



# **Development of the program for the prevention of professional burnout of employees using the methods of cognitive-behavioral short-term psychotherapy and cognitive-behavioral coaching**

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# Importance and implementation

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1) crisis: decrease of profit

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2) organizational changes lead to the organizational stress

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3) competition requires more efforts from employees

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Consequence: burnout among employees is one of the most frequent requests from organizations

# Burnout syndrome

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- Burnout is a mechanism of psychological defense developed by a person in the form of complete or partial exclusion of emotions in response to psychotraumatic influences (Boyko, 1999).

There is a connection between the stages of the stress reaction and the manifestation of emotional burnout:

- 1) tension phase corresponds to such symptoms as "experiencing traumatic circumstances", "dissatisfaction with oneself", "trapped in a cage", "anxiety and depression".
- 2) the phase of resistance (resistance): symptoms of "inadequate selective emotional response", "emotional and moral disorientation", "expansion of the sphere of saving emotions", "reduction of professional duties" appear.
- 3) phase of exhaustion: burnout becomes a constant "companion" of a person, the general tone and energy decrease, apathy arises, there is no resource to perform one's duties. This phase includes such symptoms of "emotional deficit", "emotional detachment", "personal detachment or depersonalization", "psychosomatic and psychovegetative disorders".

# Using CBT and CBC to prevent burnout

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1) evidence-based approach

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2) focuses on the believes and interpretations

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3) CBC is more suitable for the organizational context than CBT as it focuses on goals and decision making rather than problems

# Method

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**Purpose:** development and testing of a program for the prevention of professional burnout of employees using the methods of cognitive-behavioral short-term psychotherapy and coaching.

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**Sample.** A total of 138 people participated in the study, which were employees of a medical organization.

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**Burnout measurement:** methodology for diagnosing the level of professional burnout (K. Maslach and S. Jackson, adapted in Russian by N.E. Vodopyanova; Vodopyanova, 2009)

# Experiment design

**Formative experiment design** in evidence-based methodology included 4 stages:

- Stage 1: assessment of professional burnout using the Vodopyanova methodology. After that, 20 people with a high level of burnout were selected.
- Stage 2. Development of a burnout prevention program based on the results obtained, selection of methods for the program.
- Stage 3. These people were divided into control and experimental groups of 10 people each. The experimental group underwent a burnout prevention program, while the control group did not.
- Stage 4. At the end of the program (after 2 weeks), the level of professional burnout was measured again using the same methodology.

# Results

**Table 1. The results of assessing the level of professional burnout of employees before the prevention program**

Scale	Scale values (mean for the entire sample)	Evaluation of the result in accordance with the standards of the methodology
Psycho-emotional exhaustion	18	Average
Depersonalization	16	Extremely High
Reduction of professional achievements	24	High

# Targets in CBT/CBC program



awareness of  
employees' values,



professional  
identity and



professional  
achievements and  
their interpretation

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# Program development

- All the program: 4 group coaching sessions, 4 hours each once a week
- Structure:

Stage	Goal	Techniques
1	To study of destructive (maladaptive) beliefs of employees regarding their professional activities./ Strengthening professional identity and recognition of their professional achievements	ABC technique, Socratic dialogue.
2	To study of the level of optimism and pessimism and the training of an optimistic explanatory style/ employees learned to interpret various events more optimistically in professional life, including professional failures.	retribution, decatastrophization.
3	reduction of anxiety symptoms	REO, “stress inoculation”, emotion management, and progressive muscle relaxation
4	switching the focus of attention from thinking (automatic thoughts) to perceiving reality as it is/ the exercises of the previous days were repeated, the final sharing was carried out, and homework was given	Mindfulness techniques

# Evaluation of the program effectiveness

- **Table 2. Assessment of the level of professional burnout in the control and experimental groups after participating in the program.**

Scale	Overall (average program)	results before	Control group second test (mean)	Experimental group second test (mean)	Interpretation
Psycho-emotional exhaustion	18		19	14	Low
Depersonalization	16		16	8*	Average
Reduction of professional achievements	24		20	39*	Low **

\*\*p≤0,01

\*\*According to the third scale “reduction of professional achievements”, the higher the scale values, the lower the level of professional burnout is.



# Conclusions

The professional burnout prevention program using the methods of short-term cognitive-behavioral therapy and cognitive-behavioral coaching has shown its effectiveness and can be recommended for implementation in organizations.

However, since the program was tested in only one medical organization, it may need to be modified in another organization depending on the initial level of professional burnout and the specifics of the employees' performance.

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THANK YOU FOR  
YOUR ATTENTION

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