

Manager fact sheet:

Recognising and responding to burnout in your team



Burnout can develop when an employee experiences ongoing stress or when ongoing demands consistently exceed an individual's resources and coping capacity.

As a manager, your role is not to diagnose burnout or provide counselling. Your role is to recognise early warning signs, start a supportive conversation, review workplace factors and connect employees with appropriate support.

Early action can help reduce the risk of burnout escalating and support better outcomes for both the employee and the team.

What burnout may look like

Burnout can affect employees in different ways.

Burnout may affect

What this can feel like

Mood

Difficulty concentrating, indecision, forgetfulness or increased mistakes.

Thinking

Irritability, frustration, anxiety, low mood or appearing emotionally flat.

Motivation

Difficulty concentrating, indecision, forgetfulness or increased mistakes.

Behaviour

Withdrawal, reduced participation, missed deadlines or working excessive hours.

Performance and Wellbeing

Reduced productivity, lower quality work, fatigue or reports of poor sleep.

These signs do not automatically mean an employee is experiencing burnout, but they may indicate that additional support or a conversation is needed.

How to Support an Employee Experiencing Burnout

On the next page are some strategies you can use to support employees who may be experiencing burnout. You can also access the [Manager Assistance Program through PeopleSense by Altius](#) at any stage. Support from a qualified psychologist can help you navigate difficult conversations, address workplace contributors to burnout and identify practical steps to support employee wellbeing and performance.

How to Support an Employee Experiencing Burnout

1. Check in early

If you notice changes in an employee's behaviour, wellbeing or performance, **you can** arrange a private and supportive conversation. Manager Assistance can help you plan how to approach this conversation in a respectful and constructive way.

2. Listen without judgement

Focus on understanding what the employee is experiencing rather than trying to solve everything immediately. A Manager Assistance session can help you consider what to ask, how to respond and when further support may be appropriate.

3. Clarify priorities

Help the employee identify what is most important, what can wait and where support may be available. Manager Assistance can help you think through workload, role expectations and practical adjustments that may support the employee while also meeting operational needs.

Seek professional support

Contact HR, your organisation's wellbeing team or PeopleSense's [Manager Assistance Program](#), if you need support responding to employee wellbeing concerns, workplace challenges or complex people situations.

You do not need to wait until a situation becomes difficult to manage. Early guidance can help you respond with confidence and identify appropriate next steps.

If there is an immediate risk to the employee or someone else, follow your organisation's emergency response procedures.



Reaching out early makes a real difference. Contact **PeopleSense** to book a confidential appointment with a qualified psychologist.

If you are having thoughts of self-harm or suicide, seek urgent support immediately.
Call 000, Lifeline on 13 11 14.

peoplesense.altius.au
reception@peoplesense.com.au

AU: 1300 307 912
NZ: 0800 425 526