

Fight burnout by treating these symptoms

You can't lead a team very effectively if you're burnt out. The symptoms aren't always obvious, but if you pay attention to your feelings and behavior, you'll be able to treat the problem before it gets out of control. Here's what to look for, and what to do:

- **Fatigue/exhaustion.** If you find yourself often feeling worn out and tired, take a look at how much rest and exercise you're getting. Be sure to schedule enough time in your day to take care of yourself physically
- **Emotional exhaustion.** If you notice that you don't have the enthusiasm or drive that you once had, or that you don't even have the energy to get angry when it's appropriate, you probably need to take some kind of break to replenish your emotional reserves. If you can't take a lengthy vacation, try spending some time away from work doing things that are meaningful to you—listening to music, being outdoors, visiting an art museum.

- **Isolation from other people.** Do you find that you're not paying attention to the accomplishments of those around you, especially people who expect you to provide advice and leadership? Make a point of looking for their positive achievements and praising them for their contributions to the organization.
- **Feelings of being unappreciated.** When your own efforts aren't recognized or appreciated, your personal morale will suffer. Look for ways to share news of your contributions with people who ought to know
- **Obsession.** If you find yourself becoming too focused on a single project or area of your work, force yourself to take a break and do something different to restore your balance.

—Adapted from "The secret to motivating yourself and others," by Susan Rempel, on the WCS Web site