance's strategies

This analysis consists of

Verify and if necessary, change:

- **the common values;**
- **the clearness of definitions, functions, missions;**
- **the knowledge of the explicit rules;**
- **the implicit rules**
- **the presence or absence of the feedback**

To be attentive of the economic, political and social pressures.

Modify the inoperative interactions.



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VI. Conclusions

To work with the systemic the staff can not be forget

The staff is a system surrounded by contexts:

- **The company's dysfunction:**
- **the working environments**
- **the facilities of the premises;**
- **the physical comfort**



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VI. Conclusions

The paper's title, "once upon the time...the burnout" is the conclusion