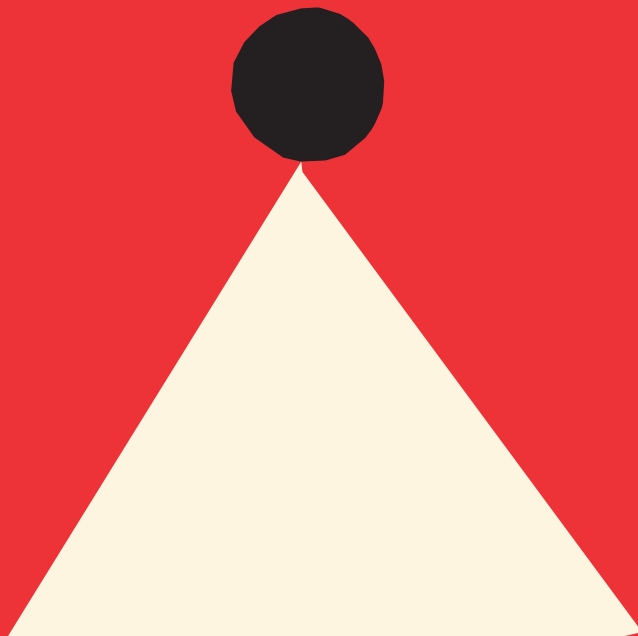


BURNOUT
IN POLAND, CROATIA
AND SLOVENIA
DESK RESEARCH 2019/2020



**DESK RESEARCH SUMMARY
ON BURNOUT IN POLAND,
CROATIA AND SLOVENIA**

2019/20

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Burnout Aid

an Erasmus + project

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Culture Shock Foundation, Poland

Common Zone, Croatia

City of Women, Slovenia

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In 2019 Burnout Aid project was initiated via Erasmus+ Programme by three non-governmental organizations: Culture Shock Foundation from Poland, Common Zone from Croatia, and City of Women from Slovenia. The aim is to explore the specificity of burnout phenomenon in non-governmental organizations in our countries in order to deliver online support to counteract and prevent it from developing. Desk research has been the first stage of the project. In each of the three countries we looked for data on burnout, so that we could analyze:

- / *the current state of research on burnout*
- / *the presence of burnout-related issues in public discourse*
- / *occupational/activist burnout in the third sector*

The summary is based on national desk research summaries and refers to sources available at the turn of year 2019 and 2020.



***INTRODUCTION TO
THE TOPIC OF BURNOUT***

The term „burnout“ was first introduced by the American psychologist Herbert J. Freudenberger in 1974. He studied burnout among alternative institutions staff and wrote: “The dictionary defines the verb »burn-out« as »to fail, wear out, or become exhausted by making excessive demands on energy, strength or resources«. And that is exactly what happens when a staff member in an alternative institution burns out for whatever reasons and becomes inoperative to all intents and purposes.” (Freudenberger 1974). He also enumerated signs of burnout: physical (feeling of exhaustion and fatigue, being unable to overcome a lingering cold, suffering from frequent headaches and gastrointestinal disturbances, sleeplessness and shortness of breath) and behavioral (instantaneous anger, irritation and frustration responses, finding it difficult to hold in feelings, suspicious attitude, risk-taking behavior due to overconfidence, excessive use of tranquilizers and barbiturates, rigid, stubborn and inflexible attitude towards others, totally negative attitude that gets verbalized, look and action that seem depressed, spending more and more time at work, while being less and less effective).

Since 1970, over 5,500 studies and books have been devoted to burnout (Falba 2015).

One of the pioneers of research on burnout is the American social psychologist, Christina Maslach. According to her original definition of burnout, it is a phenomenon of emotional exhaustion, depersonalization and reduced sense of personal accomplishment that can affect people working with other people in a certain way (Maslach 1981). Later on, she modified the concept and finally the three-dimensional definition of burnout has consisted of: exhaustion, cynicism and inefficacy. In 1981 Christina Maslach with Susan E. Jackson created the Maslach Burnout Inventory (BMI). Originally, the test was dedicated to social workers, doctors, rescuers, and nurses. In the following years, Maslach modified the inventory to include teachers, and then all professional environments (modified MBI from 1996).

Alternatively to Maslach’s multidimensional model of burnout, Ayala M. Pines, a clinical and social psychologist, created a one-dimensional concept of

the phenomenon based on exhaustion. Pines presented a different, existential concept of burnout as a state of physical, emotional and mental exhaustion caused by long-term involvement in situations that are emotionally burdensome. An alternative inventory of burnout has been adequately prepared (The Burnout Measure, BM; Pines and Aronson 1988, with later modifications).

According to the concept of the American psychologist Cary Cherniss, it is the lack of balance between employee's resources and the employer's requirements that triggers the mechanism responsible for the occurrence of burnout, as it leads to low self-efficacy belief and a sense of losing control in the relation between personal ideals and real conditions and requirements of the professional environment. While Pines views this experience in terms of losing the meaning of life (which was sought through work), Cherniss sees it in the context of learned helplessness (Błaszczak, Rowicka 2019).



Maslach

/ exhaustion
/ cynicism
/ inefficacy



Pines

exhaustion:
/ psysical
/ mental
/ emotional



Cherniss

/ learned helplessness

1. The burnout concepts (own elaboration)

Polish researcher Stanisława Tucholska classified the symptoms of burnout on three different levels: individual, interpersonal, and professional/organizational. On each level, symptoms can be observed in the affective, cognitive, behavioral and motivational areas, and on the individual level also in the somatic sphere. Examples of frequently indicated symptoms include: physical and emotional exhaustion, anxiety, low mood and lower self-esteem, insomnia, headache, irritation, cynicism, indifference, decreased initiative, and worsening of social relations.

According to Croatian psychologist Dean Ajduković, there are two groups of sources of occupational stress and burnout among people working in helping professions: internal and external (Ajduković 1996; in Ajduković, Ajduković 1996). Internal sources include in particular: unrealistic professional expectations, too strong identification with people who need help, the need for constant and full control over the situation, a sense of professional incompetence or irrational thinking. External sources can be related to working conditions (e.g. inadequate workspace or lack of privacy), work organization (e.g. lack of clear action plans, unspecified organizational structure and professional roles), relationships with other people in the organization (e.g. lack of formal professional system support, rigid and authoritarian management) or specific features of work in the helping professions (e.g. a large number of people who need help, a large number of problems that have not been satisfactorily solved).

In ICD-11, the latest revision of the International Classification of Diseases created by the World Health Organization (WHO), burnout is classified under „Problems Associated with Employment or Unemployment” in the section „Factors Influencing Health Status or Contact with Health Services” as an „occupational phenomenon”. This section is devoted to reasons other than recognized diseases or health conditions for which people seek contact with the health services. According to ICD-11: „Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: 1. feelings of energy depletion or exhaustion; 2. increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and 3. reduced professional efficacy.

Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life." **ICD-11 which includes such definition of burnout will come into force on 01/01/2022.**

Burnout is not recognized as a distinct disorder in the current revision (2013) of the Diagnostic and Statistical Manual of Mental Disorders (DSM-5) of the American Psychiatric Association (APA).



***THE CURRENT STATE OF
RESEARCH ON BURNOUT IN
POLAND, CROATIA
AND SLOVENIA***

Comparing the history of burnout research in the three countries, it can be noticed that inspiration always came from abroad, and the topic occurred a little earlier in Polish public discourse than in Slovenia and Croatia. In Croatia – due to historical and political conditions – burnout first concerned a specific group: professionals helping exiles and refugees during the Croatian War of Independence, but **in general the most studied professional groups in each of these countries are the ones which Maslach found to be the most vulnerable to burnout (teachers, medical staff, social workers)**. The range of researched professions in each of the three countries is now constantly expanding. Interestingly, nationwide surveys regarding burnout are only carried out in Slovenia. The number of available sources also varies – a definite quantitative advantage of Polish data over Slovenian or Croatian, which can be partly explained by the different sizes of our societies, as well as the size of scientific communities.

		
Poland	Croatia	Slovenia
/ teachers / health sector / others: social workers, policemen, managers etc.	/ helping professionals / teachers / social workers / health sector / others: bank employees	/ teachers / military sector / health sector / all professions (national survey)

4 Most studied professions regarding burnout (own elaboration)

The subject of burnout was initiated in Poland in the late 1980s. The pioneer of burnout research was Helena Sęk, a professor of psychology who in 1996-2011 edited the successive reissues of the collective work on burnout, and is the initiator of research on teachers' burnout. **Teachers are the longest studied professional group in terms of burnout in Poland.** Stanisława Tuchol-

ska conducted burnout studies of teachers (2003, 2009) in various types of educational institutions (kindergarten, primary school, high school, special school). The second most researched group are medical professionals – primarily nurses and doctors. The number of Polish studies on these professions is systematically growing (the bibliographic summary for the topic „burnout of nurses“ prepared in 2016 contains 158 items). Other professional groups were also studied: social workers, policemen, emergency services employees, managers and others. In the research by Teresa Chirkowska-Smolak (2009) the sample consisted of administrative and office employees, salesmen, freelancers, builders, gastronomy employees, manual workers, IT specialists, teachers. Usually though, burnout research studies include representatives of one type of profession or industry. There is practically no nationwide scientific research carried out on a representative sample of Poles, therefore knowledge about the scale of the phenomenon comes either from commercial omnibus studies, or is an estimate based on the results of other nationwide surveys, European or foreign research data.

In Croatia the problem of burnout first appeared in the context of the Croatian War of Independence (1991-1995), due to the fact that many helping professionals (doctors, psychologists, social workers, teachers, nurses) were involved in working with refugees and exiles. Consequences of the war regarding mental health, psychological dimensions of exile and determinants of psychosocial adjustment in exile were intensively explored (Ajduković 1993). Those times proved that helpers, people who work or volunteer with people in crisis are particularly at risk of burnout. Professionals created a training program „Help and Self-Help for the Protection of the Mental Health of Helpers“ and also a book with materials from the program (Ajduković, Ajduković 1996). More recently, research on burnout in Croatia has been conducted in different, non-war context, taking into account various, but still mostly helping professions. Searching through the central Croatian portal of scientific and professional journals „Hrčak“, about 50 articles on burnout can be found. Research mostly investigated burnout prevalence on a sample of workers representing different professions and different burnout predictors such as socio-demographic characteristics, job satisfaction, social support and other. Domović, Martinko

and Jurčec (2010), Frančešević and Sindik (2014), Slišković, Burić and Knežević (2016) conducted research on burnout among teachers. Družić Ljubotina and Friščić (2014) studied social workers. Velimirović, Vranko, Ferić and Jendričko (2017) explored burnout among professionals working in a psychiatric hospital, and Ožvačić Adžić and her team (2013) – among family physicians in Croatia. Some research on non-helping professions was also conducted, e.g. research on bank employees (Horvat, Tomašević, Leutar 2016).

According to a review of Slovenian empirical research contributions (Sedlar, Novak and Šprah 2010), the majority of Slovenian research has been carried out on a sample of the education staff, while other studies have been carried out in the military and health sectors. Košir, Licardo, Tement and Habe (2014) studied teachers working with students with special needs. There are few studies conducted on representative samples of the general population in Slovenia. **The first large survey, conducted in 2007 (1480 participants) revealed that only 40% of Slovenian showed no signs of burnout, 30% showed signs of exhaustion, 22% of being trapped, and 8% of them were burned out.** Between 2013 and 2015 the survey was repeated (3394 participants) and there were no significant differences compared to the survey from 2007. Pšeničny (2009) reports that the differences were apparent in relation to the employment status – managers showed more advanced stages of burnout. The highest levels of burnout were found among female leaders and independent contractors. Burnout poses the greatest threat to managers, high school and university students, natural scientists and technical specialists, medical doctors, architects, computer science specialists and employees in service occupation (commerce, catering).



***THE PRESENCE OF
BURNOUT-RELATED
ISSUES IN PUBLIC
DISCOURSE IN POLAND,
CROATIA AND SLOVENIA***

Comparing the presence of burnout in public discourse in these three countries, it seems that ***the interest in the topic has gone beyond all expectations in Slovenia, while in Croatia and Poland its popularity in mass media is steadily growing, but not yet achieving the same level.*** The common feature in the burnout narrative in the three countries is a reference to personal burnout experiences, although the accents are variously distributed – in Croatia we mainly encounter testimonials of businesswomen, in Poland – accounts of business people of different gender, in Slovenia – confessions of celebrities who have become self-proclaimed specialists in burnout. However diverse the Polish discourse on burnout is, considering the wealth of sources and the variety and forms, as well as the quality of available materials, it was only in Croatia, where burnout was expressed artistically (through theatrical performance), and only in Slovenia, where, despite widespread awareness of the subject, burnout becomes an upper middle class experience. ***Each of the three countries faces a growing problem concerning the reliability of experts and data sources, and limited access to free support.***



Poland

- / professional (therapists, psychologists, coaches, trainers, business advisors)
- / business (team management, HR)
- / personal development (stress, work-life balance, mindfulness)
- / sharing experience



Croatia

- / media
- / mental health professionals, psychiatrists, psychologists
- / artistic field
- / stress at work
- / sharing experience



Slovenia

- / media
- / word of the year in 2019
- / best-selling books
- / experience of rich people

There has been a real „explosion“ of the burnout topic in Poland in recent years. In the Polish National Library catalogue there are 242 books or articles with words „job burnout“ in the title and 2316 items with these words in the topic. ***When entering “job burnout” in Polish in the Google search engine, 175 000 results come up (January 2020).*** Starting with the academic community, the subject of burnout has begun to gradually penetrate professional environments and common knowledge, and now functions on its own or alongside such topics as: stress, work-life balance, slow life, mindfulness, and also: team management, human resources in an organization, team building and personal development. You can read about burnout on the websites of therapists, psychologists, coaches, trainers, business advisors. Articles on burnout appear on the websites of institutions or companies offering business services, e.g. training, paid self-development materials. Burnout issues are increasingly appearing not only in written materials, but also as podcasts or lectures available on Youtube. When entering in the Youtube search engine the words „job burnout“ in Polish, several dozen movies and videos appear – there are short (up to several minutes) messages, longer interviews (several minutes to half hour) and lectures or webinars (one or one and a half hours). The range and quality of widely available burnout materials varies. In many sources – including scientific ones – the same basic information is repeated: definition of the phenomenon, symptoms and stages. Available materials rarely offer a possibility to self-evaluate for burnout or contain reliable preventive solutions, although there are exceptions: few high-quality articles, guidebooks or video lectures available for free online. Articles in the media often present testimonies of people of different gender who have experienced burnout. They are mostly former corporation employees, who at one point said „Enough!“. Sometimes they also describe their experience of mobbing and talk about subsequent decisions, such as changing or quitting a job, taking a break to travel or working in another country or profession. In general, they are not representatives of “typical” burnout-prone professions (teachers, nurses, doctors, social workers, etc.), but businessmen or creative sector employees.

In Croatia burnout is occasionally mentioned in the media, mostly by providing its definition and describing most common symptoms and offering

some self-help suggestions. At times, articles in popular media use information given by mental health professionals, psychiatrists or psychologists. Sources say that there is a higher risk of developing burnout among specific groups, for example millennial women, who are exposed to much higher expectations, compared to their mothers' generation and feel pressure to always know, learn and work more. **An example of an artistic form of tackling the topic is a Croatian forum theatre show „Superwoman!“ that explores burnout experienced by women overwhelmed by both their professional work and their housework, who are exposed to more pressure of daily obligations.** Entrepreneurs and corporate employees share their experience of burnout in the media, talking about the symptoms they had, how they personally realized they were in the process of burning out, how they felt and what helped them. Interestingly, these testimonies are all by women. Public health system doesn't offer much information about the phenomenon, nor does it provide specifics on prevention or treatment programs, but there are some posts and publications of Croatian Institute of Public Health and Croatian Health Insurance Fund about stress at work in general. There is no support provided by public institutions regarding the possibilities or means of getting help (i.e. sick leaves due to burnout, or services of professionals who specialize in burnout treatment). When searching for workshops or lectures on burnout, occasional events, such as an international workshop for health professionals or a lecture about preventing burnout among students, can be found. Paid workshops and seminars on the phenomenon are also offered.

In Slovenia, the presence of burnout in the public discourse has increased significantly in the past few years. **On the list of 100 best-selling books in Slovenia in 2019, these about burnout ranked 1st and 3rd.** The best-selling book of the year became, in just 2 months, a book „Kako izgoreti ... in vzeti življenje v svoje roke“ (“How to burnout... and take your life in your hands”). The author Aljoša Bagola, one of the most recognized and most frequently awarded Slovenian advertising creative directors, tells his story of burnout. The 3rd best-seller of the year 2019 was a book by Tina Bončina, entitled „Izgorelost: si upate živeti drugače?“ (“Burnout: do you dare to live differently?”) In this handbook, the author, a doctor and a psychotherapist, advises and answers questions related

to burnout. Almost every day we can trace a new article, column, blog entry or a discussion in the media or among influencers on social networks about the burnout syndrome, its symptoms, causes, consequences, providing advice on how to fight or prevent it. A column by Miha Mazzini, a writer, film director and anthropologist, published in January 2020 on the Siol portal, immediately became the most clicked article, reaching over 2750 shares in only five days. The reflection of the current state of burnout in Slovenia was well summarized by Mazzini in the introduction to the column: "Burnout is the word of last year (2019). Just look at the covers of magazines, courses and workshop offers, bestselling books, television and radio shows, and you will understand that we can no longer manage this. People are exhausted. We need help, and we also receive it massively (although it is not effective)." In the beginning of 2020, however, in the public sphere, especially on social networks, it started to be emphasized that, when discussing burnout, there is too much talk only about the wealthy, whereas the stories of those who burned out when struggling for basic survival are missing.



**OCCUPATIONAL/ACTIVIST
BURNOUT IN THE THIRD SECTOR
IN POLAND,
CROATIA AND SLOVENIA**

Burnout in non-governmental sector has not been seen as a priority, despite, or maybe because of, the difficult situation the NGOs face in each of the three countries – the main problems include: insufficient funding (in Slovenia 92% of NGOs do not have any full-time employees under job contracts), unfavorable social and political surroundings (populist right wing governments) and discrimination or lack of support for minority groups (LGBT+ people, refugees). ***In the three countries, the specific ethos of social and activist work makes burnout invisible or seen as an inevitable element of such work.*** However, something is gradually changing. In Poland, the non-governmental communities have started the debate on burnout – activists admit that they have suffered from the syndrome, and the talk gets louder on undesirable practices in the NGOs. Research on the condition of the Polish third sector has been conducted for years, but it was not until the beginning of 2020 that the first nationwide study focused on burnout and mental crisis in the NGO sector was carried out. In Croatia, burnout was part of other studies on gender equality. In Slovenia, no burnout studies for the sector have been conducted so far. The only available data is from analyzing the situation of volunteers and professionals providing support to refugees.



Poland

- / „coming-out” discourse of activists
- / new initiatives: discussions, support groups
- / 1st research on burnout in NGOs in 2020
- / in the past: general research on NGOs, only leaders’ perspective



Croatia

- / research on gender equality in NGOs
- / financial problems, work overload, lack of employees in NGOs
- / workshops on burnout



Slovenia

- / voluntary work in NGOs
- / financial problems, work overload, lack of employees in NGOs
- / no data on burnout in NGOs
- / research on volunteers and professionals working with refugees

6. Burnout in NGOs (own elaboration)

Over the past year in Poland, on ngo.pl website, which is the basic source of information for Polish NGOs, there have been several articles and interviews about burnout, including “activist burnout” (Paluszek 2019, Grigoryan 2019, Trawińska 2019, Charycka 2019, Grzymała-Moszczyńska, Górską, Besta, Jaśko 2019). What is new is the “coming out” narrative of activists, emerging support and networking groups, the raising of awareness and publicizing the problem of activist burnout. A social activist, trainer, researcher and consultant Natalia Sarata (Sarata 2019) created the „RegenerAkcja (RegenerAction)” initiative and runs support and development groups for „tired” activists. The ngo.pl portal together with „RegenerAkcja” encouraged others to speak on this topic – so far, several articles by people associated with the third sector have been published in the series „Exhausted activists, tired activists, in other words: about burnout”. An interview with psychologist Monika Winek about burnout typical for helpers who work in the third sector has been recently published (Łojkowska 2019). The Klon-Jawor Association has been conducting a cyclical nationwide survey „Condition of the third sector”, concerning problems Polish NGOs are facing. The problem of „burnout of leaders” affected 31% of NGOs in 2010, 30% in 2012, 36% in 2015, and 47% in 2018. It is more often

experienced in associations than foundations, in organizations with longer experience (especially over 10 years) compared to younger (up to 5 years), applies not only to organizations from large cities, but also from smaller villages (Charycka 2019). No other data could be found on burnout in Polish NGOs until the beginning of 2020 when the Ombudsman office, SWPS University and Stabilo Foundation conducted an online survey „Challenges and threats to work in NGOs and informal social movements” (918 participants, 75% from NGO, 25% from informal social movements). The results show (Cypryńska-Nezlek 2020) that stress is a common problem (43% participants felt very or extremely stressed), as is physical exhaustion (experienced often or very often over the last 7 weeks by 46% of the respondents, of which 8% felt it almost every day). **About 38% participants from NGOs and informal groups felt burned out often or very often, of which 9% each day.** The level of burnout is strongly related to the level of stress and pressure at work (45-49% of the respondents feel the pressure to work more) and a sense of inefficiency, especially when dealing with the system, administration, social inactivity (39% feel as if „they were banging their heads against the wall”). Burnout is positively correlated with the level of hostility at work and the level of intimidation. The highest level of hostility is felt from strangers, public administration and politicians. The high level of perceived media ostracism is a big problem (36% of the respondents from informal movements and 22% from NGOs experience acts of aversion often or almost every day). Only 16% were in any way trained or informed on how to deal with various potential threats related to their activities, such as hate, violence, emotional problems. Only 7% confirmed that “the organization has any assistance procedures developed for people who experience violence or are in a mental crisis”. Only 20% know who to turn to in an organization if they experience violence or a mental crisis related to work.

In 2014, a research was done by five NGOs from five Croatian cities about gender equality in the evaluation of work and work satisfaction in civil society organizations (Juretić, Jakovčić and LORI 2014). Results showed that 56% of the employees participating in the study experienced burnout once or several times in the previous five years. Results also showed that a lack of financial support is a big problem for NGOs, as it leads to a lack of employees and work

overload. Despite those problems, 59% of respondents were satisfied with their job. This circumstance may be caused by the fact that most of them are motivated by different intrinsic reasons (e.g. achieving social change, creating a better future or helping others). In Croatian NGOs there are no systematic and continuous prevention and treatment programs for burnout, although the awareness of the problem is growing. Workshops on activist burnout were held by a LGBTQ+ initiative on Faculty of Humanities and Social Sciences AUT of the University of Zagreb, workshops about burnout among translators were organized by Zagreb Association of the Deaf and Hard of Hearing, and there were workshops held by Association MI from Split. However, the number of these events is almost negligible. A good example of an organization introducing burnout prevention means is „The Brave Phone”. ***The main problem with how the NGO sector and other sectors deal with burnout in Croatia is that the potential countermeasures usually end on the level of raising awareness about the problem with no implemented solutions nor continuous prevention and treatment interventions following.*** Additionally, it is worrisome that in the NGO sector there is an impression that burnout is something necessary or even desirable, as if one does not work or care enough if they are not burned out.

In Slovenia, almost all work in non-governmental organizations is carried out voluntarily. This fact is supported by the statistics collected at CNVOS (Institute Center for Information, Cooperation and Development of Non-Governmental Organizations 2020), which show that as many as 92.07% of NGO organizations in 2017 had no employees under full time employment contract. Most full time working staff in NGOs are engaged through precarious forms of employment (project based temporary contracts) or are self-employed. The performance of the employees and volunteers in NGOs is usually not focused on making a profit and providing them social security, but is based on values and passion for their work. Consequently, volunteers are all the more committed to work and thus in higher risk of burnout. Nevertheless, ***there has been no research on burnout in the non-governmental sector in Slovenia so far.*** Despite the small sample size and the use of a non-standardized questionnaire, the results of a master’s thesis by Velišček (2017) can be mentioned, in which the author researched whether there are any differences in the level of emo-

tional overload between professionals and volunteers providing psychosocial assistance to refugees. Velišček predicted that professionals will show more signs of emotional exhaustion than volunteering psychosocial assistants, but the results showed no statistically significant difference. The author attributed the reason for this result to the assumption that professionals have more knowledge and more competences at coping with stress. Consequently, emotional exhaustion and other emotional signs of burnout do not occur more frequently among the professionals. The author also believes that professionals within the organizations receive more support from colleagues and other organized activities that reduce stress (interviews, regular meetings, supervision) than volunteers. Professionals are also less emotionally/personally involved in their work than volunteers, which prevents them from developing emotional exhaustion.

CONCLUSIONS

CONCLUSIONS

Burnout research has been conducted in Poland, Croatia and Slovenia for at least 30 years now. Most of it focuses on psychological and individual aspects and there are not many studies that describe how organizational culture affects burnout and how burnout affects the organizations (not only the individuals working there). Despite a rather long tradition of research, it has only been in the last few years, that we could observe an emerging interest in burnout in the third sector. During this time we have seen a greater general presence of the topic of burnout in the media. We encounter examples of preventive or remedial actions, however their scale is very limited and mostly it is paid support. Again, these types of programs are not usually targeted to NGOs. There are usually no external (systemic) nor internal standards of operating in the organizations, regarding preventing or dealing with the syndrome and other negative phenomena, such as mental problems or conflicts in the team. ***Slowly but steadily though, burnout in NGOs ceases to be a taboo - first research studies are being conducted, support groups are being created, but this is still the beginning of the raising awareness process.***

The Burnout Aid project is an attempt to fill this gap. Desk Research was its first stage, the next one is a qualitative study on burnout in NGOs. We then want to use the gathered knowledge to create a web application, where tools will be available to help identify burnout symptoms and offer solutions (e.g. workshop scenarios for NGOs) for individuals (leaders, employees and volunteers), as well as the organizations - for NGOs.

More information: burnout-aid.eu

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