



# Coaching for Resilience to Keep Burnout at Bay

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ATD/ICF

# Overview

- Define burnout
- Review types of clients most vulnerable/at risk
- Review resilience traits
- Introduce the MBOI Model
- Review each stage and how it applies to coaching and ICF competencies

# Burnout- What is It?

According to the Mayo Clinic:

- A special type of work-related stress — a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.
- “Burnout” isn’t a medical diagnosis. Some experts think that other conditions, such as depression, are behind burnout.
- Some research suggests that many people who experience symptoms of job burnout don't believe their jobs are the main cause.

# Burnout Symptoms

- Cynical/critical at work and trouble getting started.
- Irritable or impatient with co-workers, customers or clients.
- Lack of energy to be consistently productive.
- Trouble concentrating.
- A lack satisfaction from your achievements.
- Disillusioned about your job.
- Using food, drugs or alcohol to feel better or to simply not feel.
- Changes in sleep habits- can't get up, can't get to sleep and stay asleep.
- Somatic illness-unexplained headaches, stomach or bowel problems, or other physical complaints.

# Burnout-Causes

- **Lack of control.** An inability to influence decisions that affect your job. Lack of agency/self-efficacy.
- **Unclear job expectations.** A lack of clarity about the degree of authority you have or what your supervisor or others expect from you.
- **Dysfunctional workplace dynamics.** Perhaps you work with a toxic co-worker or two, or you feel undermined by colleagues or your boss micromanages your work
- **Extremes of activity.** When a job is monotonous or chaotic, you need constant energy to remain focused.
- **Work-life imbalance.** If your work takes up so much of your time and effort that you don't have the energy to spend time with your family and friends

# Most Prone

- Those who identify most strongly with work and lack balance between work life and your personal life.
- An unrelentingly high workload, including overtime work, combined with unrelentingly high personal standards- people who are very hard on themselves.
- A tendency to try to be everything to everyone. Trying to add too much value, being over responsible.
- Those who work in a helping profession, such as health care or.....  
COACHING.
- You feel you have little or no control over your work/little to no choice
- Your job is monotonous.

# Potential Consequences

- Excessive stress
- Fatigue
- Insomnia
- Sadness, anger or irritability
- Alcohol or substance misuse
- Heart disease
- High blood pressure
- Type 2 diabetes
- Vulnerability to illnesses

# Getting Ahead of Burnout Through Coaching Using MBOI Coaching Model

- The antidote to burnout? We believe it lies in building in resilience.
- Helping clients and organizations build their capacity for resilience will help them avoid burnout.
- The MBOI Coaching approach is about helping clients work through difficult mental and emotional challenges.
- Much more difficult to work with someone who is already in a burnout phase, then to help them see it coming and ward it off.



# Traits & Skills of the Resilient

- They have faith in themselves and faith in something outside of themselves.
- They know their boundaries.
- They keep good company.
- They cultivate self-awareness
- They practice acceptance.
- They're willing to sit in silence.
- They don't have to have all the answers.

Taken from: <https://www.psychologytoday.com/us/blog/design-your-path/201305/10-traits-emotionally-resilient-people>

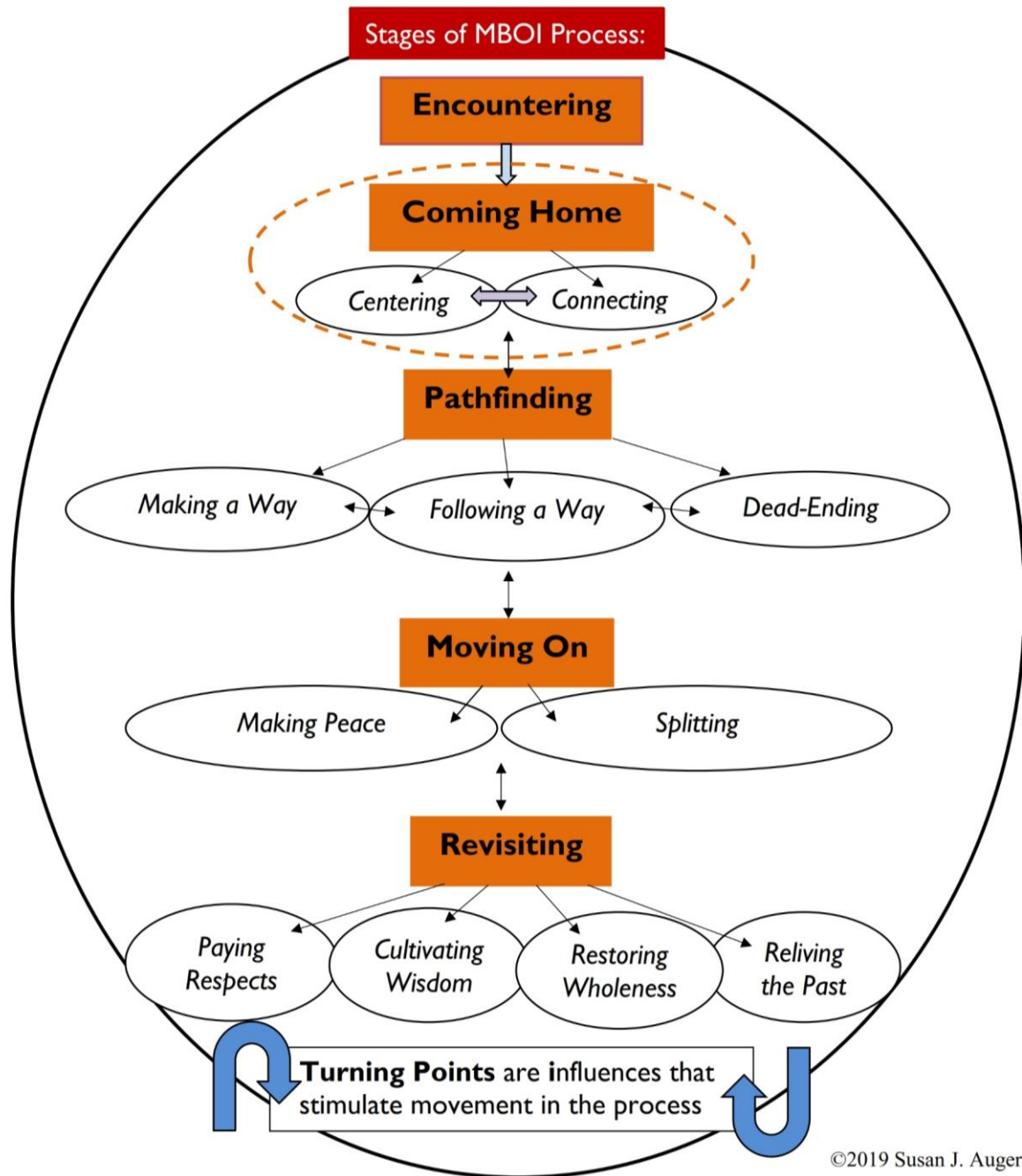
# How?

- The MBOI Coaching Model
- We are not suggesting you forget everything else you already know.
- We are suggesting that you consider adding this model to your repertoire.
- It is clear from the description of burnout (and depression) and who is vulnerable, that it includes many of our clients.
- Point of clarification- we all have periods of low energy, loss of interest in what we are doing and/or lack of satisfaction at work- but they pass.
- Burnout is about prolonged periods of feeling this way and an inability to shake those feelings off.

# MBOI-What It Is

The theory of Making the Best Of It (MBOI):

- Explains the ways in which people navigate life experiences that involve a sense of disruption, tension, or disequilibrium.
- Illuminates possibilities for making the best of whatever we encounter whether it is expected or unexpected, bitter or sweet, finished or unfinished.
- Can be used to understand resilience and cultivate conditions of well-being for individuals, teams and organizations
- Was developed using classic grounded theory methodology.

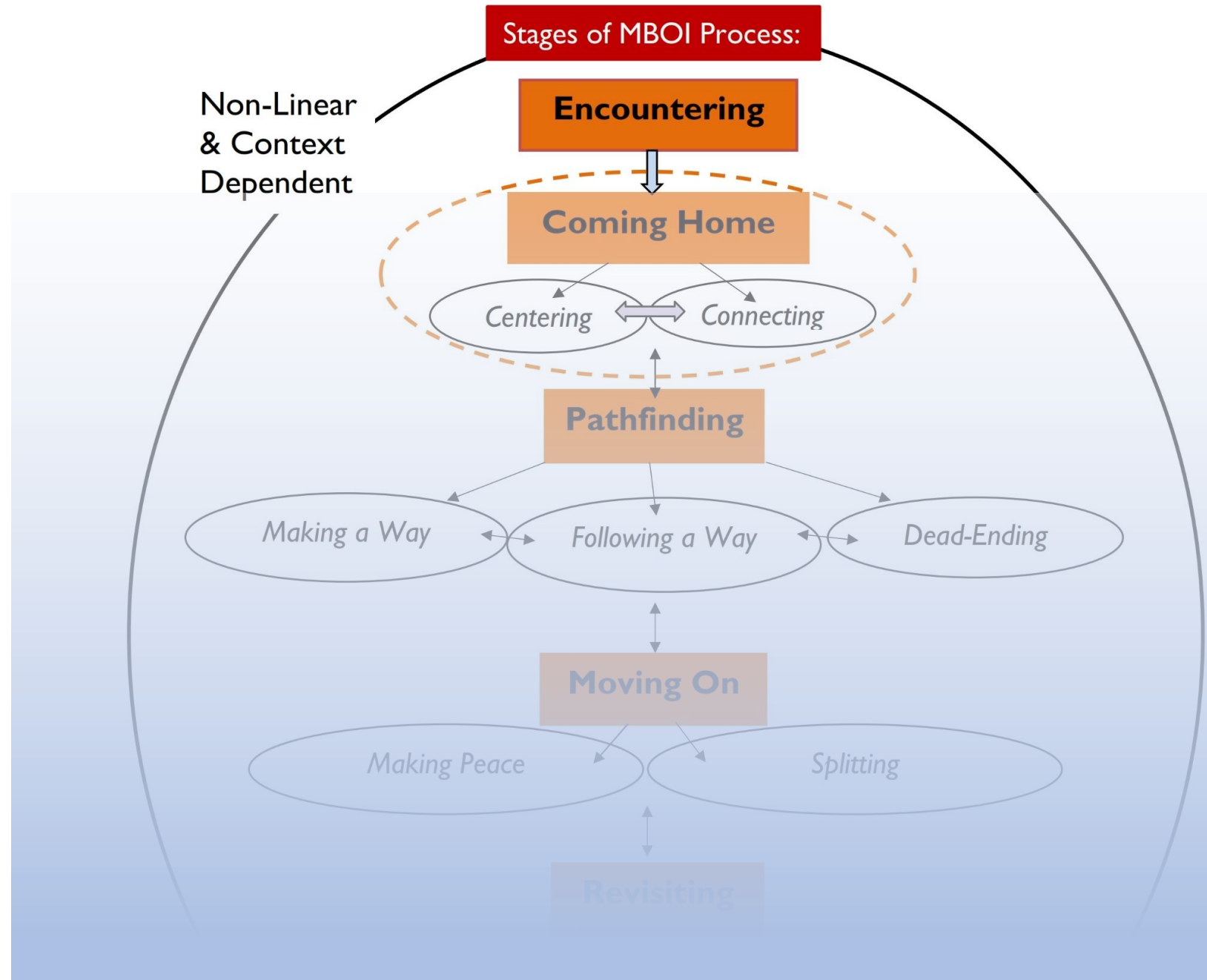


# MBOI Coaching Model

- Five Interconnected Stages
- Non-linear process
- Individual ↔ Contexts
- Individuals navigate and respond to challenges in the best way possible, while avoiding or minimizing negative outcomes for themselves and others

# Encountering

- MBOI begins with a situation that creates some inner or outer disequilibrium or disruption to the status quo that compels a response or requires a solution.



# Tasks at the Encountering Stage

- Identify some type of disequilibrium, tension, feeling, situation that client needs/wants a response or change.

# Coaching at the Encountering Stage

## Sample Questions:

- What do you want to work on today?
- Say more about that...
- How important is this?
- Why now?
- What would happen if didn't do anything about this?
- What would be different for you once this problem is solved or addressed?
- If at the end of our time today, if you had clarity about... would that be good use of our time?

# ICF Competencies at the Encountering Stage

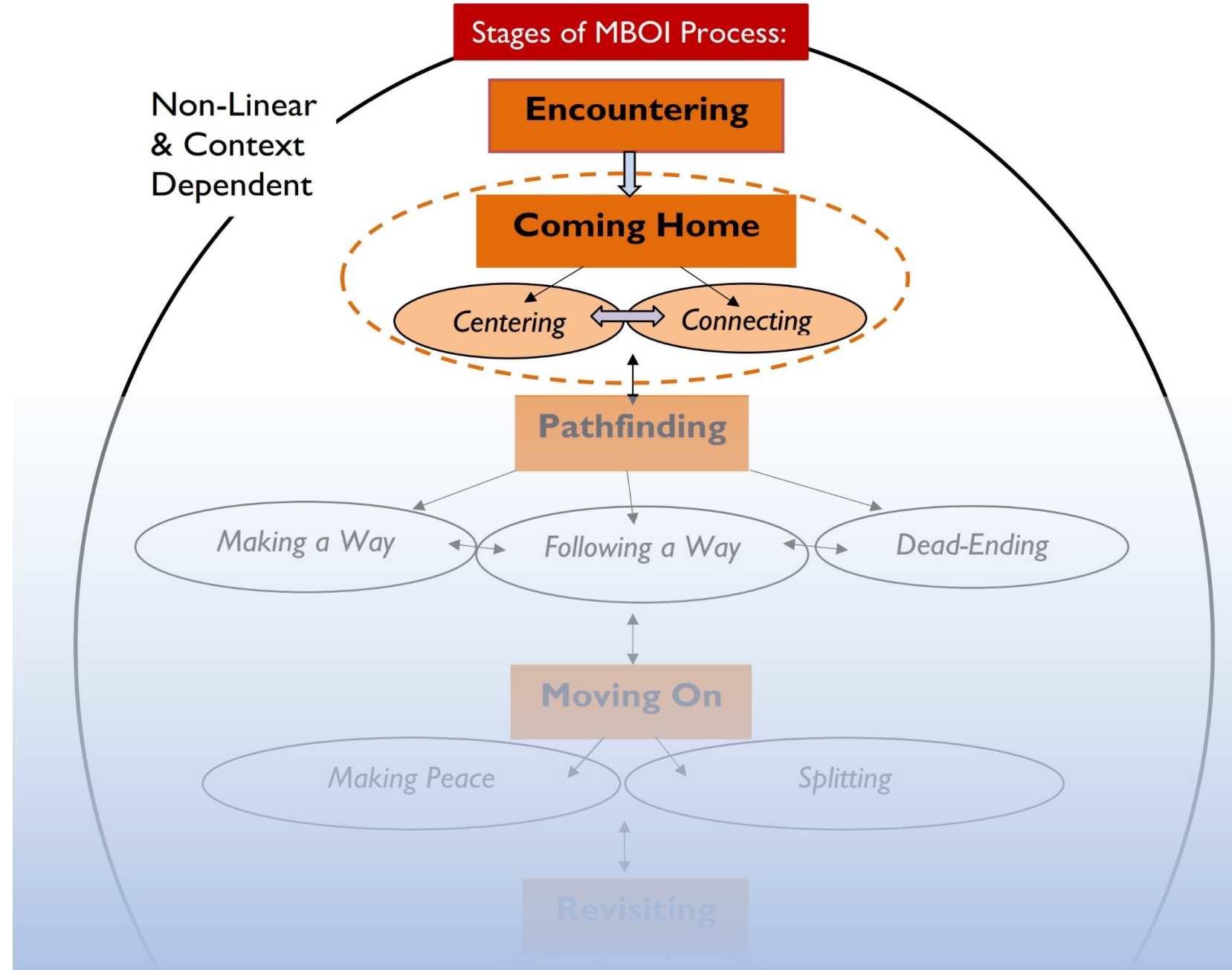
- Setting the scene - Create a safe 'container' to work in- set parameters big enough and safe enough for many things to happen.
- Identifying issue
- Planning & goal setting: Contracting.
- Coaching presence
- Active listening



# Coming Home

Two possibilities for action:

- **Centering** – managing or regulating one’s internal experience and connection with Self
- **Connecting** – building and maintaining relationships with others
- While centering and connecting, people often (re)assess the situation and urgency for action



# Tasks at the Coming Home Stage

- Find a safe place- internally/externally.
- Return to the Self: cultivate self-regulation, such as grounding, renewing, restoring equilibrium; practice self-care; seek meaning, inner wisdom, inspiration.
- Connect with others, seek validation and support, gather information and resources
- Assess/reassess vision, values, options, resources, consequences.
- Plan/prioritize strategies for action.

# Coaching at the Coming Home Stage

## Sample Questions:

- How do you settle yourself down and get to a good mental/emotional/physical/spiritual place?
- What do you do to take care of yourself?
- How have you bounced back from rough patches in the past?
- Tell me about a safe place where you can process and get 'real'.
- Tell me about your 'go to' people.
- How do you go about making decisions?

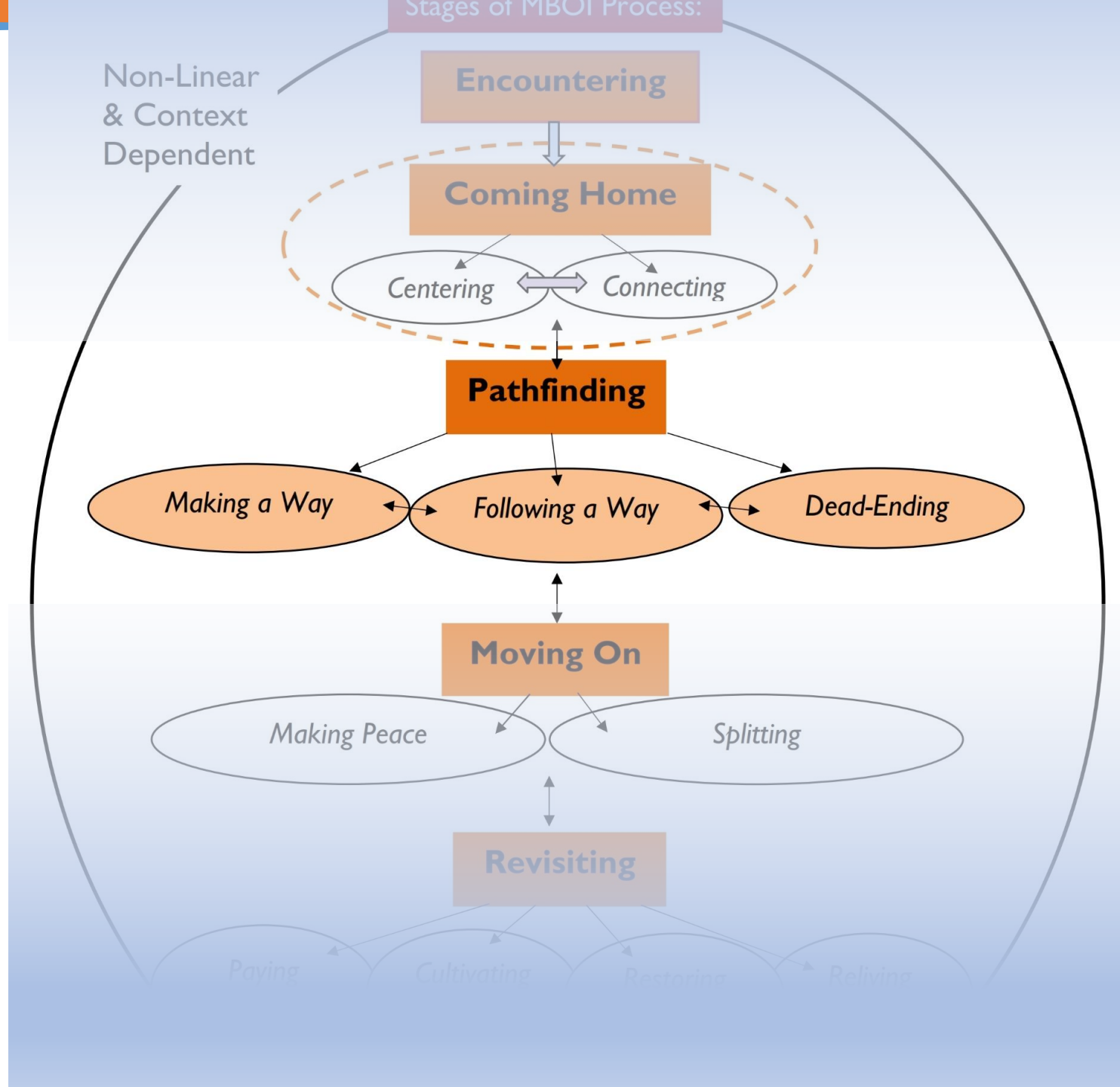
# ICF Competencies at the Coming Home Stage

- Setting the scene.
- Coaching presence- Be observant and attuned to the client as whole person.
- Designing actions.
- Asking powerful questions.

# Pathfinding

Three possibilities for action:

- **Following a way-** Pursuing an existing or known way
- **Making a way-** Blazing a trail unique to the individual
- **Dead-ending** – Temporary delay in resolving process or permanent ending



# Tasks at the Pathfinding Stage

- Follow a pathway for action.
- Prepare to make decisions without all the data and under changing circumstances.
- Be flexible and open to 'turning points' that may require change in action within a pathway, or to change pathways or stages.

# Coaching at the Pathfinding Stage

## Sample Questions:

- What happened? How did that go?
- What were the consequences, intended or otherwise?
- What do you think the ripple out is or may be from this action?
- What adjustments are you considering to your plan/strategy, if any?
- What, if anything, concerns you about this plan?
- What else might you need to feel better or more confident about this plan?
- What kind of environmental/cultural/organizational changes would cause you to consider changing your plan?
- What if you took a break? What if you just sat with this for awhile?
- What would it be like to quit?

# ICF Competencies at the Pathfinding Stage

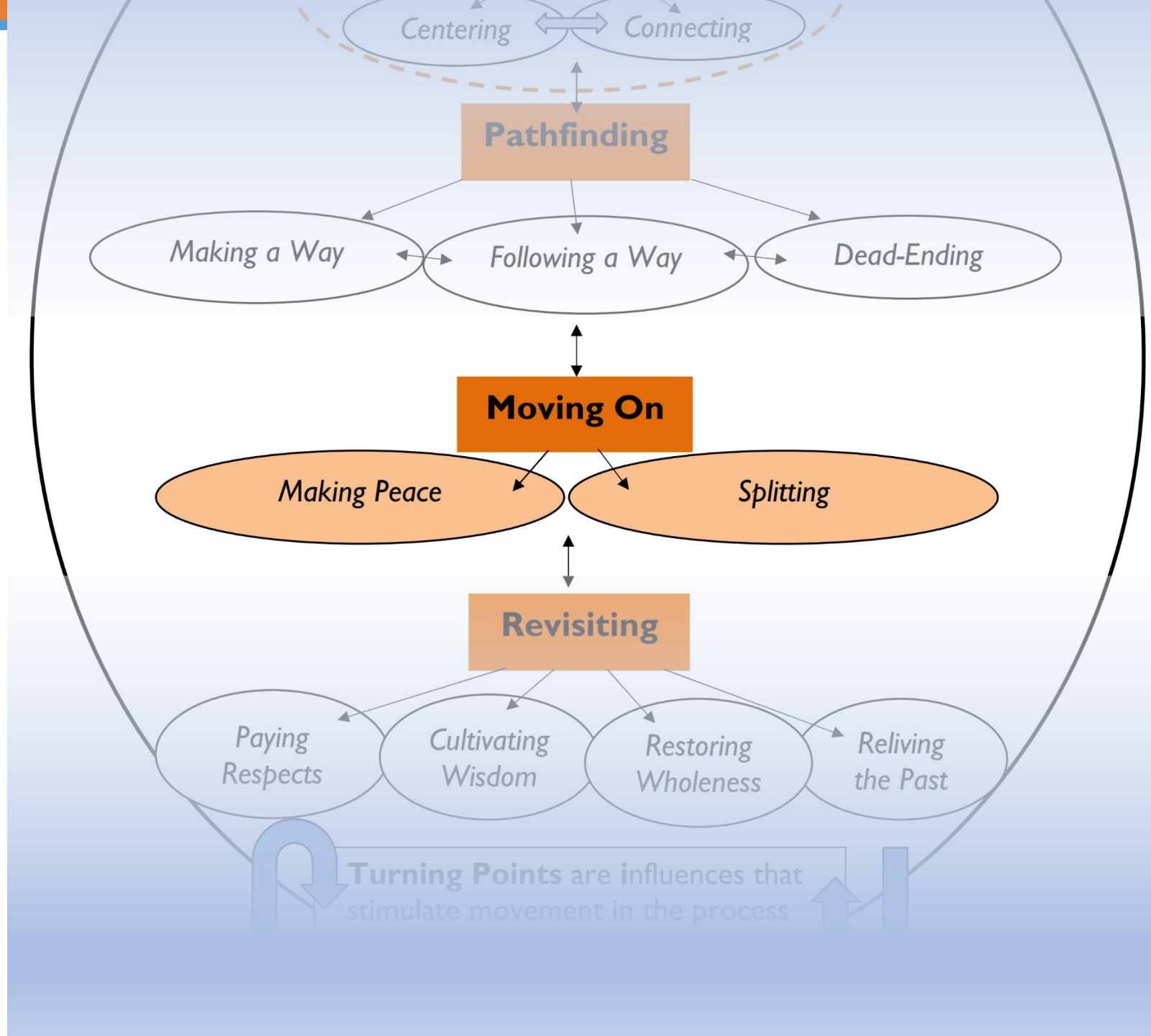
- Actively listening.
- Asking powerful questions.
- Creating awareness of Self and choices.
- Designing actions.
- Honoring client's choices.



# Moving On

Two possibilities for action:

- **Making peace** – entails an inner and/or outer resolution process
- **Splitting** – moving on with unresolved issues - inner and/or outer



# Tasks at the Moving On Stage

- Step back and assess the encounter and the overall process from a broad perspective.
- Move on by 'making peace' through reconciling discrepancies between initial expectations and what happened.
- Examine meaning-making to shape a more positive self-narrative leading to a deeper understanding of one's own competence, agency, strengths, and confidence to work through challenges.
- Practice acceptance and compassion.
- Move on by 'splitting' – partial or no resolution, best available choice at this point for them- can take many forms. Sometimes not a choice.

# Coaching at the Moving On Stage

## Sample Questions:

- Can you tell me a little bit about the context of what was going on while you were in the process of navigating this situation?
- What was within your control and what wasn't?
- How do you think about the situation now? How is that different than when you first started, if at all?
- In what way might you leverage the strengths and strategies you have been using in this situation to meet other challenges?
- Is there a way to characterize this problem or dilemma that would make it more solvable?

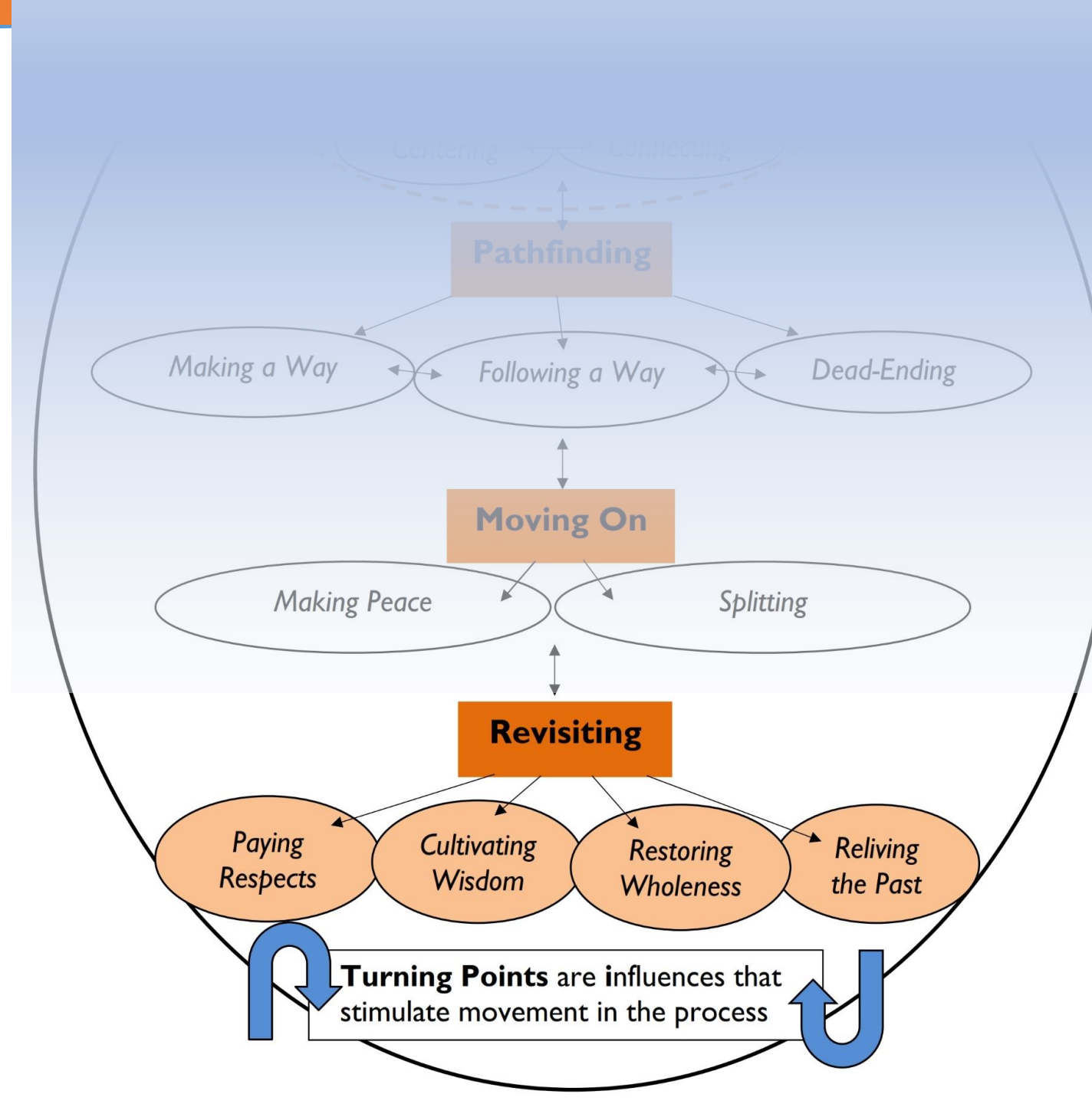
# ICF Competencies at the Moving On Stage

- Active listening.
- Asking powerful questions.
- Creating awareness of Self and choices.
- Honoring client's choices and timing.

# Revisiting

Four possibilities for action:

- **Paying respects** – intention to express gratitude, draw inner strength or inspiration through remembering, e.g., others, past experiences
- **Cultivating wisdom** - intention to reassess past encounters to learn or gain a new perspective
- **Restoring wholeness**- intention to revisit for purposes of healing or renewal
- **Reliving the past** – avoidance or escape from present or future, experience of being stuck



# Tasks at the Revisiting Stage

- Identify and examine avoidant behaviors with compassion.
- Pay respect by expressing gratitude, appreciation, and honoring the past, others and one's Self.
- Cultivate wisdom through cognitive/reflexive learning.
- Restore wholeness through healing trauma, developing emotional, mental, physical, spiritual fitness, and accessing one's sense of humor.

# Coaching for the Revisiting Stage

## Sample Questions:

- It sounds like you are still working through this, where are you in the process?
- What do you believe you can learn from revisiting past situations, if anything?
- What could be good about this?
- What are you grateful for in all this?
- Can you tell me a little bit about the context of what was going on while you were in the process of navigating this situation?
- What was within your control and what wasn't?
- Looking back now, how do you feel as compared to when you were going through this?
- Do you see ways in which you can leverage the strengths and strategies you used in this past situation to meet your present situation?

# ICF Competencies at the Revisiting Stage

- Coaching presence.
- Active listening.
- Identify the issue.
- Direct communication.
- Asking powerful questions.
- Creating awareness of Self and choices.
- Honoring client's choices & timing.



# Wrap up & Questions

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