

***This is a draft version of the workbook
and is subject to further change.
Please do not circulate beyond your
team.***



Compassionate Employers

CHAPTER 4- Worksheet: individual reflection

Created by Madeleine Smith, Healthcare Wellbeing Manager. Supported by
Melanie Taylor, Lucy Carpenter and Maaïke Vandeweghe.

Draft issued 8th July 2026

Worksheet: individual reflection

Discussing managerial burnout with our manager or HR team: discussion guide

These conversations can feel daunting and remember you do not need to share more than you are comfortable with¹.

However, when everyone is working together and are open to different perspectives and solutions, you can find ways of better supporting your wellbeing.

This conversation guide aims to support you when having conversations with your manager or HR team about the risks of burnout you may be experiencing. By making notes ahead of time, you can feel prepared in the conversation.

Important note!

Individual reflection guidance

- You do not need to answer any questions that feel too personal, unsafe or difficult.
- Pause at any point.
- If this content brings up distress, speak to someone you trust and access your organisation's support routes, such as your manager, supervision, occupational health, Employee Assistance Programme, HR, GP or urgent support if needed.

Be kind to yourself. These questions can feel challenging so take your time and take breaks as needed.

Topic areas for this worksheet have been adapted from Mental Health UK¹, Maslach², and Müller and Kubátová³

1.About you

- **Confidentiality:** at the start of the discussion make expectations around confidentiality clear.
- **Impact:** what is the impact that the current situation is having on you and the risk/experience of burnout?
- **Contributing factors:** what personal and professional factors are contributing to how you are feeling (e.g. financial worries, bereavement, mental health, physical health)? How are they impacting you and your work?
- **Further guidance:** what further personal guidance would you find helpful to support the contributing factors? E.g. medical advice, financial advice, mental health support.

While you may not feel comfortable to share specific details, context can help your manager in understanding the impact on your personal and professional life and understand where they can take action.



Individual reflection: Make a note on each point, to help you stay on track in the conversation. This can include any questions you may want to ask

-
-
-
-

2. Role ambiguity

- **Job description:** Review your job description. Often our work changes over time without it changing our role formally.
- **Clarity:** are you clear what management specific tasks are expected? Do these need to be clarified with HR?
- **Specific tasks:** What specific tasks do you have and what are the challenges you are encountering?
- **Potential solutions:** Do you have any ideas as to how your workload can be reprioritised?

Speaking about your specific workload with your manager or HR can help them to problem-solve areas or support you in reprioritising tasks.

Individual reflection: Make a note on each point, to help you stay on track in the conversation. This can include a list of your tasks and the challenges you are experiencing.

-
-
-
-

3. Job demands

- **Role conflict:** Are you regularly experiencing tasks that contradict each other? Are there challenges in effective communication between key stakeholders? How could they be resolved?
- **Time and capacity:** Are demands exceeding your and your team's time and resources? What examples are there?
- **Wider picture:** Do you have a full understanding of your workplace's wider picture? Can you ask your manager/senior leadership for clarity on this and where your work fits?
- **Fairness, rights and policies:** Are you being treated fairly in the work you are expected to carry out? Are you familiar with your organisational policies e.g. Inclusion and Diversity, Complaints Procedures, Sickness Absence? Do you know where these are located?

If we feel like our workload is out of control it can feel frustrating and overwhelming - we are at 'work overload'¹⁸.

Further, if you feel you are not being treated fairly, it is important you fully understand your rights. Your HR team can help you in understanding your organisation's policies.

Individual reflection: Make a note on each point, to help you stay on track in the conversation. This can include a list of your tasks and the challenges you are experiencing.

-
-
-
-

4. Work-life balance and support

- **Balance:** What is making balancing work life and home life challenging? Are there organisational factors? How can your organisation support you?
- **Rights and policies:** Are you currently experiencing external factors which are impacting your work life balance? Are you aware of your organisational policies e.g. Carers policy, Bereavement policy, Miscarriage and fertility policy, Sickness Absence? Are there any adjustments that you would find helpful?
- **One-to-one support:** Do you have regular check-ins with your manager/managerial peers? Can you ask for this? Can what you discuss in this meeting be reviewed at a later date? What/ if any wellbeing support might you find helpful e.g. Employee Assistance Programme?
- **Peer support Team support:** Do you have access to management supervision/group reflection? Do you have access to management training? How can you be supported in prioritising accessing that support?

By having these conversations, there may be further wellbeing support such as an Employee Assistance Programme could access.

Individual reflection: Is there any specific support that you would find helpful?

-
-
-
-

References

1. Mental Health UK. *Downloadable resources: Conversation guide- talking to your manager about burnout*. [online] Mental Health UK. Available at: <https://mentalhealth-uk.org/help-and-information/downloadable-resources/>
2. Maslach C. A multidimensional theory of burnout. *In*: Cooper CL. Theories of organizational stress. Oxford: Oxford University Press; 1998.
3. Müller M, Jaroslava Kubátová. A systematic review of managerial burnout and personal crisis: Navigating the interplay of individual, organizational, and environmental factors. *German J Human Resource Management. Zeitschrift für Personalforschung*. 2025; 40(1):15-55.