

DECIDE UPON YOUR TRUE DREAMS AND GOALS

Cool Ideas Cut Burnout

2 How to bust burnout: Celebrate goals you reached. Then focus on your potential.

■ **Punch back.** Stop complaining about how overwhelmed you are or how bad things have been, says leadership coach Roxi Hewertson. "Burnout behaviors look a lot like victim behaviors," the New York state-based CEO of Highland Consulting Group told IBJ. "The best and fastest way to move from victim to victor is to take control."

How? "We have far more control over our lives than we think we do," Hewertson said. "We control our attitude, behaviors, choices, what we say and do and who we say it to."

■ **Look.** "We've all bounced back from tough things in our lives, so we know how to do it," Hewertson said. "The problem is, we forget our wins when we are burned out."

■ **List.** In their book "The Artist's Way at Work," Mark Bryan, Julia Cameron and Catherine Allen suggest burned-out workers jot down 50 things they are personally proud of. Why? This "positive inventory" blows away the doldrums. It's a clear reminder that success often happens in fits and starts. So be patient and have hope.

"Creative droughts often precede creative breakthroughs," the authors wrote.

Said Hewertson, "You've solved many, many problems before and will do so again."

■ **Lighten up.** Try writing down three things in your life right now that could be perceived as hilarious or infuriating, suggest Bryan, Cameron and Allen.

Then choose to laugh. Laughter is like Teflon. It coats and protects you from getting burned out. Lamenting, on the other hand, corrodes. It makes the finish line seem farther away and less fun. "We have a choice about how we experience life," they wrote.

■ **Get off your rear.** Set a goal to participate in a fun run or charity walk. It can transform your workplace by changing you.

At Tel Aviv University in Israel, organizational behavior researcher Sharon Toker found that cubicle dwellers who worked out for four hours each week had far more energy around the office and didn't get the blues as easily as their couch-potato counterparts.

She observed that office athletes experienced almost zero burnout, since exercise busted depression and mental exhaustion, two primary ingredients in the breakdown

cocktail.

■ **Seek ideas.** "It's not a weakness to ask for input," Hewertson said. Strategic support boosts careers and helps banish that burned-out victim mentality.

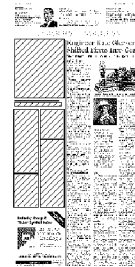
■ **Resist.** When people feel tapped out, they're likelier to get into debt, binge drink or quit their jobs in a flare-up of frustration, Hewertson notes. How to counter that? With self-discipline, which you can boost by writing your financial, health and career goals, plus action plans. "Control instant gratification urges," Hewertson said.

■ **Stop spinning.** When that desk is piled high with deadlines, you'll have to become twice as judicious about how you spend your hours. So says Nicole Williams, a connection director at **LinkedIn**^{LNKD}.

"Make sure you set aside time in your day to devote to those things you really need to think about and focus on," she said. Dedicate your best hours to projects that are moving you closer to big targets.

■ **Find your zone.** Few things can burn workers out faster than meetings that go nowhere. "Be sure to schedule a few minutes before meetings to go over your notes and remember the items you want to discuss," Williams said. "The conversations will go faster and be more productive."

Amy Alexander



IBD'S 10 SECRETS TO SUCCESS

Investor's Business Daily has spent years analyzing leaders and successful people in all walks of life. Most have 10 traits that, when combined, can turn dreams into reality. Each day, we highlight one.

- 1 HOW YOU THINK IS EVERYTHING:** Always be positive. Think success, not failure. Beware of a negative environment.
- 2 DECIDE UPON YOUR TRUE DREAMS AND GOALS:** Write down your specific goals and develop a plan to reach them.
- 3 TAKE ACTION:** Goals are nothing without action. Don't be afraid to get started. Just do it.
- 4 NEVER STOP LEARNING:** Go back to school or read books. Get training and acquire skills.
- 5 BE PERSISTENT AND WORK HARD:** Success is a marathon, not a sprint. Never give up.
- 6 LEARN TO ANALYZE DETAILS:** Get all the facts, all the input. Learn from your mistakes.
- 7 FOCUS YOUR TIME AND MONEY:** Don't let other people or things distract you.
- 8 DON'T BE AFRAID TO INNOVATE; BE DIFFERENT:** Following the herd is a sure way to mediocrity.
- 9 DEAL AND COMMUNICATE WITH PEOPLE EFFECTIVELY:** No person is an island. Learn to understand and motivate others.
- 10 BE HONEST AND DEPENDABLE; TAKE RESPONSIBILITY:** Otherwise, Nos. 1-9 won't matter.