THOMAS WALKER CONSULTING

BURNOUT · RESOURCE MATRIX

Burnout: Organisational and Personal Resources

How organisational and personal resources may shape self-regulation and burnout risk.

Job demands → **Job strain** → **Burnout**

One possible pathway under sustained excessive demands. Demand intensity, duration and recovery also matter.

ORGANISATIONAL RESOURCES

HIGH

Strong workplace resources; explore additional support

Good organisational resources are in place. Explore what further support, recovery opportunities or development would help people use them well.

Strong resources at both levels

Leadership and HR support, combined with personal resources, may support adaptive self-regulation (e.g., job crafting, recovery) and reduce risk — depending on demands and exposure.

Limited resources: priority for action

Limited organisational support and few available personal resources. A signal to strengthen both, starting with work conditions.

Reliance on personal resources

People rely heavily on their own resources because organisational support is lacking. Over time, sustained strain may make this harder to maintain.

LOW

LOW — PERSONAL RESOURCES — HIGH

Organisational actions first: review workload, staffing, control, role clarity and support before relying on individual coaching or training. *A conceptual discussion tool — not a validated burnout risk assessment.*

Informed by Job Demands–Resources theory: Bakker & Demerouti (2017), *Journal of Occupational Health Psychology*, 22(3); Bakker & de Vries (2021), *Anxiety, Stress, & Coping*, 34(1). TWC evidence-informed educational resource · Reviewed October 2026.