Index

Aanandmaya kosh, 211 Abhinivesha (clinging to life or strong desire for life), 164 Absenteeism, 36, 54, 58, 61-62 Acetylcholine, 279 Achievement expectations from the job, 28 - 29seekers, 19 striving, 23 Active coping strategy, 223 Active interest, 306–307 Activity log, 285 Actually received social support, 48 Acute stress disorder (ASD), 55, 86 prevalence of, 93–98 Adaptive coping, 225 ADD/ADHD, 235 Adjustment disorders, 55, 86 prevalence of, 93–98 Adult ego state, 271 Aerobic exercises, 230

Agami (current actions resulting in future karma), 164 Age, and burnout, 18 Ahimsa (nonviolence), 174 Ajna chakra, 187, 188 Altered State theory, 250 Alzheimer's disease, 249 American Psychological Association, 2 Anaerobic exercises, 230 Anahata chakra, 186–187, 188 Anand (bliss), 166 Anger, hostility, and aggressive behavior, 244 Anger management, 283 Annamaya kosh kriyas, 211 Antecedents to work exhaustion, 155, 156 Anxiety, 242 Anxiety disorders, 55, 86 with anxiety, 93–98 with depressed mood, 93–98 Aparigraha (nonpossessiveness), 174 Apathy, 32

Appraisal, 45 Art of Living Foundation (AOL), 206–210 rules for success, 209 Asana (postures), 175, 177, 190, 194-195, 196, 197 Ashtanga Vinyasa Yoga, 191 Ashtanga yoga, 174–177 Asmita (egoism), 163 Assertiveness, 281–282 Asteya (nonstealing), 174 Asthma, 247–248 Atman (soul, self), 165, 215 Attachment cycle, and mental disturbance, 168 Attitudinal reactions, 155, 157 Australia incidence of burnout, 4 Autogenic training, 230–232 Autohypnosis, 251 Autonomically focused techniques, 244 Autonomy, 43–45, 64 Avidya (ignorance), 163, 164 Balance between work, family, and leisure, 313 Balanced thoughts, 255–256 Behavioral effects of burnout, 88-89, 113, 117-119 Bhagvad Gita, 168–173 Bhakti yoga, 169, 179 Bhastrika, 175 Bhramari, 175 Big Five personality factors, 20 Biofeedback, 232–235 -assisted relaxation, 248

Index

372

Blood pressure, lowering, 278 Blue-collar workers, 42 Boredom, 32 Brahma Kumaris World Spiritual University, 220 Brahmacharya (awareness of the highest reality), 174 Brahman (the Supreme Being), 165Brahmananda Saraswati, 205 Brain chemistry, diet influencing, 279-280 Brain energy, 240 Brainstorming, 265 British Academy of Sound Therapy (BAST), 242 Buffering effect, of social support, 49, 51–52, 53 Bureaucracy machine, 41-42professional, 41, 42 Burnout behavioral effects of, 88–89, 113, 117–119 construct and operationalization of, 12 - 13defined, 13-14, 81, 144, 149, 151, 153 dimensions of, 14, 144–145 empirical phase of, 10–11 exploratory phase of, 8–10 historical development of, 7 - 8as human-services construct, 13 - 14

incidence, 4–5 individual factors in, 17-29 magnitude of, 2-4 as multidimensional construct, 13 organizational consequences of, 58–62 organizational factors in, 30 - 54patterns of, 103, 105–106 personal consequences of, 55 - 58phases of, 107 prevalence of, 91–93 prevention of, 88, 124-136 professional consequences of, 58 - 62proneness to, 88, 108-113 stage models of, 150-157 stages of, 107-108 stress and, 106-107 symptoms of, 88, 113, 114, 115 - 116theoretical perspectives, 11 - 12see also individual entries Burnout Measure, 11, 13, 72 Burnout Stress Syndrome, 69 Canada incidence of burnout, 5

Cancer, 248 Cardiovascular problems, 73 Career development stress, 39–40 Career plans, 311–312 Caseworkers, burnout among, 85 Causal attribution, 155, 156 Causal search, 155, 156 Center for Disease Control, 3 Centrality, 34 Chakras, 184, 194–195 ajna, 187, 188 anahata, 186–187, 188 manipura, 186, 188 muladhara, 185-186, 188 sahasrara, 187-188 swadhistana, 186, 188 vishuddha, 187, 188 Changing jobs and roles, 300 Cherniss' transactional process model of burnout, 149 - 150Child ego state, 271–272 Childcare providers, burnout among, 75–76 Chinmaya Mission, 220 Chit (consciousness), 166 Chronic Work Related Stress Evaluation Questionnaire, 69 Classic phobias, 73 Clinical psychology perspective of burnout, 12 Clinicians, burnout among, 85 Cognitive behavior therapy (CBT), 243, 257-258 Cognitive restructuring, 251-256, 257 Colleagues, support from, 292-293, 307-308

Communication, 289–290 humor faciliting, 275 for social support, 289–290 Compassion fatigue, 76, 77 satisfaction, 77 Compassion Satisfaction/ Fatigue test, 77 Competence, 26, 75, 253 Comprehensibility, 27 Conflict, role, 35-36, 85 Conflict management, 281 anger management, 283 assertiveness, 281–282 Confrontation, 34 Conservation of resources (COR) model of burnout, 160 Construct of burnout, 12–13 Contextual processing, 154 Continued learning, 307 Control, 43–45 Coping, 221 adaptive, 225 emotion-focused, 222-223 inadequate capacity, 20, 21 mechanisms to fight distress, interventions to improve, 101, 102 problem-focused, 223 skills, 78 stages of, 221–222 strategies, 223-225 with stress, 77 Indian approaches to, 163 techniques, 261

Counseling, 228 Creativity, 34 Crisis theory, 9 CT, for headaches, 244 Cynicism, 15–16, 18

Dama (control of senses or refraining from bad deeds), 181 Darshan, 173 Decision authority, 44 Decision latitude, 44 Decision-making, 265–266 organizational, 303 Deep Relaxation Technique (DRT), 214 Dehumanization in self-defense, 8 Delegating, 285 Delegation of work, 285 Demographic factors, influence on burnout, 18–19 age and experience, 18 gender, 18 level of education, 19 marital status, 18–19 Depersonalization, 8, 9, 14, 15, 18, 20, 22, 33, 35, 37-38, 44, 144-145, 148 absenteeism and, 61 coaching experience, 82 managers, 70 nonservice occupations, 82 nurses, 78 police, 83

psychiatrists, 76 psychological disorders and, 55 psychologists, 79 reduced organizational commitment and, 61 social support and, 50 teachers, 73 turnover and, 61 Depression, 289 and burnout, 56-57 social support effect on, 49 - 50Desikachar, T.K.V., 189 Despair, 23 Detachment, 8, 144 Developmental process models of burnout, 143-161 Dharana (concentration), 176 Dharma, 165 Dhyana (meditation/ contemplation), 176, 197-212 Diabetes, 248 Diet for stress management, 279 - 281Direct-active coping, 223 Direct-inactive coping, 224 Distress, 1 Distributive justice, 45 Doctors, burnout among, 75 - 80Dukha, 167, 169 Dush karma (bad karma), 169 Dwesha (aversions and dislikes), 164

Economic and Social Council of the United Nations, 206 - 207Education level, and burnout, 19 Effective personal lifestyle, 267 conflict management, 281 anger management, 283 assertiveness, 281–282 diet for effective stress management, 279 food, brain chemistry, and stress, 279-280 humor, at workplace, 275 attracting attention and energizes, 276-277 building relationships, 276 faciliting communication, 275 providing perspective, 276 reducing stress, 276 Johari Window, 267–269 laughter, health benefits of, 277 - 279time management, 283-286 activity log, 285 deciding work priorities, 284 - 285delegating, 285 small-scale planning, 285 transactional analysis, 269 - 274Effective stress management, diet for, 279 Efficacy expectations, 154 Ego states, 270, 271

descriptive model of, 273 Egoism, 164 Electro dermal Response, 234 Electroencephalogram (EEG) feedback, 234, 235 Electromyogram (EMG), 233 Emancipation, 173 Emotional challenge, 47–48, 293 Emotional demands, 25 Emotional development, yoga for, 213 Emotional distress, 55 Emotional exhaustion, 8, 14, 15, 18, 20, 22, 31, 32, 33, 35, 37, 38, 43, 44, 45, 144, 147, 148, 152 absenteeism and, 61 coaching experience, 82 depression and, 57 managers, 69 nonservice occupations, 82 nurses, 78 psychiatrists, 76 psychological disorders and, 55 reduced job performance and, 58 social support and, 50-53 teachers, 73-75 turnover and, 61 Emotional intelligence, 68 Emotional social support, 49 Emotional support, 47, 293 Emotionality, 20 Emotion-focused coping, 222-223

Empirical phase of burnout, 10 - 11Enlightenment, 165 Entrepreneurial burnout, 85 **Episodic Work Related Stress** Evaluation Questionnaire, 69 European Union incidence of burnout, 5 Executive burnout, 68 defined, 158 Indian model of, 157 Executive neurosis, 39 Exercise therapy group, 229 Exercising, 229-230 Exhaustion, 15 antecedents to work, 155, 156 emotional. See Emotional exhaustion mental, 72, 152 physical, 72, 151 Experience, and burnout, 18 Exploratory phase of burnout, 8 - 10Expressive Relaxation Training, 243 Eysenck Personality Questionnaire, 56 Fairness, and burnout, 53–54 Fatigue, compassion, 76 Feedback, 306, 309 Feeling personality types, 25 Fibromyalgia, 247

Food, brain chemistry, and stress, 279–280

376

Frustration and aggression theory, 9 Galvanic Skin Response, 234 Gamma-interferon, 277 Gastrointestinal problems, 73 Gender and burnout, 18 differences in work stress, 67 Gender differences, social support, 291 General Health Questionnaire, 55,79 Generalized anxiety symptoms, 243 Generalized resistance resources (GRRs), 287 Goenka, S.N., 199 Golembiewski model of burnout, 146–147 Group Dynamics Laboratory, 268 Guided imagery/visualization, 236 - 237Gunas, 170–173 Gyan (knowledge/wisdom) yoga, 180 Hardiness, and burnout, 21 Hatha yoga, 177, 178,

Hatha yoga, 177, 178, 188–194 Headaches, 244–245 Health benefits of laughter, 277–279 Helping relationship, 34 Helsinki Heart Study, 58 High blood pressure, 235 Historical development of burnout, 7-8 HIV Progressive Muscle Relaxation (PMR), 248 - 249Hopelessness, 23 Human-services construct, burnout as, 13–14 Humor, at workplace, 275 attracting attention and energizes, 276-277 building relationships, 276 faciliting communication, 275 providing perspective, 276 reducing stress, 276 Hypertension and cardiac conditions, 235 and heart disease, 246-247 lowering, 278 Hypnosis, 249–251 Hypnotherapy, 249-250

Ida (left sympathetic chain of spinal cord), 185 Impatience, 23 Inactive coping strategy, 223 Incentive theory, 9 Incidence of burnout, 4–5 Incontinence, 235 Indian model of executive burnout, 157 Indian spirituality, 241 Indirect-active coping, 224 Indirect-inactive coping, 224 Individual factors in burnout, 17–29

demographic factors, 18–19 perceived gender equity, 29 personal job expectations, 28 - 29personality characteristics, 19 - 28preventing burnout, 311 actively perusing professional development, 312-313 developing early career insights, 311-312 greater organizational negotiation skills, 312 need for achievement, 313 striking a balance between work, family, and leisure, 313 Industrial-organizational psychology perspective of burnout, 12 Inefficacy, 15, 16 "I"ness. See egoism Infinite being, 165 Influence, 34 Informational social support, 49 Insomnia, 245 Instant Relaxation Technique (IRT), 214 Instrumental social support, 49 Integration, 34 Intellectual development, yoga for, 213 Internal purification (antah-karana-suddhi), 217

International Association for Human Values, 209 International sports performers, burnout among, 83 Inter-role conflict, 36 Inter-role distance, 68 Inter-role distance, 38 Inter-role linkage, 34 Inter-sender conflict, 36 Intra-sender conflict, 36 Irritability, 23–24 Irritable bowel syndrome, 247 Ishvara pranidhana (dedication/ devotion to creative force/supreme), 174 Iyengar, B.K.S., 189 Iyengar Yoga, 191

Jacobson's progressive muscle relaxation (JPMR), 228 Jacobson's Progressive Relaxation Technique, 227 Jnana yoga, 169 Jnani (a self-realized person), 197 Job burnout, 15–16 dissatisfaction, 36, 37, 38 insecurity, 39 performance, 38 personal expectations from, 28 - 29reduced performance, 58-59 satisfaction, 65, 66 strain, and psychiatric morbidity, 56

Job burnout, prevention from, 297 Job demand-resource (JD-R) model of burnout, 161 Johari Window, 267–269 Jurists, burnout among, 85 Justice distributive, 45 procedural, 45 Karma (action/deeds), 163, 166, 169, 173 defined, 215 dush karma (bad karma), 169 Karma yoga, 169, 180 for attitude change in stress management, 218-220 stress-free work life with, 215 - 220Karoshi, 34 Kewali, 175 Kleshas, 163, 164, 167–168, 169, 196 Kundalini yoga, 181–184 evolution of, 180–183 stress management through, 183 - 184Learned helplessness, 9, 46 Leiter's revised process model of burnout, 146 Leiter–Maslach process model of burnout, 145Life cycle of individuals, 167

Life Positions, 271 Life script, 271 Life Status Review Questionnaire, 77 Lifestyle changes, and burnout, 103, 104 Lighting, and stress, 31 Limiting hours of stressful work, 298-299 Listening, 47 active, 292 Locus of control and burnout, 21-22, 24 inventory, 70 Locus of Control Questionnaire, 77 Low self-esteem, 20, 26-27, 74 Machine bureaucracy, 41 Magnitude of burnout, 2–4 Maharishi, 205 Mahesh Yogi, 205 Manageability, 27 Management development, 304 Management training, providing, 304 Managers perception of stress, 5-7stress and burnout in, 64–71 Manipura chakra, 186, 188 Manomaya kosh, 211 Mantra, 197 Mantras, chanting or listening to, 241 Marital status, and burnout, 18 - 19

Maslach Burnout Inventory (MBI), 9, 10, 11, 13, 24, 35, 42, 55, 57, 68, 69, 72, 75, 77–79, 82, 143, 146, 158 Maslach Burnout Scale, 56 Maslach model of burnout, 143 - 145Maya (illusion), 166, 178 Meaningful work, finding, 309 - 310Meaningfulness, 27 Meditation, 176, 197-210 insight, 198-204 transcendental, 204–210 Meditative techniques, 226 Meier's model of burnout, 153 - 155Menopausal symptoms, 247 Mental demands, 25 Mental exhaustion, 72, 152 Mental health professionals' perception of executive burnout, 85 behavioral effects of burnout, 113, 117–119 burnout cases, approaching, 122 - 124data analysis, 91–108 frequency of visits, 120–122 methodology, 86–91 prevention of, 124–136 proneness to burnout, 108 - 113responses, 137 suggestions, 138-141

symptoms of burnout, 113, 114, 115-116 MetLife, 3 Migraine headaches, 234–235 Millennium Development Goals, 209 Mind-body connection, 275 Mindfulness -based stress reduction, 200 role in vipassana, 200 MMPI (Minnesota Multiphasic Personality Inventory), 20 Moksha, 163, 167, 174 Momentary concentration (khanika Samadhi), 199 Moore's attributional model of work exhaustion consequences, 155 - 157Motivation conflicting, 20 excessive, 20 Mukti, 163, 215 Muladhara chakra, 185-186, 188 Multidimensional construct, burnout as, 13 Mumukshtva, 181 Murchha, 175 Music therapy, 237–240 Myers Briggs Type Inventory, 24

National Center for Health Statistics, 2

380

National Institute for **Occupational Safety** and Health, 2, 3 Negative emotions, 230 Negative thinking, 236 Negotiation skills, organizational, 312 Neuro feedback, 235 Neuroticism, and burnout, 20-21,73Neurotransmitters, 279 Nirbana (nonattachment), 204 Niyama (observances), 174–175, 177 Noise, and stress, 30 Nonservice occupations, burnout in, 82 Norepinephrine, 279 Nurses, burnout among, 75-80 Occupational stress, 2–3, 64, 66 - 67, 75gender differences in, 67 Occupational Stress Index, 75 Occupational Stress Indicator-2, 66 Occupational stressors, 295 Oneness, 165 Operationalization of burnout, 12 - 13Organizational burnout, 62 Organizational change, 45-46 Organizational climate, 40-43 Organizational commitment reduced, 60-61 and stress, 70, 74

Organizational Commitment Questionnaire, 69 Organizational consequences of stress/burnout, 58 - 62Organizational culture, 40–43 Organizational expectations from the job, 28 Organizational factors, in burnout, 30-54 career development stress, 39 - 40organizational structure, culture, and climate, 40 - 54role efficacy, 34–38 work characteristics, 30-34 Organizational flexibility, increasing, 299-300 Organizational problem-solving and decision-making, 303 **Organizational Role Stress** (ORS) Scale, 22 Organizational structure, 40 - 43Organizations, preventing/ mitigating burnout in, 295 - 298Organizations, preventive measures taken by, 298 agency goals and guiding philosophies, 309 changing jobs and roles, 300

finding greater professional autonomy and support, 310-311 limiting hours of stressful work, 298–299 management development, 304 meaningful work, finding, 309 - 310organizational flexibility, increasing, 299-300 organizational problem-solving and decision-making, 303 staff-client ratios, reducing, 300 - 301staff development, 304-306 supportive work environment, 306–308 time-out, availability of, 301 - 302training, 302-303 working conditions, improving, 308-309 Orientation, 263–264 Outcome expectations, 154 Overload, 31–32 qualitative, 33 quantitative, 33 role, 37

Panic disorder, 242–243 Pareek's Role Efficacy Scale, 35 Parent ego, 271 Passion harmonious, 82 obsessive, 82 Passive relaxation techniques, 236 guided imagery/visualization, 236 - 237music therapy, 237–240 sounds of nature, 241-242 sound therapy, 240–241 Patthana vipassana, 202 Perceived available social support, 48 Perceived gender equality (PGE), 29 Perceived gender equity (PGE), 29 Perfectionism, 252 Performance appraisal, 45 Personal accomplishment, 145 nurses, 79 police, 83 psychologists, 79 reduced, 9, 14, 16, 148 teachers, 73-75 Personal consequences of stress/burnout, 55 physiological disorders, 57 - 58psychological disorders, 55 - 57Personal "crash and burn", 296 Personal effectiveness, 269, 270 Personal expectations from the job, 28–29 Personal growth, 34 Personality characteristics, influence on burnout, 19 - 28competence, 26

comprehensibility, 27 hardiness, 21 locus of control, 21–22 neuroticism, 20–21 psychological type and, 24 - 25resilience, 28 self-efficacy, 25-26 self-esteem, 26-27 Type A behavior pattern, 22 - 24Personality development, yoga for, 212-213 Person-role conflict, 36 Perspective, humor providing, 276 Philosophies, guiding, 309 Phobias, classic, 73 Physical environment, designing, 308-309 Physical exercises, 229–230 Physical exhaustion, 72, 152 Physical intervention to burnout, 103, 104 Physical reality, 293 Physical work environment, 30 - 31Physiological disorders, 57–58 Pines' and Aronson's existential model of burnout, 151 - 153Pingala (right sympathetic chain of spinal cord), 185 Police, burnout among, 82–83 Positive emotions, 274 Positive thinking, 256-257

Posttraumatic stress disorder (PTSD), 55, 86 prevalence of, 93-98 Prakrti (human nature), 170 Pranayama (control of breath), 175, 195-197 kosha, 211 ujjayi, 190 Prarabdha (fructifying), 164 Prasad (offering), 166–167 Pratyahara (withdrawal), 175 - 176Presenteeism, 33 Prevention of burnout, 88, 124-136, 221 Proactivity, 34-35 Probation officers, burnout among, 83 Problem-focused coping, 223 Problem-solving, 262 decision-making, 265–266 generation of alternatives, 265 problem definition and formulation, 264–265 verification, 266 Procedural justice, 45 Professional autonomy and support, finding greater, 310-311 Professional bureaucracy, 41 - 42Professional consequences of stress/burnout, 58 - 62Professional development, 312 - 313

Professional Impact Questionnaire, 84 Progressive Muscle Relaxation (PMR), 244 Progressive relaxation, 227–229 Proneness to burnout, 88, 108 - 113Psychiatrists, burnout among, 76 Psychoacoustics, 239 Psychological contract, 46 Psychological disorders, 55–57 Psychological intervention to burnout, 103, 104 Psychological type, and burnout, 24-25 Psychological well-being, 66 Psychologists, burnout among, 79 Psychology of conflict, 9 Psychoneurosis, 98–100 early intervention in preventing/reducing, 100Psychosis, 98-100 early intervention in preventing/reducing, 100 Psychosomatics, 9 Quick Relaxation Technique (QRT), 214

Raga (cravings, strong likes and attractions), 163, 164 Raja yoga, 181 Rajas, 171 **Rational Emotive Therapy** (RET), 257-260 Rational Restructuring, 257 Rational Therapy, see Rational **Emotive Therapy** (RET) Rational Thinking, 256 Rationality, 165 Reactance and learned helplessness theory, 9 Reality, sharing, 294 Recognition and feedback, 306 Reduced job performance, 58 - 60Reduced organizational commitment, 60–61 Reduced personal accomplishment, 9, 13, 14, 148 Referencing techniques, 259 Reinforcement expectations, 153 Relationships, humor building, 276 Relaxation for body and the mind, 225 autogenic training, 230–232 biofeedback, 232-235 effectiveness in various disorders, 242 Alzheimer's disease, 249 anger, hostility, and aggressive behavior, 244anxiety, 242 asthma, 247–248 cancer, 248

diabetes, 248 fibromyalgia, 247 generalized anxiety symptoms, 243 headaches, 244-245 HIV, 248-249 hypertension and heart disease, 246–247 insomnia, 245 irritable bowel syndrome, 247 menopausal symptoms, 247 panic disorder, 242-243 relaxation therapies with children, 246 seizures, 249 smoking, 245-246 social phobia, 243 substance abuse, 245 test anxiety, 243 physical exercises, 229–230 progressive relaxation, 227 - 229relaxation training, 227 Relaxation training, 246 Rensis Likert's Profile of Organizational Characteristics (POC), 42 Resilience, 28 Resource inadequacy, 68 Reward systems, 45 Role ambiguity, 37–38, 68, 85 centering, 34 conflict, 35–36, 85 defined, 34

efficacy, 34–38 erosion, 68 expectation conflict, 68 linking, 34–35 overload, 38, 68, 85 stagnation, 68 Role ambiguity, 38 Role Efficacy questionnaires, 70 Role Making Behavior, 34 Rotter's Internal-External Scale, 22 Rust out, 32 Sahasrara (cerebral cortex), 184 - 185Sahasrara chakra, 187–188 Sahita Kumbhaka, 175 Salvation, 165 Samadhana, 181 Samadhi (enlightenment), 176 - 177Samskara (cycle of rebirth), 165 Sanchita (accumulated), 164 Sannyasa (the state of renunciation), 217 Santosha (contentment), 174 Sat (existence), 166 Satipatthana vipassana, 202 Sattva, 170, 171 Satya (truthfulness), 174 Satyananda Yoga, 191 Scheduling, 284 Security seekers, 19 Seizures, 249 Self-awareness, 193 Self-awareness, approach to, 267 - 269

Self-disclosure, 290–291 Self-efficacy, 25–27, 46, 75 generalized, 26 professional, 25 specific, 26 Self-esteem, 26–27, 37, 46 low, 20, 26, 74 Self-exploration, 193 Self-hypnosis, 251 Self-inefficacy, 9 Self-introspection, 171 Self-Management of Excessive Stress (SMET), 214 Self-realization, 164, 165, 169, 173, 174, 179, 197 Self-role distance, 38 Self-role distance, 68 Self-transcendence, 193 Sense of coherence (SOC), 27, 57 Sense of humor, 274 Serotonin, 279 Sex offenders, burnout among, 84 Shama (withdrawal of senses), 181 Sharing, 48 Shatsampatti, 180–181 Shaucha (purity of body and mind), 174 Shifts in expectations from the job, 29 Shirom-Melamed Burnout Measure, 13 Shraddha, 181 Sitali, 175 Sivananda Yoga, 191

16 PF (Cattell's 16 Personality Factors Scale), 20 Skill discretion, 44 Small-scale planning, 285 Smoking, 245-246 Social anxiety, 73 Social contacts, 290 Social network, 288 Social phobia, 243 Social psychology perspective of burnout, 12 Social reality, 48 testing and sharing, 293–294 Social support, 46–53, 286 actually received, 48–49 building, 289 communication, 289-290 self-disclosure, 290-291 defined, 46 dimensions of, 288–289 effects on burnout, 48–52 emotional, 49 functions of, 291 active listening, 292 emotional challenge, 293 emotional support, 293 social reality testing and sharing, 293-294 technical appreciation, 292 technical challenge, 292 - 293informational, 49 instrumental, 49 perceived available, 48 roles and functions of, 47 Sound therapy, 240–241 Sounds of nature, 241–242

Spiritual development, yoga for, 213–214 Sports, burnout in, 80-82 Sri Sri Ravi Shankar, 206–210 Staff development, 304-306 Staff-client ratios, reducing, 300 - 301Stage fright, 73 Status congruence, 39 Stimulus-response relationship, 270 Stitha Prajna, 173 Stockholm Female Coronary Risk Study, 57 Stress, 1, 274 and burnout, 106–107 career development, 39-40 coping with, 77, 163 among doctors, 75-80 humor reducing, 276 management through yoga, 173 - 174among managers, 64–71 manager's perception of, 5-6 among nurses, 75-80 occupational, 2–3, 64, 66–67 organizational commitment and, 70, 74 organizational consequences of, 58–62 personal consequences of, 55 - 58professional consequences of, 58 - 62-related disorders, prevalence of, 93–98

and strain, 235 Stress diary, 297 Stress Inoculation Training (SIT), 260 application training, 2621 skills application, 261 therapeutic alliance and conduct psycho-education, 261 Stress management, effective diet for, 279 Stressful Events Questionnaire, 79 Stress-induced problems, 227 Stress-related mood disturbances, 295–296 Strokes, 271 Structural Model of Human Personality, 272 Structural modeling, 11 Students, burnout among, 84 Substance abuse, 245 Sudarshan Kriya, 208 Super-ordination, 34–35 Support system, 287 Supportive work environment, 306 - 308Survival bias, 18 Surya Bhedi, 175 Sushumna (spinal cord), 185 Sustainability, 28 Svadhyaya (selfstudy/reflection of sacred text), 174 Swadhistana chakra, 186, 188 Symptoms of burnout, 88, 113, 114, 115–116

Tamas, 171 Tantra yoga, 181, 184–185 Tapah (austerity/training senses), 174 Teachers, burnout among, 71 - 75Technical appreciation, 47, 292 Technical challenge, 47, 292-293 Technical support, 292 Tedium Measure, 10 Temperature Feedback, 234 Tennis coaches, burnout among, 84 Test anxiety, 243 Test-Operate-Test-Exit (TOTE) unit, 266 Therapeutic humor, 275 Thinking personality types, 25 Time management, 283-286 activity log, 285 deciding work priorities, 284 - 285delegating, 285 small-scale planning, 285 Time pressure, and burnout, 33 - 34Time-out, availability of, 301 - 302Training programs, 302–303 Transactional analysis, 269–274 Transactional process model of burnout, 149–150 Transcendental meditation (TM), 205–210 Trauma, and burnout, 76-77 Turnover, 61–62

behavior, 58 intentions, 58 Type A behavior pattern, and burnout, 22-24 Type B personality, 24 Ujjayi pranayama, 190 Unconscious Occult reservoir theory, 250 United Kingdom incidence of burnout, 4 United Nations Millennium Campaign (UNMC), 209United States incidence of burnout, 4 Unmet expectations from the job, 29 Upanishads (ancient Indian literature), 184 Uparati, 181 U.S. Bureau of Labor Statistics, U.S. Department of Labor, 2 Vairagya, 181 Van Dierendonck-Schaufeli-Buunk model of burnout, 148 - 149Veninga and Spradley's stage model of burnout, 150 - 151Vijanamaya kosh, 211 Viniyoga, 189 Vipassana (insight meditation), 198 - 205

benefits of, 202-205 mindfulness, role of, 200 requirements for practice, 201 - 202Vishuddha chakra, 187, 188 Visualization, 236–237 Viveka, 181 Vivekanand Kendra, 220 Warley's Burnout Inventory, 70 Well-being, psychological, 66 Western approaches, 221 cognitive restructuring, 251 - 256effectiveness of relaxation Alzheimer's disease, 249 anger, hostility, and aggressive behavior, 244 anxiety, 242 asthma, 247-248 cancer, 248 diabetes, 248 fibromyalgia, 247 generalized anxiety symptoms, 243 headaches, 244–245 HIV, 248-249 hypertension and heart disease, 246-247 insomnia, 245 irritable bowel syndrome, 247 menopausal symptoms, 247 panic disorder, 242–243 relaxation therapies with children, 246

seizures, 249 smoking, 245-246 social phobia, 243 substance abuse, 245 test anxiety, 243 hypnosis and autohypnosis, 249 - 251passive relaxation, 236 guided imagery or visualization, 236–237 music therapy, 237–240 sounds of nature, 241–242 sound therapy, 240–241 positive thinking, 256–257 problem-solving, 262 decision-making, 265–266 generation of alternatives, 265 problem definition and formulation, 264–265 verification, 266 Rational Emotive Therapy (RET), 257–260 relaxation for body and the mind, 225 autogenic training, 230 - 232biofeedback, 232-235 physical exercises, 229-230 progressive relaxation, 227 - 229relaxation training, 227 Stress Inoculation Training (SIT), 260–262 White-collar workers, 42 Women physicians, burnout among, 80

Work characteristics, influence on burnout, 30–34 Work environment, supportive, 306 - 308Work hours, and burnout, 33 - 34Work Locus of Control Scale, 66 Work priorities, deciding, 284 - 285Workaholism Questionnaire Coping Checklist, 69 Working conditions, improving, 308–309 Workload, and burnout, 31–33 Workplace, humor at see humor, at workplace Work-related stress, reducing, 275 Work-related Stress Inventory, 77 Working conditions, improving, 308–309 Yama (codes of restraint/selfregulations), 174, 177 Yoga ashtanga, 174–175

Bhakti, 169, 180 for emotional development, 213 gyan, 180-181 hatha, 177, 178, 188-194 for intellectual development, 213 jnana, 169 karma, 169, 179–180, 215 - 220kundalini, 181–184 as lifestyle for stress/ burnout management, 210 - 215for personality development, 212 - 213physiological dimensions of, 210 - 211raja, 181 for spiritual development, 213 - 214stress management through, 173 - 174tantra, 181, 184–185

Zung Self-Rating Depression Scale, 56

390 Index