

The  
**MYTH**  
of  
Employee **Burnout**



**Leadership Development  
Program**

**Participant Workbook**



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# Introduction

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This workbook is the companion to “The Myth of Employee Burnout” book, which contains stories and strategies that can help you realize what causes employee burnout, as well as what to do to eliminate it.

The outcome of reading the book is only as strong as your dedication to the principles inside. At the end of most chapters, I have included questions to ask yourself about the topics in that chapter and how they specifically apply to you. Ideally, these questions will serve as a starting point to additional discussions. To get the most out of the book, answering those questions openly and honestly will yield you the best, and most lasting results.

This workbook allows you to document your answers in one place to serve as a reference in the future. It also allows you to personalize the information and resulting action steps to your business and situation

I wish you the absolute best on your journey to eliminate burnout in your organization. Should you need additional assistance or if you have questions along the way, please feel free to contact me at anytime.

Thanks for reading!

**Matt Heller**

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## Participant Worksheet



Lesson 1:  
Understanding Burnout

Reading (to be done prior to your first meeting):  
Forward, Chapter 1 & 2 - pp 11-22

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

What is the “myth” of employee burnout?

How much effort should we expect from our employees?

How could a leaders’ engagement level impact burnout?

How long does it take for burnout to set in?

### Assignment: Start Tracking Engagement

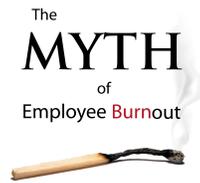
1. On page 5 of the Myth of Employee Burnout Participant Workbook, record your current engagement level. Revisit this at each week, comparing your level of engagement to that of your employees.
2. Read chapter 3, complete page 6 in this workbook.

**My Engagement Level:** Each week, rate your personal engagement level (1 = low, 6 = high.) Compare this to the engagement level of your employees.

	<b>Week 1</b>	<b>Week 2</b>	<b>Week 3</b>	<b>Week 4</b>	<b>Week 5</b>	<b>Week 6</b>	<b>Week 7</b>	<b>Week 8</b>
	<b>Date:</b>							
6								
5								
4								
3								
2								
1								

<b>Document your reasoning for the engagement rating above</b>	
Week 1	
Week 2	
Week 3	
Week 4	
Week 5	
Week 6	
Week 7	
Week 8	

## Participant Worksheet



Lesson 2:  
Finding the Root Cause(s)

Reading:  
Chapter 3 – pp 23-30

**My engagement level this week:** \_\_\_\_\_ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

What is the definition of burnout?

What do fatigue, frustration, and apathy look like In your world? What are your “burnout behaviors?”

What causes stress among your employees?

How do they define overwork?

What is your version of intense activity, and how much is too much?

Assignment: Observe employees

1. Watch for physical signs of fatigue and frustration. Try to identify the things causing prolonged stress. Define intense activity in your department. Think about ways to minimize those factors in your area.
2. Read chapter 4, complete page 7 in the Myth of Employee Burnout Participant Workbook.

## Participant Worksheet



Lesson 3:

A Look In The Mirror

Reading:

Chapter 4 – pp 31-35

**My engagement level this week:** \_\_\_\_\_ (1-6; plot this value on the chart on page 5.)

Based on the reading for this lesson, answer the questions below and be ready to discuss in class.

Who has the single greatest influence on the environment your employees occupy while at work?

Why do we think that other (outside) influences play a greater role in employee burnout than we do?

What are you doing that would cause prolonged stress, overwork and intense activity among your employees?

How could you change the way you influence your staff to eliminate some of the stress, overwork and intense activity?

Assignment: Take note of things you might be doing to cause burnout

1. Inventory your actions and interactions with employees. How many of those actions could, if repeated, cause an employee to lose motivation? Examine what you can do differently.
2. Read the Recruiting, Hiring and Training portions of chapter 5 (pp 36-54), complete page 8 of the Myth of Employee Burnout Participant Workbook.

## About Matt Heller

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Matt Heller has spent almost 30 years in the amusement/theme park industry. Starting as a ride operator at Canobie Lake Park just out of high school, Matt has enjoyed a robust career around the industry with leadership positions at Canobie, Knott's Camp Snoopy, Valleyfair and Smiles Entertainment Center. Pulling from his previous leadership experience, in 2003 Matt joined Universal Orlando Resort as the Senior Trainer of Leadership Development. Matt has also served on the IAAPA Education Committee, and as the Chair of the IAAPA Human Resources Committee from 2009-2012.



In 2011, Matt reduced his role at Universal to pursue additional independent training and consulting opportunities. He created Performance Optimist Consulting, and now helps leaders across the world make sure they are getting the most out of themselves and their teams. He does this through one-on-one coaching, interactive keynotes and customized training sessions.

As a trainer and facilitator, Matt has developed a proven track record for being able to relate to any audience and give them solid tools they can use immediately. His engaging presentations not only captivate the learner's attention, but also encourage them to get involved and participate.

In 2013, Matt released his first book, *The Myth of Employee Burnout*. In it, he describes his quest to find out why employees start off strong but eventually lose motivation. The book includes strategies for leaders to keep employees engaged and motivated throughout the entire "employee lifecycle".

In 2014, Matt partnered with fellow facilitator and theme park fan Scott Brown to create LESSONS IN FUN. This immersive business building workshop helps leaders identify and adapt best practices to help improve their leadership ability and business performance.



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