THOMAS WALKER CONSULTING

BURNOUT · PSYCHOSOCIAL DRIVERS

What Burnout Looks Like

Burnout is associated with chronic workplace stress. Prevention requires attention to work conditions, resources and support.

HOW BURNOUT SHOWS UP

- **Exhaustion or energy depletion**
- **Increased distance from work or cynicism**
- **Reduced professional efficacy**

WHO classifies burnout as an occupational phenomenon, not a medical condition.

WHAT CAN DRIVE BURNOUT

High workload

Staff shortages and competing demands can contribute to fatigue, work–life conflict and disengagement.

Poor culture

Unrealistic expectations and a lack of recognition can erode trust and psychological safety.

Low job control

Limited input into tasks or processes may reduce motivation and autonomy.

Low social support

Limited access to supportive colleagues, supervision and manager support can leave people isolated.

Moral distress

Distress when people are constrained from acting in line with their professional or ethical values.

Peer networks and leader training are possible supports — alongside, not instead of, improving work conditions.

Australian snapshot

In Beyond Blue's June 2025 community poll, around **one in four full-time employee respondents** reported feeling burnt out often or always in the previous 12 months.

Act on work conditions: review workload, staffing, job control and access to support.

Source: Beyond Blue (2025), community poll of 1,000 people. Self-reported experiences; not a diagnostic assessment.

World Health Organization (2019), Burn-out an "occupational phenomenon": International Classification of Diseases. Maslach & Leiter (2016), *World Psychiatry*, 15(2). TWC evidence-informed educational resource · Reviewed October 2026.