My burnout map

Explore workload, control, reward, community, fairness and values. These are six areas of working life that may contribute to burnout, not six symptoms. This original exercise is research-informed, not a diagnostic assessment.

Every question is optional. Low on energy? Circle one factor and go straight to the plan on page 2. Keep your completed copy private.

What has changed in my energy, connection to work or daily life?

1. Workload - What work asks of you

What regularly exceeds the time or energy I have? What gets sacrificed to keep up?

Circle: Working reasonably well / Some strain / Major strain / Unsure or not applicable

2. Control - The say you have

Where am I responsible for an outcome without enough say in how it happens?

Circle: Working reasonably well / Some strain / Major strain / Unsure or not applicable

3. Reward - What your effort receives

What effort goes unrecognised? What kind of acknowledgement or return would matter to me?

Circle: Working reasonably well / Some strain / Major strain / Unsure or not applicable

4. Community - Who you work alongside

Who can I turn to when work is difficult? Which interactions leave me unsupported or on guard?

Circle: Working reasonably well / Some strain / Major strain / Unsure or not applicable

5. Fairness - How decisions are made

Where do expectations feel inconsistent? What would a fairer process look like?

Circle: Working reasonably well / Some strain / Major strain / Unsure or not applicable

6. Values - What you can stand behind

When does my work conflict with what I believe matters? What would help me work with more integrity?

Circle: Working reasonably well / Some strain / Major strain / Unsure or not applicable

MY NEXT STEPS

What needs to change?

Choose one or two areas to focus on. The next step can be asking for support. You do not need to solve everything yourself.

The factor or factors I want to focus on

Whose involvement is needed?

Circle: I can influence it / Needs agreement or support / Needs organisational change / I do not feel safe raising this

If raising it feels unsafe, consider confidential advice first. Check confidentiality arrangements before sharing.

One thing that needs to change

My next step

Support I need, and who I could ask

Recovery time or an activity I want to protect

Possibilities: time mentally away from work, relaxation, something absorbing and enjoyable, or more choice over your own time.

What might get in the way, and what help would make it possible?

If the change is unavailable, another option or source of support is

A date to review my plan

At review: what changed in the demands on me, the support available and how I am feeling? This is not a deadline to be recovered.

CONTEXT AND SUPPORT

What this map stands on

WHO describes burnout as an occupational phenomenon linked to chronic workplace stress, involving exhaustion, mental distance or cynicism towards work, and reduced professional efficacy. It is not classified as a medical condition in ICD-11.

Leiter and Maslach's Areas of Worklife framework informs the six factors. The prompts are original, not items from the Areas of Worklife Survey or Maslach Burnout Inventory. There is no total score or severity label.

Recovery research informs the optional activities. Workplace changes may also be needed. Research on organisational interventions suggests possible benefits, but certainty is limited. This worksheet has not been clinically validated or tested as a treatment.

When more support would help

Burnout, depression and anxiety can overlap. Persistent or unexplained fatigue, or symptoms affecting daily life, deserve assessment by a GP or another appropriate health professional. This worksheet cannot identify the cause. If you are in immediate danger, seek urgent local help.

A conversation starter

At the moment, ____. It is affecting ____. Could we agree ____? If that is not possible, what other adjustment could we make? Use this only if a conversation feels appropriate; you decide what to share.

For teams: participation and disclosure should be voluntary. People should keep their own worksheets. Do not use personal answers for performance assessment.

Sources and further reading

World Health Organization. Burn-out an occupational phenomenon: ICD-11.

Leiter, M. P., & Maslach, C. Areas of Worklife: A Structured Approach to Organizational Predictors of Job Burnout.

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. World Psychiatry, 15, 103-111.

Demerouti, E., et al. (2001). The job demands-resources model of burnout. Journal of Applied Psychology, 86, 499-512.

Sonnentag, S., & Fritz, C. (2007). The Recovery Experience Questionnaire. Journal of Occupational Health Psychology, 12, 204-221.

World Health Organization (2022). Guidelines on mental health at work.

Bes, I., et al. (2023). Organizational interventions and occupational burnout: a meta-analysis with focus on exhaustion.

Koutsimani, P., et al. (2019). The Relationship Between Burnout, Depression, and Anxiety: A Systematic Review and Meta-Analysis.

NHS. Tiredness and fatigue: causes and when to seek medical advice.

Ministry of Manpower, Singapore. Tripartite advisory on mental health and well-being at workplaces.

Sources checked 21 October 2026. Educational information, not a substitute for individual care. Full source links and further support are on the worksheet webpage.