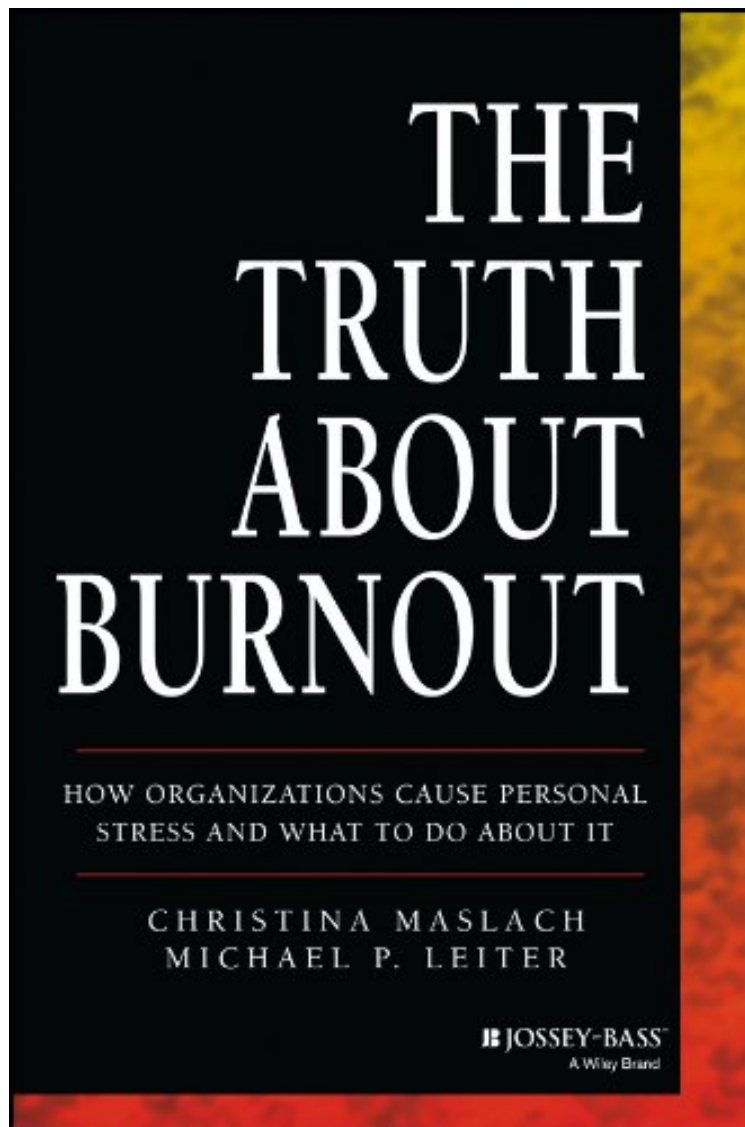


(Mobile book) The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It

The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It

Christina Maslach, Michael P. Leiter

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Christina Maslach, Michael P. Leiter : The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It:

13 of 14 people found the following review helpful. One of the Best Books on a Pervasive Problem By Dr. Richard G. Petty Christina Maslach is well-known in psychology as the person who has championed the problem of burnout over

more than two decades. For quite a time she was something of a lone voice. Burnout is a prolonged response to chronic physical, emotional and interpersonal stressors at work, leading to exhaustion, cynicism and inefficacy. In a memorable term the authors describe it as erosion of the soul. Burnout has to be seen in the larger organizational context of people's relationship with their work: it's usually the job and the organization rather than the individual, although there are clearly differences in individuals' resilience to burnout. There are many symptoms of burnout, including trouble sleeping, constantly worrying, feeling unappreciated or "used" at work and feeling less effective or competent. Many people find that they easily becoming angry or irritated and altogether too many start drinking or abusing other substances. Burnout is immensely costly, not just for individuals, but also for organizations. I agree with another reviewer who lamented the paucity of data on just how costly burnout is to a company's bottom line. But judging by the number of corporations now asking experts to go in and help them deal with the burnout problem, I think that the message is getting through. This is an excellent overview of the problem nearly ten years ago. If anything, the situation is becoming worse, and Maslach, and now an expanding band of other psychologists has continued to do empirical research on the problem, and have been coming up with ever more sophisticated solutions. But even with the passage of time, this book remains highly recommended. 4 of 5 people found the following review helpful. A REAL CURE FOR A MODERN DAY PSYCHOLOGICAL EPIDEMIC By Joe Santana In the Truth About Burnout Drs. Maslach and Leiter propose the first real cure for burnout and the key to releasing peak potential in the workforce. Much of the past advice on the topic of burnout focuses on how to help people cope with burnout. These techniques are useful and come in handy, but unfortunately they do not position or fortify people to reach higher levels of performance. Simply treating the symptoms of burnout is like giving someone a medicine that provides temporary relief from external signs that they have a cold. After the medication wears off, they still have a virus raging through their body that's slowing them down. Likewise the "virus" that causes burnout is disengagement with work and no matter what temporary relief solution we provide to ease the pain, in the form of workshops on how to cope and "employee assistance programs" at the end of the day the "virus of disengagement" is still alive and well and impairing performance. This book is for anyone manager or individual contributor who has decided to stop coping and "sugar-coating" and instead seek a real and practical solution to burnout. I highly recommend it. Joe Santana, Co-author Manage IT 0 of 0 people found the following review helpful. Five Stars By cathy mwaniki provides great insights to understanding burnout and its management

Today's workforce is experiencing job burnout in epidemic proportions. Workers at all levels, both white- and blue-collar, feel stressed out, insecure, misunderstood, undervalued, and alienated at their workplace. This original and important book debunks the common myth that when workers suffer job burnout they are solely responsible for their fatigue, anger, and don't give a damn attitude. The book clearly shows where the accountability often belongs. . . squarely on the shoulders of the organization.

From Library Journal This collaboration by Maslach (Career Burnout, Free Pr., 1989), creator of the eponymous Maslach Burnout Inventory, and Leiter, a psychologist and educator, has a telling subtitle. To wit: the organization shoulders the responsibility for the individual's inability to subsist and thrive in the workplace. Although readers might challenge this premise, the authors do a credible job of examining the dichotomy between the individual and the organizational value system. They cite six reasons for burnout?work overload, powerlessness, insufficient reward, system unfairness, breakdown of community, and value systems in conflict?and recommend a process-oriented engagement to advance both the individual and the organization. Similar approaches can be found in W. Edwards Demings's well-known "Fourteen Points" and Stephen R. Covey's books (e.g., First Things First, LJ 4/1/94). Recommended for business collections.?Steven Silkunas, DCO SEPTA/Frontier, Conshohocken, Pa. Copyright 1997 Reed Business Information, Inc. "As the original researcher who first identified and described burnout, Dr. Maslach now digs to the roots of alienation and loss of community in many large organizations." (T. George Harris, editor, Spirituality Health) "Full of important lessons for those who experience burnout and those who are in positions to prevent it from occurring...it's a road map to the design of workplaces that will restore the vitality and the promise of fulfilling work." (Wayne Cascio, professor of management, College of Business and Administration, University of Colorado at Denver) "The proposed solutions reach well beyond simple-minded, individual stress management to the core challenge of redesigning the work environment." (David S. Sobel, director of patient education and health promotion, Kaiser Permanente Medical Care Program) "A welcome corrective to much of the writing I see on burnout. The authors show convincingly that the causes and solutions?are to be found primarily in the organization, not the individual." (Cary Cherniss, professor of applied psychology, Rutgers University) "Recommended for business collections." (Steven Silkunas, DCO SEPTA/Frontier, Library Journal) From the Publisher Cary Cherniss, professor of applied psychology, Rutgers University says of The Truth About Burnout, "A welcome corrective to much of the writing I see on burnout. The authors show convincingly that the causes - and solutions - are to be found primarily in the organization, not the individual."