



Burnout Early Warning Checklist

HOW TO USE THIS WORKSHEET

Burnout is not tiredness. It develops in stages - and the earlier you catch it, the easier it is to address. Use this as a regular checklist with your team, especially after peak periods.

Stage 1: Exhaustion – depleted energy and resources

	WHAT YOU MIGHT OBSERVE IN A TEAM MEMBER	ARE YOU SEEING THIS?
Running on empty	Says they're tired constantly, even after days off. Slower to respond, slower to start.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Increased sick days or lateness	Pattern of calling in sick around busy periods, or arriving late without explanation.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Withdrawn from the team	Stops joining the conversation before service, goes quiet in briefings.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Physical complaints	Headaches, getting sick frequently, mentions of not sleeping well.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Stage 2: Cynicism – the warning sign most leaders miss

	WHAT YOU MIGHT OBSERVE IN A TEAM MEMBER	ARE YOU SEEING THIS?
Talking about the work with contempt	“What’s the point.” “Customers are the worst.” Language that didn’t used to be there.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Emotional detachment	Going through the motions. Present physically, absent emotionally. Flat affect.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Stops caring about quality	Someone who used to care deeply about standards no longer flags problems or pushes back.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Negative about the team or business	Persistent low-level complaints about management, rosters, or colleagues. This is different from venting.	<input type="checkbox"/> Yes <input type="checkbox"/> No



Stage 3: Reduced efficacy - the hardest stage to recover from

	WHAT YOU MIGHT OBSERVE IN A TEAM MEMBER	ARE YOU SEEING THIS?
"I'm not good at this anymore"	Loses confidence in tasks they've done well for years. Seeks excessive reassurance.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Avoids responsibility	Stops putting their hand up, defers decisions they used to make easily.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Disengaged from their own development	No interest in taking on new things, being mentored, or growing in the role.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Talks about leaving – or just disappears	Either voices wanting out, or becomes unreliable without explanation.	<input type="checkbox"/> Yes <input type="checkbox"/> No

What to do based on what you see

IF YOU'RE SEEING STAGE 1	IF YOU'RE SEEING STAGE 2	IF YOU'RE SEEING STAGE 3
<ul style="list-style-type: none"> • Have a brief, direct one-on-one. • Ask how they're actually going. • Look at their roster load. • Build in recovery before it deepens. 	<ul style="list-style-type: none"> • Don't label it or ignore it. • Have a private conversation: "I've noticed a change - I want to check in, not judge." • Listen first. 	<ul style="list-style-type: none"> • This needs more than a check-in. • Reduce load immediately, refer to EAP or a GP. • Ask: what is it about the way we work that got us here?

