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Annex 1: The 12 phases of Burn-out.

1. The compulsion to prove oneself.

Often found at the beginning is excessive ambition. The desire to prove oneself in the working place turns into compulsion.

2. Working harder.

People establish high personal expectations because they have to prove themselves to others or try to fit in an organization that does not suit them. To meet these expectations, they tend to focus solely on work, while taking on more work than they otherwise would.

3. Neglecting their needs.

Since they must devote everything to work, they now have no time and energy for anything else. Friends and family, eating and sleeping start to be seen as unnecessary or unimportant, because they reduce the time and energy that can be spent on work.

4. Displacement of conflicts.

They become aware that what they are doing is not right, but they are unable to see the source of the problem. This may lead to crisis in themselves and become threatening. The first physical symptoms appear.

5. Revision of values.

While talking into a state of denial of basic physical needs, perceptions and value systems change. Work consumes all energy, leaving none for friends and hobbies. The job is the new value system and people start to become emotionally blunt.

6. Denial of emerging problems.

People may become intolerant and dislike being social. They may be seen as aggressive and sarcastic. Problems may be blamed on time pressure and all the work that they have to do.

7. Withdrawal.

Minimal social contacts turn into isolation. Alcohol or drugs may be used as a release from obsessive working by the book. These people have often feelings of being without hope or direction.

8. Obvious behavioral changes.

Co-workers, family, friends and others in their immediate social circles cannot overlook the behavioral changes in these people.

9. De-personalization.

It is possible that they no longer see themselves or others as valuable. Their view of life narrows to only seeing the moment and life turns to a series of mechanical functions.

10. Inner emptiness.

They feel empty inside and may exaggerate activities such as over-eating or sex to overcome these feelings.

11. Depression.

Burn-out may include depression. In that case, the person is exhausted, hopeless, indifferent and believes that life has no meaning.

12. Burn-out syndrome.

They collapse physically and emotionally and need immediate medical assistance. In extreme cases suicide may occur, with it being viewed as an escape from their situation.