

Burnout - A new fashion?

or: "I want to optimise my work peaks"

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职业倦怠 - 一种新的风潮?

还是: "我想优化我的工作高峰"

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"I want to optimise my work peaks" is how Division Manager (Automotive) Schulze summed it up at the beginning of the coaching process. He would have kept his professional and private life well separated. He would live healthily, which meant: cycling to work, eating healthily, doing sport and making sure that his employees not only agreed on goals but also "inhaled" them.

“我想优化我的工作高峰”是部门经理（汽车）舒尔茨在教练过程开始时总结的。他会把自己的职业生活和私人生活分开。他会健康地生活，这意味着：骑自行车上班，健康饮食，做运动，并确保他的员工不仅认同目标，而且还“吸收”它们。

But I was startled when Mr. Schulze explained his coaching goal in more detail: "You know, the new structure, the cost pressure and of course the financial crisis demand particularly careful and efficient performance at a high level. I have such a demand on my staff, but first and foremost on myself. When I am here in Hamburg during the week, I often work late into the night and want to be efficient in the morning as well as late at night." By this he meant the time at 11 p.m. and later.

但当舒尔茨先生更详细地解释他的教练目标时，我感到震惊：“你知道，新的结构，成本压力，当然还有金融危机，都要求在高水平上特别谨慎和有效的表现。我对我的员工有这样的要求，但首先是对自己。当我在汉堡工作一周时，我经常工作到深夜，并希望在早上和深夜保持高效。他指的是晚上 11 点及以后的时间。

Inner driver: Limitless optimisation i.e. higher, further, faster and always better.

内部驱动因素：无限的优化，即更高，更远，更快，和总是更好。

"I think you need to work less," I said after a short pause, underlining my conviction that I could not help him with this goal of optimising the work peaks. And not to be allowed to help him either. Otherwise I would not only support but even encourage his worrying, extremely stressful work rhythm.

“我认为你需要减少工作，”我在短暂的停顿后说，强调了我的信念，即我无法帮助他实现优化工作高峰的目标，也不被允许帮助他。否则，我不仅会支持，甚至会鼓励他的担忧，以及他压力极大的工作节奏。

I knew that for a brief moment the continuation of the coaching process was on a knife edge. And was visibly relieved at his astonishment that I had even made such a remark.

我知道，在短暂的一瞬间，教练过程的继续是处于刀刃上的。他显然对我居然说出这样的话感到惊讶。

Access to the subject: either you decide for it or against it.

通向主诉：要么你决定支持它，要么反对它。

Division Manager Schulze was considered a top performer in his group. The board's hopes that the new structure could take effect at all rested on him. He himself was prepared to make the almost impossible possible, if he was then given the opportunity for his own development in the now clearly defined tasks. Things turned out differently. Contrary to his promise, he was given even more tasks that he really could no longer manage.

部门经理 Schulze 被认为是他团队中表现最好的人。董事会希望新结构能够生效，而这完全取决于他。他被委任使几乎不可能的事情成为可能，如果到那时他有机会在现有明确界定的任务中发展自己。结果事与愿违。与他的承诺相反，他被赋予了更多他真的无法再管理的任务。

Leadership creates the conditions/structures for burnout. Leadership thereby disregards people and their individuality.

领导力为职业倦怠创造了条件/结构。因此，领导力忽视了人及其个性。

This example is about a very typical situation of leadership, external stress, psychological strain and organisational tension. But it is also about a human fate, as became apparent in the further discussions. A fate that remained hidden for the company, for his colleagues, but also largely for Mr Schulze himself. A fate that, if not counteracted early enough, would have a very lasting effect on the entire company in the medium term.

这个例子是关于领导力，外部压力，心理压力和组织紧张的非常典型的情况。但它也是关于人类的命运，正如在进一步的讨论中所体现的那样。这种命运对公司、对他的同事来说都是隐藏的，更是对 Schulze 本人来说也在很大程度上是隐藏的。这种命运如果不及早抵消，将在中期内对整个公司产生非常持久的影响。

In the company, Mr Schulze would not be seen to be in clear danger of burnout. He does not complain about it and his performance is, as I said, top. He was not given the major responsibility for the new structure without a special reason, in full confidence that it would be successfully implemented. His employees enjoy working for him and only leave his area when they themselves make a career. And then they are very grateful to him.

在公司里，Schulze 先生不会被视为有明显的倦怠危机。他没有抱怨，他的表现也正如我所说，是顶级的。他被给予新结构里的主要责任不是没有特别理由的，他完全相信新结构将得到成功的实施。他的员工享受为他工作，只有当他们自己创业时，他们才会离开他的地区。然后他们非常感激他。

Everything seems to fit. Everything seems to be successful. And is, of course, successful.

一切似乎都很合适。一切似乎都很成功。当然，这是成功的。

Typical pattern: But everything is so suspiciously successful.

典型模式：但一切都成功得如此可疑。

Suspicious because it's a game with fire. A game with fire because someone's health is at stake. But also a game with fire because the company will suffer great financial

damage. It suffers damage above all because it is not sufficiently capable of acting in very tense times if its top performer were to collapse:

可疑，因为这是一个玩火的游戏。玩火的游戏是因为某人的健康正受到威胁。同时它是一场玩火的游戏，也是因为公司将遭受巨大的经济损失。它首先受到损害，因为它表现得最好的人崩溃，它就没有足够的能力在非常紧张的时期采取行动：

The person suffers burnout. The company suffers the economic damage.

遭受很多人崩溃了。该公司遭受了经济损失。

Mr. Schulze's health condition is extremely fragile, as we had to experience once during the coaching process. An emergency operation with a 6-week stay in hospital became necessary, even though in the end the cause of the renewed inflammation could not be diagnosed.

Schulze 先生的健康状况非常脆弱，正如我们在教练过程中不得不经历一次的那样。一个要住院 6 周的紧急手术变得很有必要，即使最终无法诊断出炎症复发的原因。

If time off for illness, then for a really long time.

如果因病休假，那么需要的时间是真的很长。

No one in the company can see the seriousness of his situation and therefore cannot intervene early on. All colleagues would probably be rightly astonished if he collapsed, since they have no functioning sensorium for early signs of a possible burnout, nor do they have corresponding indications from Mr. Schulze himself. Moreover, after a breakdown, he would be missing as a performance-related role model and convincing motivator.

公司里没有人能看到他情况的严重性，因此不能及早干预。如果他晕倒了，所有同事都可能会感到惊讶，因为他/她们没有功能性的感觉器官觉察到倦怠早期可能的迹象，无法预示可能倦怠的早期迹象，也没有 Schulze 本人的相应迹象。此外，在崩溃之后，他将失去与绩效相关的榜样形象和令人信服的激励者形象。

Most of the time, the sensorium of one's own meaningful perception and that of third parties fails.

大多数时候，对自己有意义的认知和第三方感知的感觉系统都丧失了。

In addition, the company would not have a suitable replacement for him, especially since a breakdown in the case of burnout can take a very long time. Given his prominent function, this would have serious personnel and economic consequences. The leadership culture in the department would also suffer, as would the performance of colleagues. All this would have painful effects on the overall performance of the department and the company as a whole, especially on the economic result.

此外，公司不会为他找到合适的替代者，特别是因为在倦怠情况下发生的崩溃可能需要很长时间。鉴于他的突出职能，这将产生严重的人员和经济后果。该部门的领导文化也会受到影响，同事的绩效也会受到影响。所有这些都对部门和整个公司的整体绩效产生痛苦的影响，特别是对经济结果的影响。

Burnout is dangerously contagious, especially among key people and top performers. Burnout thus infects the entire company. Burnout mercilessly reflects the limits of human resilience to the company. And burnout mirrors the limits of the company's own optimisation spiral.

倦怠具有危险的传染性，特别是在关键人物和表现最好的人中。因此，倦怠会感染整个公司。倦怠无情地反映了人类对公司抗逆力的局限性。倦怠反映了公司自身螺旋式优化的局限性。

Burnout infects the entire system.

倦怠会传染给整个系统。

In this respect, burnout is a sign of our times. But burnout is also being instrumentalised as a buzzword and is now being used almost inflationarily. The media report widely on burnout, often just repeating themselves, referring to each other without reporting anything new. They attach the label burnout to many things in order not to deal with it in a differentiated and new way. In medicine, people fight with the conviction that behind the diagnosis there is only the classic depression. In this respect, the old spiral of individual pathologisation and medicalisation is taking hold.

在这方面，倦怠是我们这个时代的标志。但倦怠也被工具化为一个流行语，现在几乎被大量膨胀式地使用。媒体广泛报道倦怠，往往只是重复自己，互相借鉴，而不报道任何新事物。他们将倦怠的标签附加到许多事情上，以免以差异化和新的方式处理它。在医学上，人们与这样的信念作斗争：坚信诊断背后只是典型的抑郁症。在这方面，个人病态化和医学化的旧螺旋正占据上风。

Burnout also opens up the possibility for many people to talk about their state of mind for the first time, to communicate with others and, to a certain extent, to feel that they are worthy of treatment.

倦怠也开辟了许多人谈论自己的心理状态的初次体验，与他人交流的可能性，并在一定程度上感到自己是值得被治疗的。

But burnout also exposes the helplessness and powerlessness within companies to responsibly adjust to the serious consequences of the crisis period. For example, a survey of executives of an international German company revealed that about 2/3 of the executives felt extremely overworked, even to the point of burnout. However, the board and the management development department themselves did not know how to react to this.

但倦怠也暴露了企业内部的无助和无能为力，无法负责任地适应危机时期的严重后果。例如，一项针对一家国际德国公司高管的调查显示，大约 2/3 的高管感到非常过度劳累，甚至到了倦怠的地步。然而，董事会和管理发展部门本身并不知道如何对此做出反应。

The process of combating burnout 'on the job' is a must and requires a clear, emphatic and sustained vote by the management. Anything else is window dressing and patchwork.

打击“在职”倦怠的过程是必须的，需要管理层进行明确，强调和持续的投票。其他任何东西都是在做“橱窗装饰”和“拼凑”。

Fashion or no fashion. The topic is called: "Limits of human resilience". And it refers to people, management and the surrounding system, i.e. the respective company.

What is to be done now? What are the special challenges in dealing with the topic of burnout? There are three fields of treatment:

有风潮或没有风潮。文章主题被称为：“人类抗逆力的极限”。它指的是人员，管理层和周围的系统，即各自的公司。现在要做什么？处理相关倦怠的话题有哪些特殊挑战？

有三个治疗领域：

- In the run-up, I call this the pre-area, a lot is already being done: workshops and information on stress, relaxation, nutrition, sports, etc.
 - An important task for companies is where the interplay of performance requirements, leadership and individual stress develops/can develop into burnout through strain, stress and overload. However, there are very few, if any, publicly communicated concepts/experience in this area.
 - In the area of treatment of burnout, I call this the post area, there are excellent clinic and rehabilitation programmes as well as programmes for reintegration into working life.
 - The real music plays on the job in everyday management. This is where the urgent need for action lies.
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- 在准备阶段，我称之为前期区域，已经做了很多工作：关于压力，放松，营养，运动等的工作坊和信息。
 - 对于公司来说，一项重要的任务是绩效要求，领导力和个人压力的相互作用发展/可能通过内在压力，外部压力和超负荷发展变成倦怠。然而，在这一领域，很少有公开交流的概念/经验。
 - 在治疗倦怠方面，我称之为后领域，有很好的诊所和康复方案以及重新融入工作生活的方案。
 - 真正的“音乐“是在日常管理中”演奏“。这就是迫切需要采取行动的地方。

Leadership is the central space where corporate care can take effect. Care for the health of the employees. Care for the economic success of the company. In order for this to be particularly effective when there is a risk of burnout, central criteria and guidelines must be taken into account (in addition to previous efforts):

领导力是企业关怀可以发挥作用的中心空间。关心员工的健康。关心公司的经济利益成功。为了使这在存在倦怠风险时特别有效，必须考虑中心标准和准则（除了以前的努力）：

- In addition to avoiding and dealing with hazards, it is a matter of developing and using the resources (already present in the employees). This increases people's sense of coherence (Antonovsky 1997). Sense of coherence means personal confidence and the resulting orientation to action in extremely stressful situations. The sense of coherence is formed from three components, each as a (subjective) feeling: firstly, the ability to understand, secondly, the ability to manage, thirdly, the feeling of significance or meaningfulness. (Concept of salutogenesis)

除了避免和处理危险之外，还需要开发和利用资源（已经存在于员工中）。这增加了人们的一致感（Antonovsky 1997）。一致感意味着个人自信以及由此产生的在极度紧张的情况下采取行动的方向。一致感由三个组成部分组成，每个组成部分都是一种（主观的）感觉：第一，理解的能力，第二，管理的能力，第三，有价值的感觉或意义感。（健康本源学的概念）

Leadership must therefore be understandable, encourage people to shape their own lives and create comprehensible meaning.

因此，领导力必须是可理解的，鼓励人们塑造自己的生活并创造可理解的意义。

- Under extreme stress, people are constantly exposed to (unforeseen) disturbances. Mastering these immunises against burnout. Four essential, cross-cultural criteria of resilience are: (Self-) control, determination/predictability of (one's own) actions, affiliation in social community (i.e. being socially integrated) and the aforementioned sense of coherence.
- 在极端压力下，人们经常暴露在（不可预见的）干扰中。掌握这些针对倦怠的免疫系统。抗逆力的四个基本的跨文化标准是：（自我）控制，（自己）行动的确/可预测性，在社会社区中的从属关系（即社会融合）以及上述的一致感。

- Leadership should act as a role model to promote sustainable relationship building.
- Under stress/extreme (external) strain, the individual patterns of action are always (re-)activated in people, which are typical for them, "written on their bodies" (internal strain). They reinforce the experience of the external stress or even produce additional self-made stress. These patterns, and this is particularly important to emphasise, are always expressed under stress at all levels and in all functions of the human being (perception, experience, thinking, behaviour, leadership, physical reaction, etc.). Becoming aware of these patterns also means using them as a resource.
- 领导层应成为促进可持续关系建设的榜样。
- 在压力/极端（外部）压力下，个体行动模式总是在人群中（重新）激活，这对他们来说是典型的“写在他们的身体上”（内部压力）。它们强化了外部压力的体验，甚至产生了额外的自制压力。这些模式，这一点特别需要强调，总是在各层级的压力下，以及在人类的所有功能（感知，经验，思维，行为，领导力，身体反应等）中表现出来。从而逐渐意识到这些模式也意味着将它们用作是一种资源。

Leadership should familiarise itself with these patterns of action (personal stress profiles) together with the employees and make (new behavioural) agreements based on them.

领导层应该与员工一起熟悉这些行动模式（个人压力状况），并在此基础上达成（新的行为）协议。

The whole thing only works, however, if management makes such a process structurally possible in a concrete and comprehensible way and sets a good example. It then proves that it really does invest trust in the employees and their self-regulation.

然而，只有当管理层以具体和可理解的方式使这样的过程在结构上成为可能，并树立一个好榜样时，整个方法才会起作用。然后，事实证明，它确实注入了对员工及其自我调节的信任。