Presentation Overview

- Understanding burnout
- Predictors of burnout
- How do EMS influence responses to stress?
  - Stress mindsets
- Threat (Coping Mode) vs. Challenge (Healthy Adult)
  Stress responses
- Cultivating a Resilient Healthy Adult stress mindset
  - The role of stress mindset
  - Knowing the benefits of stress
What is Burnout?

• Burnout – a state of chronic stress & frustration leading to:
  ○ Physical & emotional exhaustion
  ○ Cynicism & detachment
  ○ Sense of ineffectiveness & lack of accomplishment

• Compassion Fatigue

• Vicarious Trauma
Burnout: Signs & Manifestations

Physical
- Tired, drained
- Lower immunity, somatic complaints
- Change in appetite
- Insomnia
- Aches, pains

Emotional
- Helpless, trapped,
- Pressured, stressed
- Irritable, depressed,
- Anxious, guilty
- Loss of motivation
- Cynical

Behavioural
- Withdrawal, avoidance,
- Social isolation
- Absenteeism/presenteeism
  - Striving, frenetic overcommitment
  - Eating, drugs, alcohol

Cognitive
- Poor concentration,
  - Memory, thoughts of hopelessness, failure
- Negative outlook

Physical

Emotional

Behavioural

Cognitive
Manifestations of Burnout
(Montero-Marin & Garcia-Campayo (2010))

Frenetic
- Hyperaroused
- Urgency & hyperactivity
- High stress/pressure
- Emotional Exhaustion
- Primary damage is physical health

Worn Out
- Emotions are blunted. Helplessness & hopelessness
- Loss of motivation, ideals & hope. Lack of control, acknowledgement.
- Disregards responsibilities
- Neglect, lack of involvement, give up in face of difficulty

Underchallenged
- No interest in work. Performs tasks in superficial manner
- Lack motivation, challenges, desire for engagement
- Indifference, lack of development, boredom.
What is your stress Mindset? (Crum et al., 2013)

- **Mindset 1: Stress is harmful**
  - Experiencing stress depletes my health and vitality
  - Experiencing stress debilitates my performance & productivity
  - Experiencing stress inhibits my learning & growth
  - The effects of stress are negative & should be avoided

- **Mindset 2: Stress is Enhancing**
  - Experiencing stress enhances my performance & productivity
  - Experiencing stress improves my health & vitality
  - Experiencing stress facilitates my learning & growth
  - The effects of stress are positive & should be utilised
Challenges throughout the career

- Graduate students: The impossible situation. Practice good self-care, but do a great job on every assignment, turn them in on time, do research, see clients, make money, have a life,
- Early career: starting a practice or career and starting a family. Expectations and time pressures.
- Mid career: Raising a family, finances, running a practice, seeking tenure, (divorce, remarriage, blended families?), etc.
- Later career: Raising a family, caring for aging parents, retirement planning, declining health, etc.
What factors are likely to influence burnout amongst Schema Therapists?

- **Schema Therapy –**
  - Authentic, transpersonal ‘use-of-self’ orientation – immediacy of therapist-client encounter
  - High exposure to trauma & high levels of distress associated with PD & CPTSD
  - Strong focus on depth of the therapist-patient relationship
  - High level attunement, empathy, reparenting
  - Additional out-of-hours ‘availability’

- High exposure to significant distress – which may increase risk of burnout
Burnout in Psychotherapists: How much of a problem is it?

- 21-67% of mental health service providers report high emotional exhaustion (DelGadillo et al., 2017; Morse et al., 2012; McCormack, et al., 2018).

- 49% of psychologists report moderate to high levels of burnout (Simpson et al., 2018).

- 49% of trainee psychologists report burnout (Kaeding et al., 2017).
Effects of burnout on therapeutic outcomes

- Reduced capacity for professional functioning, increased risk of mistakes, behaving disrespectfully, and general apathy (e.g. Tamura, 2012; Williams et al, 2010)
- Reduced capacity for therapeutic empathy (Bearse et al, 2013; Wilkinson et al., 2017)
- Reduced ability to perceive cues of client affect, reduced rapport, increased risk of disjunction (Ledingham et al, 2019)
- Detachment/depersonalization aspects of burnout linked to poorer treatment outcomes (Delgadillo et al 2017; Johnson & Barnett, 2011; Taris, 2006)

However...
- Psychotherapists are often blind to the presence & impact of burnout...
Effects of Burnout: Individual, Workplace, Society

- Employee absenteeism & presenteeism, staff turnover
- Lower job satisfaction
- Reduced commitment to the job
- Detachment from others and poorer attunement to clients/colleagues
- Reduced quality of work; poorer therapeutic outcomes

(Barse et al., 2013; Delgadillo et al., 2017; Taris, 2006; Wilkinson et al., 2017; Yanchus, et al., 2017)
'Burnout in Clinical and Counseling Psychologists Research Survey'
(Simpson, Simionato, Smout, van Vreeswijk, Hayes, Sougleris, Reid, 2018)

- What are the schemas and coping modes that predict burnout over and above that predicted by job demands?

- How can we develop therapeutic engagement, rapport, and deep attunement to our clients without leading to burnout?

- Insurance/managed care clients
- Patient safety concerns
- Very distressed clients
- Clients with chronic/complex issues
- Self burnout/compassion fatigue
- Professional isolation
- Work-life balance challenge
- Death/loss/grief in own family
- Own family issues
- Own anxiety
- Own physical health concerns
- Own intimate relationship issues
- Other non-work-related stress

Number of participants

Significant/severe
Moderately
Minimal/None
Barriers to Self-Care (Simpson et al., 2018)

- Lack of time
- Minimalisation/denial of issues
- Privacy/confidentiality concerns
- Shame, guilt, embarrassment
- Can't afford to seek help
- Fear of loss of professional status
- Lack of motivation
- Inadequate social support
- Worried about what could happen
- Don't know what resources available
Burnout Predictors
<table>
<thead>
<tr>
<th>Individual</th>
<th>Job</th>
<th>Organisational</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Age, gender, personal values, personality traits, self-efficacy</td>
<td>• Excessive workload</td>
<td>• Inflexible hierarchies, limited resources</td>
</tr>
<tr>
<td>• Coping strategies</td>
<td>• Control, time pressure, no of clients, autonomy</td>
<td>• Restrictive rules, poor recognition</td>
</tr>
</tbody>
</table>
Cultural factors linked to burnout: The myth of productivity

- ‘Hustle’ Culture places emphasis on productivity/busyness to increase our status/worth
- Idleness aversion & need for busyness (Hsee et al., 2010)
Therapist Schemas as Predictors of Burnout

- Higher EMS correlated with higher detachment & higher burnout (Bamber & McMahon, 2008; Simpson et al., 2018)


- Simpson et al (2018) -
  - Higher Schemas predicted higher Emotional Exhaustion.
  - Significant individual predictors associated with increased EE included being from an English-speaking country, having higher job demands, higher levels of abandonment, & mistrust EMS but lower emotional inhibition EMS, and higher levels of detached protector mode.

- Kaeding et al, (2017) – Unrelenting standards was only individual predictor of high burnout amongst trainee psychologists
# Burnout--EMS & Resilience --EMS Correlations  
*(Simpson et al., 2018)*

<table>
<thead>
<tr>
<th>Schema Domain</th>
<th>Schemas</th>
<th>Emotional Exhaustion</th>
<th>Resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emotional Exhaustion</strong></td>
<td>1</td>
<td>-.333**</td>
<td></td>
</tr>
<tr>
<td>Resilience</td>
<td>-.333**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>Disconnection &amp; Rejection</strong></td>
<td><strong>Emotional Deprivation</strong></td>
<td>.260**</td>
<td>-.272**</td>
</tr>
<tr>
<td></td>
<td>Abandonment</td>
<td>.344**</td>
<td>-.289**</td>
</tr>
<tr>
<td></td>
<td>Mistrust Abuse</td>
<td>.361**</td>
<td>-.262**</td>
</tr>
<tr>
<td></td>
<td>Social Isolation</td>
<td>.337**</td>
<td>-.274**</td>
</tr>
<tr>
<td></td>
<td>Defectiveness</td>
<td>.379**</td>
<td>-.328**</td>
</tr>
<tr>
<td><strong>Impaired Autonomy</strong></td>
<td>Failure</td>
<td>.229**</td>
<td>-.387**</td>
</tr>
<tr>
<td></td>
<td>Dependence</td>
<td>.229**</td>
<td>-.412**</td>
</tr>
<tr>
<td></td>
<td>Vulnerability to Harm</td>
<td>.280**</td>
<td>-.186**</td>
</tr>
<tr>
<td></td>
<td>Enmeshment</td>
<td>.158**</td>
<td>-.185**</td>
</tr>
<tr>
<td><strong>Other-directedness</strong></td>
<td>Subjugation</td>
<td>.364**</td>
<td>-.357**</td>
</tr>
<tr>
<td></td>
<td>Self Sacrifice</td>
<td>.200**</td>
<td>.054</td>
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<tr>
<td><strong>Over-vigilance</strong></td>
<td>Emotional Inhibition</td>
<td>.227**</td>
<td>-.218**</td>
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<tr>
<td></td>
<td>Unrelenting Standards</td>
<td>.256**</td>
<td>-.036</td>
</tr>
<tr>
<td><strong>Impaired limits</strong></td>
<td>Entitlement</td>
<td>.142*</td>
<td>-.077</td>
</tr>
<tr>
<td></td>
<td>Insufficient Self Control</td>
<td>.243**</td>
<td>-.313**</td>
</tr>
</tbody>
</table>

* Significant correlation at p < .01 (two-tailed)  *p<0.05
Coping Modes: % of psychologists scoring above non-clinical mean (Simpson et al., 2018)

Percentage scoring > 1 S.D. above mean of non-clinical population

- Compliant Surrenderer
- Detached Protector
- Detached Self Soother
- Bully & Attack
- Self Aggrandiser

Percentage scoring > 1 S.D. above mean of non-clinical population
Reflection moment

- Reflect on ways in which your own schemas & modes may increase vulnerability to emotional exhaustion
- How might your own EMS and modes influence how much you connect or disconnect from others under stress?
- Do you cope with work stress more from Detached Protector? Overcontroller? Compliant Surrenderer? Self Aggrandiser? Bully/Attack?
Why does stress get such a bad rap?

- Early ‘stress’ experiments on animals – (Hans Selye, Walter Cannon) reinforced idea that all stress is bad

- Messages from culture, media - ‘Stress is bad for your health’

- APA Stress in America Survey – most people perceive stress as unhealthy

- Mismatch theory of stress – the stress response (fight/flight) was useful for the caveman but is now an outdated response to modern day stress

- BUT…the human stress response is far more complex than the fight/flight/freeze response, & provides the tools to deal not only with trauma, but also engage with challenges, connect with social support & learn from our experiences.
## Childhood Needs:
- Provision of emotional soothing, attunement, **co-regulation**
- Modelling of healthy emotional regulation & challenge-focused coping in the face of stress/anxiety
- Provision of help with ‘**making sense**’ of difficult emotions & stress reactions
- Provision of **guidance** with growth-based coping

## Early messages regarding stress:

### Punitive Parenting
- Vulnerability/stress are bad & shameful & will lead to rejection/punishment (Def., Self-Punit.)
- Vulnerability/stress is dangerous & leads to abandonment (Ab.)
- Vulnerability/stress is a sign of failure (Fail.)

### Emotionally depriving (or hyper-practical) parenting
- Vulnerability/stress is a burden on others & must be overridden or eliminated (E Dep)

###Demanding Parenting
- Vulnerability/stress must be ‘fixed’ or 'solved' (E Dep, Em In, UnStds)

### Overanxious/Overprotective parenting
- Stress is bad /scary; a sign of impending doom (Vul to harm; Neg/Pess.)
- I cant cope with stress, I need someone else to ‘fix’ it (Dep, Fail.)

### Enmeshed parenting/ Parentification
- I can’t tell what is my vulnerability/stress & what is yours (Enmeshment; Undeveloped self)
- I am responsible for ‘fixing’ everyone else’s stress (Self-Sac; Subj; UnStds)
• **Reflection moment:**

- How did your parents manage stress?

- What did you learn from them about stress?

- What were their main schemas & coping modes around stress?

- How has this influenced your capacity to embrace vs. avoid stress?
Parenting messages (implicit/explicit)

Cultural messages

Traumatic experiences

Needs Met/ Unmet

Early Maladaptive schemas

Stress Mindset

Stress is harmful vs Stress is helpful

Avoidant Coping (Detached Protector/ Detached Self-Sooother)

Surrender Coping (Compliant Surrenderer; Self-Pity/Victim)

Overcompensatory coping (Overcontroller, Self Aggrandsier)

Healthy Adult Resilience/Coping

- Growth-focused
- Tend & Befriend
- Find big-picture meaning
- Compassion-focused
- Mindful self-awareness/ attunement
- Sharing vulnerability
- Seeking support
Stress Generation through Coping Modes

**Overcompensation**
- Overcontroller/Self Aggrandiser
  - Stress is a problem that needs to be ‘fixed’
  - Go-go-go mindset
  - Workaholism
  - Perfectionism
  - Lose big picture - stuck in detail
  - Overrides body/needs
  - Overanalyse, ruminate

**Avoidance**
- Detached Protector/Self-Soother
  - Stress is toxic & must be eliminated
  - Numb
  - ‘Detached empathy’
  - Avoids social connection
  - Avoids expression of vulnerability & needs
  - Disconnects from body

**Surrender**
- Compliant Surrenderer/Helpless Surrenderer
  - My stress is insignificant compared to the suffering of others
  - Excessive empathy - compassion fatigue
  - Loss of connection to self & own needs
  - Avoids seeking support for self
**Coping Modes**
- Zone out, escape, detach
- Override needs,
- Wait! You can breathe, eat, drink, sleep, restore, connect AFTER the stress has gone
- Blurred boundaries

**Vulnerable Child**
- My stress is scary
- This is too much, I'm too stressed, I can't cope
- My body feels scary, what's going on?!

**Inner Critic**
- You shouldn't be so stressed
- You idiot... it's your own fault for taking too much on.
- Your stress is a sign that you're doing it wrong
- Your life sucks
Building *Healthy Adult Awareness & Resilience*
Resilience – What is it NOT?

- There is a misconception of resilience that it represents a militaristic, ‘tough’ (Demanding Parent/Overcontroller) approach

- ‘Overcontroller’ stance on stress
  - ‘tough it out’
  - ‘man up’
  - ‘battling’
  - Compulsive need to finish - even to own detriment
  - Overwork, overachievement
  - Busy-ness
  - Competitive me-focused striving
  - Override physiological & emotional needs
Resilience – What is it?

- What do we mean by resilience?
  - Bounce Back
  - Adaptability
  - Mental Toughness/ Hardiness
  - Physical endurance
  - Emotional balance
  - Sense of purpose
  - Hardiness - ‘the courage to grow from stress’ (Salvatore Maddi)
Stress Mindsets (Crum, 2012; McGonigal, 2015)

- **Our Stress Mindset** influences the way we appraise & cope with stress:

- **A fear/threat based appraisal of stress (e.g. ‘Stress is harmful’) drives:**
  - Increase reliance on distraction from cause of stress (vs. dealing with it)
  - Increase focus on getting rid of stress (escape) rather than addressing its source
  - Increased reliance on alcohol & other substances/addictions to cope
  - Withdrawal of attention & energy from the source of stress (work, relationship, goal)
  - MALADAPTIVE COPING MODES

- **A challenge based appraisal of stress (e.g. ‘Stress is helpful’) drives:**
  - Acceptance that stressful event has taken place and is real
  - Planning strategies to manage the source of stress
  - Take action to overcome, change or remove the source of stress
  - Seeking help, advice, information
  - Reappraise the situation by viewing it in a more positive light, or an opportunity for growth
  - HEALTHY ADULT COPING
We can consciously choose our stress response

- Our stress responses are constantly adjusting to face the challenges we encounter
  - These changes are STRATEGIC – not a sign of a faulty system

- We do have a choice in how our bodies respond to stress
  - The power of deliberate practice takes advantage of brain plasticity in presence of high affect in changing both internal and outward behavioural responses

“EVERY MOMENT OF STRESS IS AN OPPORTUNITY TO TRANSFORM YOUR STRESS INSTINCTS”

(McGonigal, p.60)
# Biology of Stress

(McGonigal, 2015, p. 56)

<table>
<thead>
<tr>
<th>Stress response prototype</th>
<th>Function</th>
<th>Physical signs</th>
</tr>
</thead>
</table>
| **Challenge response**            | Helps you **rise to the challenge** by:  
• Focusing your attention  
• Heightening your senses  
• Increasing motivation  
• Increasing energy | Heart pounding, sweating, breath speeds up, Mental focus on source of stress. Excited, anxious, restless, ready for action |
| **Tend & Befriend response**      | Helps you **connect with others**  
• Activates prosocial instincts  
• Encourages social connection  
• Enhances social cognition  
• Dampens fear, increases courage | Increase desire to contact friends/family, pick up more on others emotions. Desire to protect, support, defend people, values important to you |
| **Learn & Grow response**        | Helps you **learn & grow**  
• Restores nervous system balance  
• Processes & integrates the experience  
• Helps brain to learn & grow | Body calms down but still feel mentally stimulated. Replaying and analyzing of experience in mind, urge to talk about it with others. Mix of emotions. Urge to make sense of what happened |
Resilience is about:

Transforming a threat into a challenge mindset

(McGonigal, 2015)

- Embracing stress is about viewing yourself as capable and your body as a resource
- When feeling stress, we can take a deep breath – not to calm down – but to notice the energy available to you.
- Challenge response can be cultivated through focusing on resources e.g.
  - Acknowledge personal strengths;
  - Think about preparation
  - Leading to this challenge;
  - Recall times when you overcame similar challenges in past;
  - Imagine support of significant others;
  - Prayer
- View stress response as a resource to transform physiology of fear into biology of courage
  - Heart pounding? Increased breathing? = body’s way of giving you more energy
  - Body tension? = gives you access to your strength
  - Butterflies? Your gut is telling you this is meaningful to you – focus on why this matters to you
Resilience is about a Healthy Adult ‘Stress-as-enhancing’ Mindset

➤ Why change our stress mindset?
➤ Changing our mindset to stress changes our response to stress

➤ How can we change our stress mindset?
➤ Recognise your body’s stress response as a helpful aspect of life - e.g. as energy that you can use
➤ Recognise that you are capable of both handling, AND learning/ growing from stress
➤ Recognise that stress is part of the human condition – not a personal reflection on you or your capacity to cope
Benefits of Stress-is-enhancing mindset

- A ‘Stress is Enhancing (vs. Harmful) Mindset’ influences the way we appraise & cope with stress, leading to:
  - less depression
  - greater life satisfaction
  - more energy
  - fewer health problems
  - perception of stressful situations as a challenge (vs. an overwhelming problem)
  - greater confidence in one’s capacity to cope
  - more capacity to find meaning in difficult circumstances
  - increases in positive affect,
  - heightened attentional bias towards positive stimuli
  - greater cognitive flexibility
  
  (Krum et al., 2017; McGonigal, 2015)

- Personality traits (e.g. optimism, mindfulness, ability to tolerate uncertainty) are linked to positive view of stress BUT none of these traits account for a stress mindset effects on health, happiness or work productivity.
Resilience is about how we Connect

- Social isolation and loneliness are linked to work exhaustion – with strong impact on psychological and physical health.

- Social connection can strengthen our immune system, lengthen our life and lower rates of anxiety and depression (Cacioppa et al., 2010; Hawkley et al., 2010).

- Recognising that suffering is part of common humanity is linked to greater resilience, greater life satisfaction, lower burnout (Abaci et al., 2013; Raab, 2014).

HOW To feel less alone in stress:

- Increase awareness of others’ suffering (e.g. common humanity).
- Be more open about your suffering & ask for your needs to be met (express your vulnerability).

(Hooria et al., 2013; 2014)
Resilience is about our **Values, Meaning** (McGonigal, 2015)

- A life that is meaningful is a stressful life
- However...when you reflect on your values, the story you tell yourself about stress shifts (McGonigal, 2015)
- Writing about our values &/or using a physical symbol that represents our most important value - as a focus during times of stress—has been shown to help deal with adversity (Keough et al., 1998; Cohen & Sherman, 2014)
- Coping modes interfere with capacity to find purpose. However, taking time to process & make meaning from stressful experiences can transform them into sustaining (vs draining) (McGonigal, 2015)
- Self-reflection work groups to increase focus on meaning — shown to reduce burnout (Krasner & Epstein, 2009)
Resilience is about **Bigger-than-Self Goals**

(Crocker et al 2009; 2010; 2011; 2014; Yeager et al., 2014)

- Approaching goals from schema perspective (e.g. to prove your worth) involves constant competition, seeking approval of others leads to exhaustion, lack of meaning, conflict in relationships, and reduces wellbeing.
- However – if you see yourself as part of something bigger (a team, organization, community) this can remove toxicity of striving.
- Schema driven goals is about proving you are good enough or superior to others – it is a self-focus, about your own personal success and gain.
- In contrast, **healthy striving** involves viewing your efforts as **serving a greater purpose than yourself**
- **Bigger-than-self goals = a purpose that goes beyond the goals of your own personal success**
- **HOW?**
  - **IF** you notice stress increasing at work, **ask yourself:**
    - What are my bigger-than-self goals? How is this an opportunity to serve them?
RESILIENCE is about how we Restore (1)

“Silence is essential. We need silence just as much as we need air, just as much as plants need light. If our minds are crowded with words and thoughts, there is no space for us”

Thich Nhat Hanh
Healthy Adult

• Being stressed is part of being human, not failure
• My body is amazing. Even though it might be uncomfortable, it is providing everything I need to cope.
• I can focus on how this stress is connected to the values/goals I care about.
• I can handle this. I can share my feelings with trusted others

Vulnerable Child

• My stress is scary
• This is too much, I’m too stressed, I can’t cope
• My body feels scary, what’s going on?!

Coping Modes

• Zone out, escape, detach
• Override needs, blurred boundaries

Inner Critic

• You shouldn’t be so stressed
• You idiot..it’s your own fault for taking too much on.
• Your stress is a sign that you’re doing it wrong
• Your life sucks
"Keep doing what you're doing in the face of all that works against you, and don't take it personally. Don't take it all on as a job that you're going to have to finish, because you're not going to finish it. But without your contribution, it's going to be much worse. That's the best I can tell you."

Dr. Gabor Mate
Questions
Key References