

## СИНДРОМ ПРОФЕССИОНАЛЬНОГО ВЫГОРАНИЯ. КАК С НИМ СПРАВИТЬСЯ? PROFESSIONAL BURNOUT AND ITS BANISHING

В последние годы все чаще говорят о синдроме профессионального выгорания. Термин ввел в 1974 г. американский психиатр Х.Дж.Фрейденберг для характеристики состояния здоровых людей, находящихся в интенсивном эмоциональном общении с клиентами. Выделяют три главных компонента: эмоциональное истощение, деперсонализация и сниженная рабочая производительность. Причинами выступают постоянные противоречия в руководстве; чрезмерные требования к работникам; отсутствие объективных критериев для оценки результатов труда; неэффективная система мотивирования персонала. В данной работе рассматриваются способы борьбы с синдромом профессионального выгорания.

Burnout has always been a loosely defined phenomenon without sharp boundaries. It can be defined as a psychological term for the experience of long-term exhaustion and diminished interest (depersonalization or cynicism), usually in the work context. Burnout is often construed as the result of a period of expending too much effort at work while having too little recovery.

The most well-studied measurement of burnout in literature is the Maslach Burnout Inventory. Ch.Maslach and her colleague Jackson first identified the construct "burnout" in the 1970s.

According to their research 3 core dimensions of the burnout include:

- exhaustion
- depersonalization
- reduced personal accomplishment

Burnout also has further ripple effects: your physical health and mental well-being are likely to deteriorate. This syndrome is the biggest occupational hazard of the 21st century. For example, in the US job stress is estimated to cost the economy 300\$ billion in sick time, long-term disability and excessive job turnover.

We've also conducted a public opinion poll, in attempt to find out the inclination to burnout peculiar to the people, engaged in educational work. On the whole, 73 people were questioned, working on four different levels of teaching process: kindergarten teachers, secondary school teachers, university lecturers and advanced training and staff development teachers. The highest rate of professional burnout (37%) is typical for the secondary school teachers. We suppose that the reason is that they are not only teaching but doing a lot of extra work: conduct social and cultural activities, character building, regularly communicate with parents, renovate classrooms etc.. The second highest rate – 32% - kindergarten teachers. They also have to do a lot of caring work. 29%- advanced training teachers, and the lowest rate – 28% - university lecturers.

How the burnout syndrome can be cured? First of all, it is necessary to pinpoint the areas where the major mismatches lie. The areas include:

- *Workload*: it's too much, too complex or too urgent.
- *Control*: problems with authority (ineffective leadership, being micromanaged) and with influence (sense of self-control is limited/undermined)
- *Reward*: lack of recognition, dissatisfaction with results, insufficient compensation
- *Community*: poor communication, alienation, divisiveness of the collective
- *Fairness*: favoritism, discrimination and disrespect
- *Values*: the core values of organization don't mesh well with workers' values, dishonesty, inanity of the job.

Burnout recovery can be achieved through a number of actions an individual is able to undertake:

- Develop skills and abilities that'll help in the work. For example, target time management skills to improve capacity to set priorities.

- Emphasize the positive. Focus on what's doable.

- Build alliances, which are a potential for emotional support and practical advice. Peers can provide a shoulder to cry on and or teach you how to handle a particular problem, they have also came across in their career

- Increase resilience, which is a mix of well-being and positive attitude. Pay attention to physical exercise and nutrition. For example, start a Fitness Program in a local gym.

Stop wasting time

- If you experience difficulties with your colleagues just don't stick to your little group. Reach out to other departments and expand circles. You should try to find a common ground. For example, initiate a boundary-spanning project.

- Don't forget to reward yourself: keep track of your major accomplishments and celebrate them

- If you lack control over you job, gain more trust by getting external validation. If you win a prize for something, an award or any kind of recognition from a professional association or organization it is likely to be noted by your boss.

- Don't try to do everything yourself, prioritize and learn to delegate duties. Don't allow job spill over into your non-working hours.

- Set goals. Goal setting — and the feeling that you are attaining those goals — is essential to job satisfaction. Work burnout often makes people feel unmotivated — without a sense of achievement and purpose.

- Look to the future. The main problem for many people who suffer from work burnout is that they believe they are stuck in a dead-end job. Before brushing off your resume, look at your present employer. Are you interested in moving to another department? Perhaps an entirely different field? It is easier to move from accounting to marketing at a present employer with an immediate need than it is to find a job at a new firm *in a new field* without any experience. If your boss is fine but your current responsibilities are unsatisfying, speak to your boss about taking on more or different responsibilities. Chances are that your superior will be impressed by your willingness to learn the skills required to advance your career.

- Treat symptoms early. When you're familiar with the symptoms, the secret to combating future burnout is simple: treat symptoms before they escalate. If you find yourself getting disheartened about your job, set a new goal for yourself or take on extra responsibilities. If you start thinking that your job is unimportant, review how you personally contributed to a certain project. If you're feeling tired or stressed, restart your exercise routine and get enough rest.

Most of all recognize that work is only one part of your life that involves family, leisure and other interests too. Try to think positively and address problems as they come up.