

ICF CONVERGE

OCTOBER 23-25, 2025 • SAN DIEGO





The Missing Piece of the Burnout Puzzle

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77%

of US workers have experienced burnout at their current job (Deloitte, 2018)

53%

**of managers report feeling burned out at work
(Microsoft Work Trends, 2023)**

44%

**of people globally report they are struggling or suffering
(Gallup, 2021)**

70%

**of employees said they experienced a lot of stress yesterday
(up from 36% in 2012) (Gallup, 2023)**

Sources: <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/burnout-survey.html>; <https://hbr.org/2023/05/more-than-50-of-managers-feel-burned-out>;
<https://www.gallup.com/workplace/357710/next-global-pandemic-mental-health.aspx>; <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

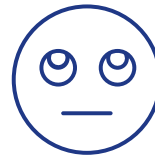
Measuring Burnout

3 Dimensions of Work Energy



Exhaustion

Feeling overextended by
your work



Cynicism

Feeling indifferent or distant from
your work



Personal Accomplishment

Satisfied with accomplishments;
expect to be effective in the
future

Measuring Burnout





What are common symptoms of burnout?



What are common causes for burnout?



You might not be burning out.

You might be growing.



horizontal development

What you know

Growth =
adding knowledge & skills

Impacts:
expertise, ability

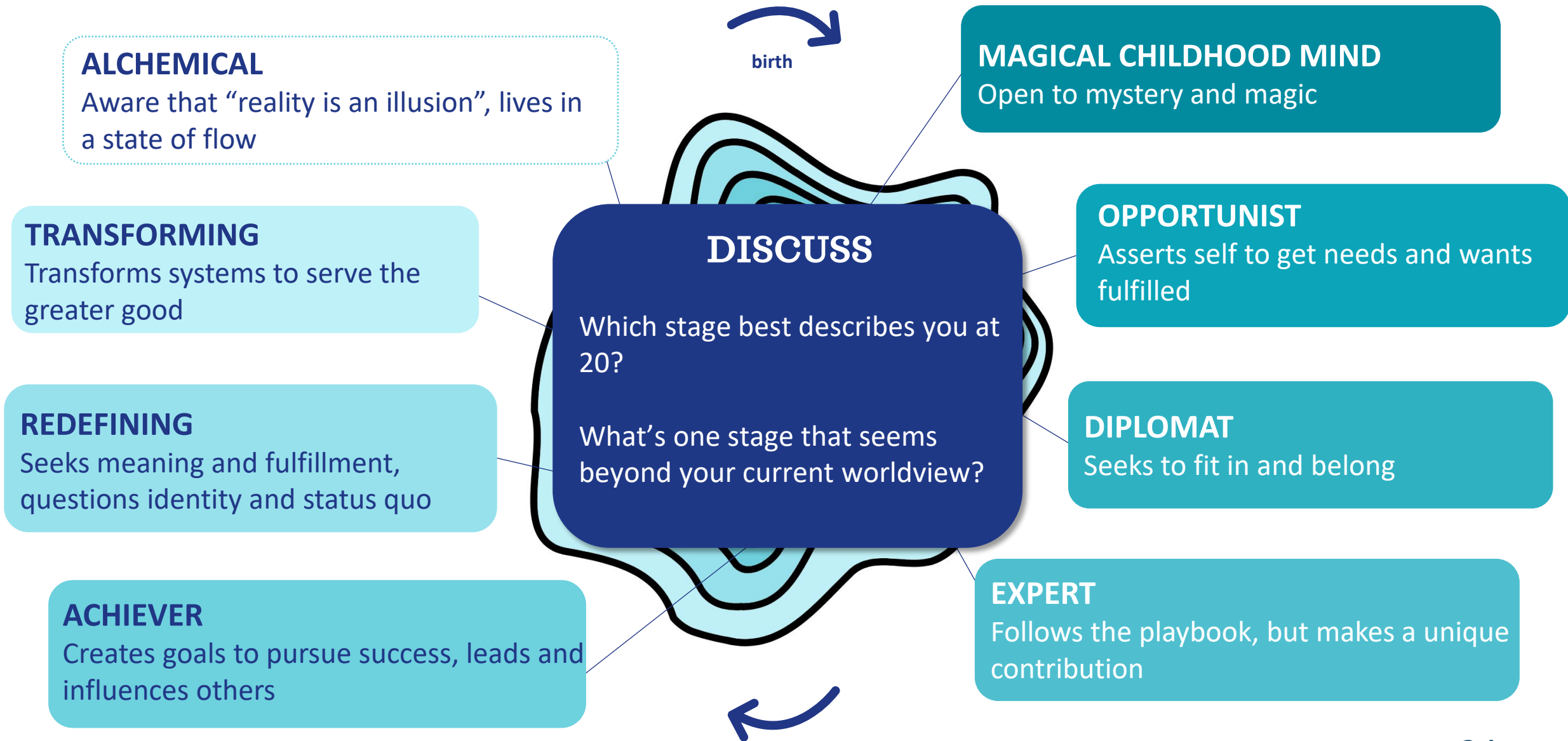
vertical development

How you think

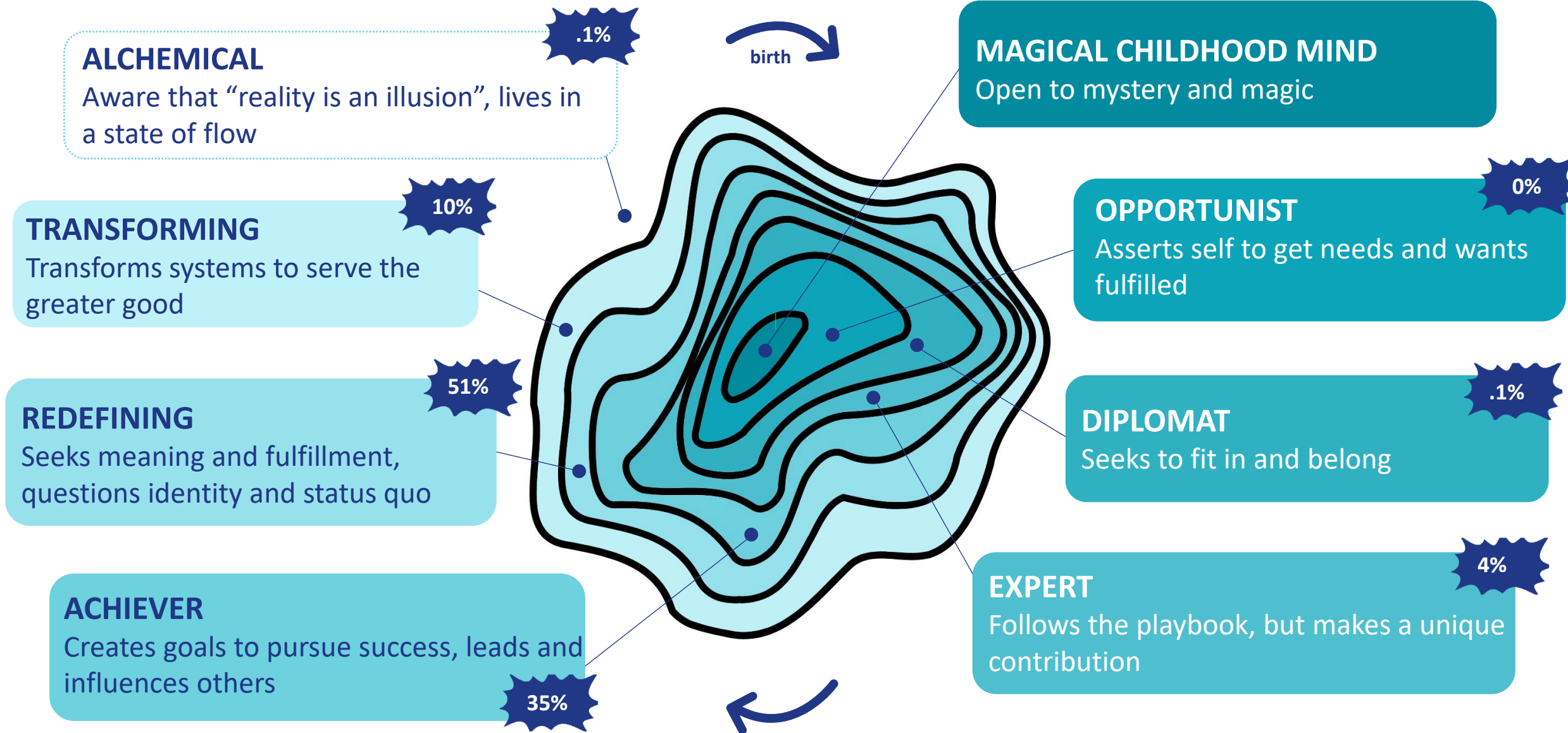
Growth =
evolving mindsets

Impacts:
meaning-making
*what you value, how you see yourself and interpret the
world*

worldview stages of vertical development



worldview stages of vertical development



3 Principles of Vertical Development

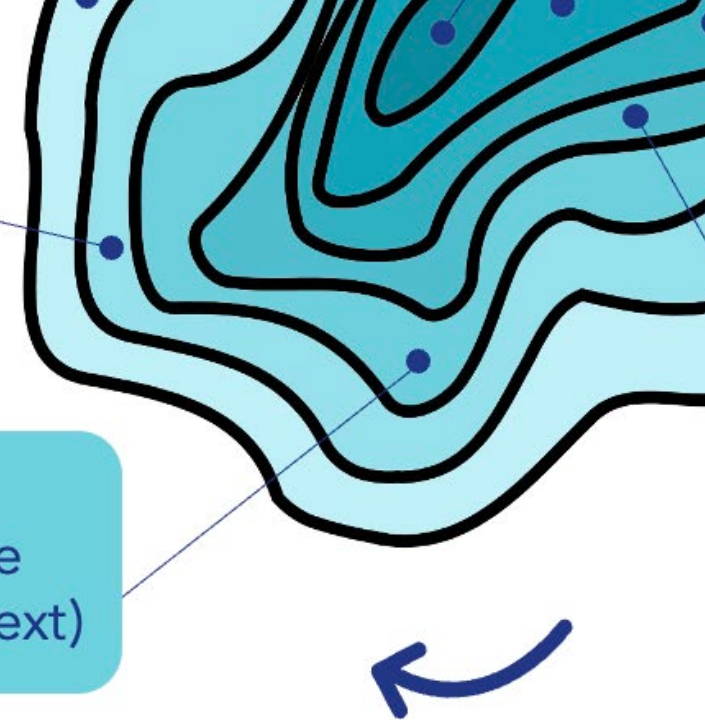
- 1 Growth happens when our world outgrows our worldview
- 2 It's not "better" to grow to the next stage
- 3 Growth is fluid, not perfectly linear

REDEFINING

Seeks meaning and fulfillment,
questions identity and status quo

ACHIEVER

Creates their own goals to pursue
success (as defined by their context)



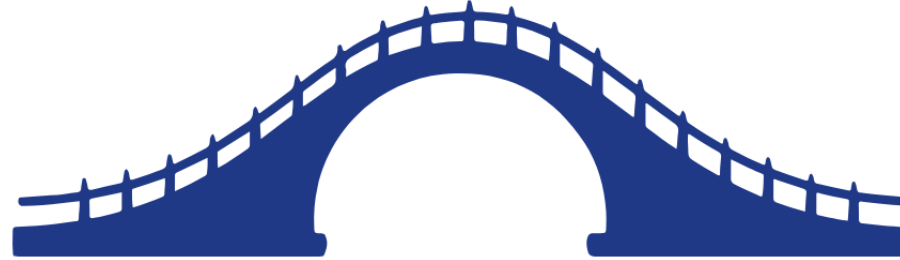
**the growth from Achiever → Redefining
looks and feels a lot like....
BURNOUT**



Achiever

- Success defined by the context
- Creates, pursues, and executes goals to achieve in that context
- Rallies others to achieve results
- Motivated, driven
- Great corporate citizen

in transition “The Redefining Bridge”



- More questions than answers
- Feels unfulfilled by success they've worked so hard for
- Disillusioned with former goals
- Future vision is unclear
- Unmotivated, adrift
- “I've lost my mojo”
- Tired of status quo
- Wants to do meaningful work, but how?
- What's wrong with me?
- I should just be content
- Fear of disrupting everything



Redefining

- Success defined from within
- Pursue meaning and fulfillment over achievement
- Questions the status quo
- Navigates abstractions and contradictions



What aspects of self, life, and work are impacted on the Redefining Bridge?

4 Domains of the Redefining Bridge





Is it burnout?



...or the Redefining Bridge?



...or both?



let's chat

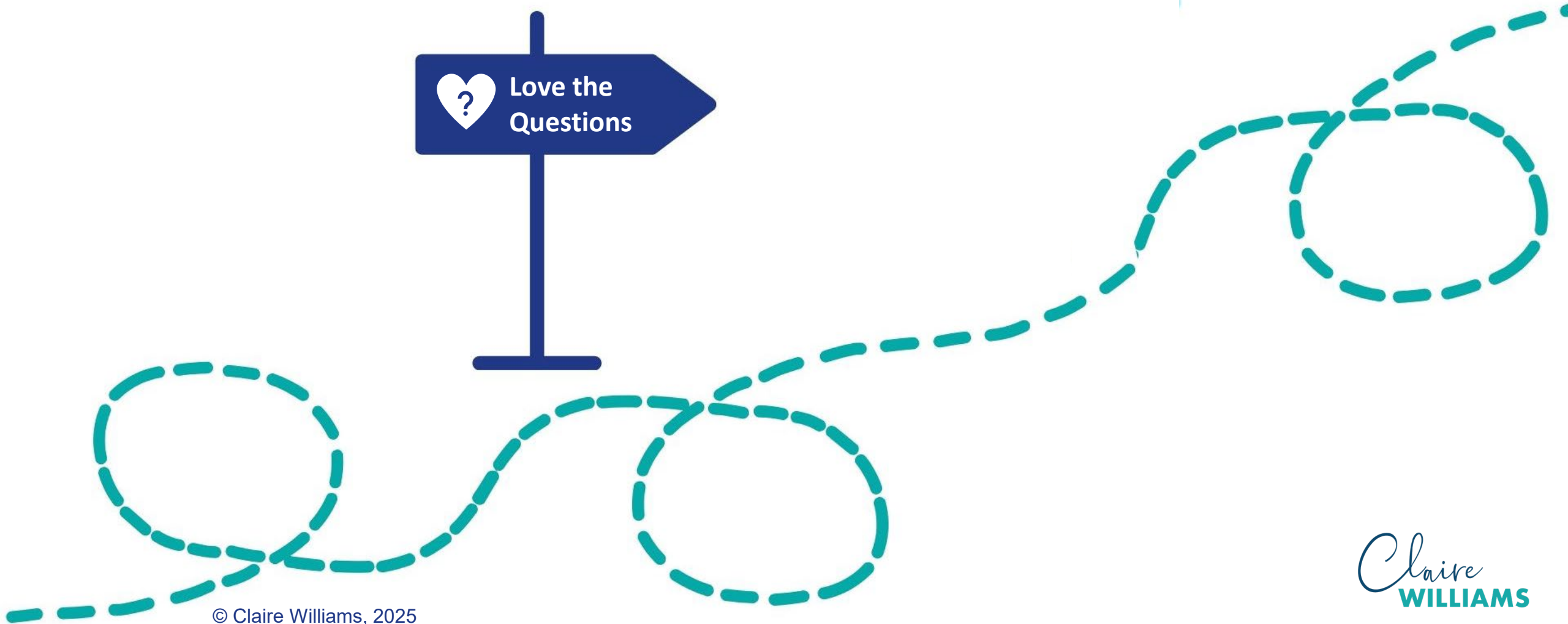
What 'aha's are you having?

How does this connect to your own journey?

How might it connect to the client or person you thought of at the beginning?

What practices and tools might support someone on the Redefining bridge?

2 Guideposts for the Redefining Bridge

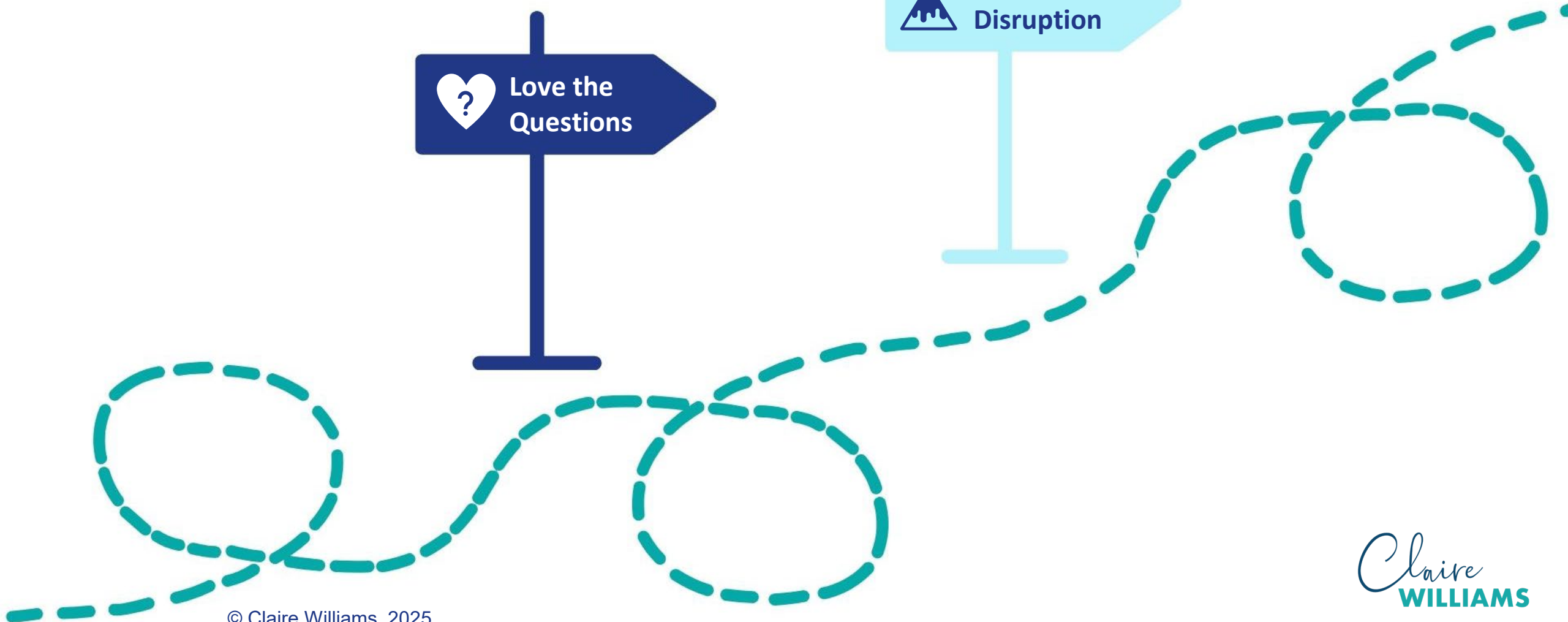
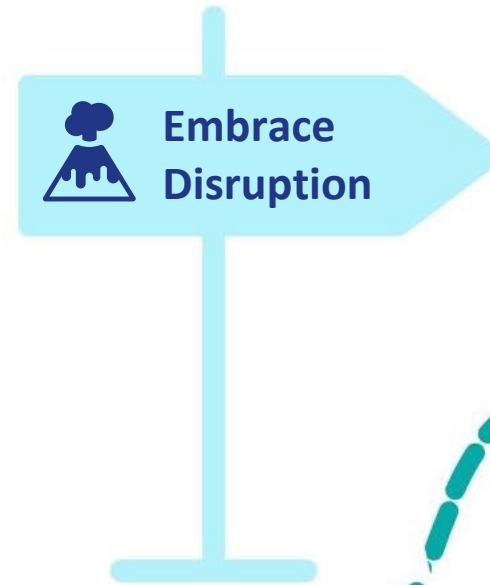




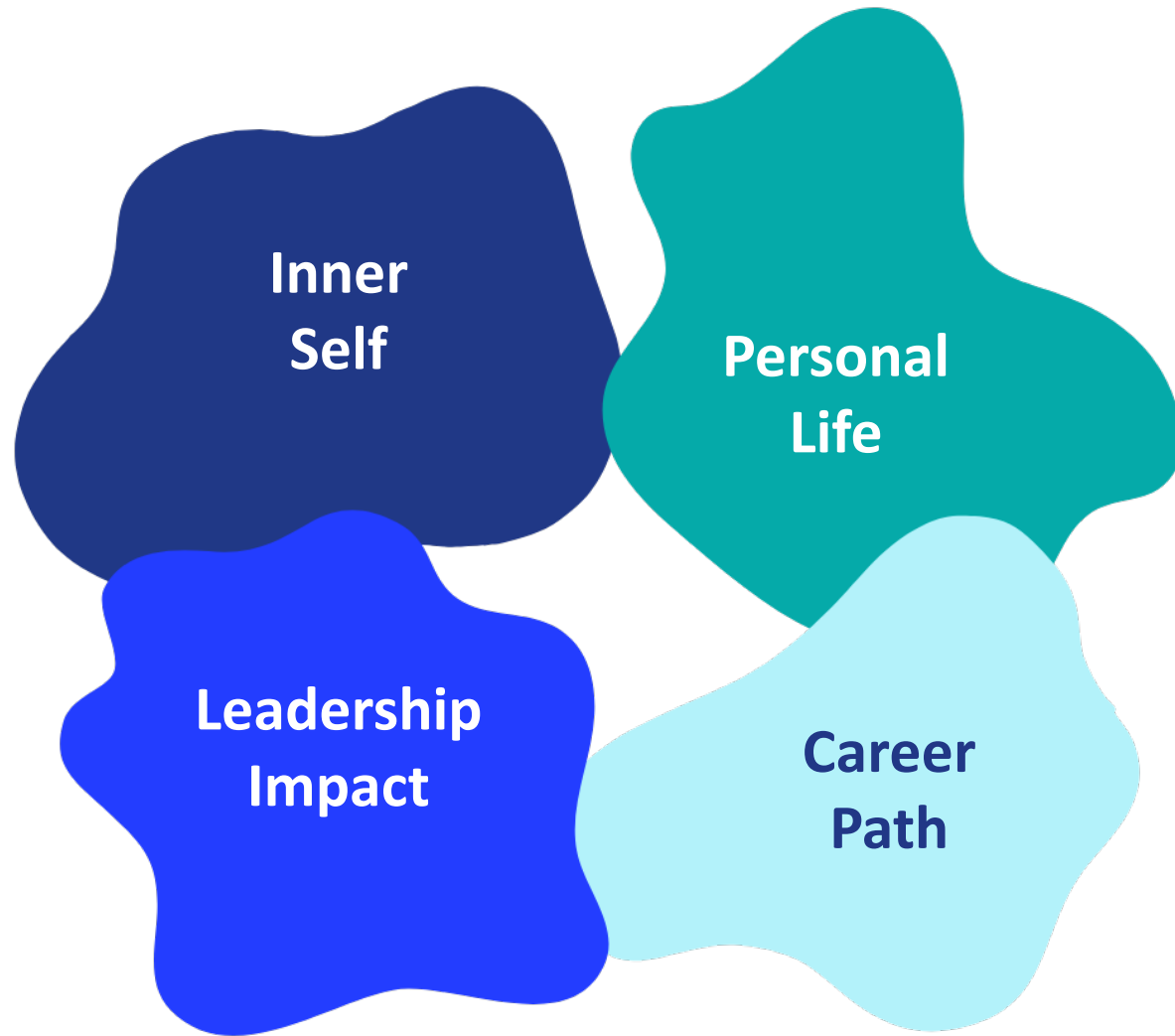
**Be patient toward all that is unsolved in your heart and try to
love the questions themselves,
like locked rooms and like books that are now written in a very
foreign tongue...Live the questions now.**

– Rainer Maria Rilke

2 Guideposts for the Redefining Bridge



Navigating the **Redefining Bridge**



Redefining Inner Self



Questions

- Who am I now? How am I different from who I used to be?
- What beliefs and ideologies am I questioning?
- What's possible if I engage the growth that's calling me?
- What's exciting about this season?

Exercises

- *Original Tool* [Evolving Values](#)
- [R.A.I.N. Meditation](#)
- Make time for reflection



Resources

- [The Difference Between “Doing” and “Being” \(Article\)](#)
- [The Enneagram](#)

Original Tool:
[Click here to access](#)

Values List

Abundance	Consistency	Honesty	Popularity
Acceptance	Continuous learning	Humility	Positivity
Accountability	Contribution	Humor	Power
Accuracy	Cooperation	Imagination	Preparedness
Achievement	Courage	Impressing people	Proactivity
Advancement	Creativity	Improving things	Professionalism
Adventure	Credibility	Inclusiveness	Punctuality
Advocacy	Curiosity	Independence	Quality
Altruism	Daring	Individuality	Recognition
Ambition	Decisiveness	Influencing people	Relationships
Appreciation	Dedication	Innovation	Resilience
Approachability	Dependability	Inspiration	Resourcefulness
Assertion	Determination	Integrity	Respect
Attractiveness	Diversity	Intelligence	Responsibility
Authenticity	Ease	Intuition	Risk-Taking
Autonomy	Education	Joy	Safety
Balance	Efficiency	Justice	Security
Beauty	Empathy	Kindness	Self-awareness
Being good	Encouragement	Knowledge	Self-control
Being liked	Enthusiasm	Leadership	Self-respect
Being right	Entrepreneurship	Leisure	Selflessness
Being admired	Equality	Listening	Service
Being special	Ethics	Longevity	Simplicity
Being the best	Excellence	Love	Sincerity
Belonging	Excitement	Loyalty	Solitude
Benevolence	Expressiveness	Making a difference	Spirituality
Boldness	Fairness	Mastering something	Stability
Bravery	Faith	Mindfulness	Status
Brilliance	Fame	Moderation	Stillness
Calmness	Family	Modesty	Strength
Candor	Financial security	Motivation	Structure
Caring	Fitness	Novelty	Success
Certainty	Fitting In	Objectivity	Talent
Challenge	Flexibility	Open-mindedness	Teamwork
Charity	Freedom	Orderliness	Tenacity
Cheerfulness	Friendships	Originality	Thoughtfulness
Cleverness	Frugality	Partnership	Toughness
Collaboration	Fun	Passion	Tradition
Commitment	Generosity	Patience	Trust
Communication	Grace	Patriotism	Uniqueness
Community	Gratitude	Peace Perfection	Unity
Compassion	Growth	Performance	Vision
Competition	Happiness	Perseverance	Warmth
Compliance	Harmony	Personal development	Wealth
Composure	Health	Playfulness	Well-Being
Confidence		Pleasing others	Wisdom

Evolving Values

Review the list of Values on p.2.

Select 3 values that were important to you in the past, but no longer mean as much to you.

Select 3 values that were important to you in the past *and* continue to be very important to you today.

Select 3 values that were *not* so important to you in the past but are becoming increasingly important to you now.

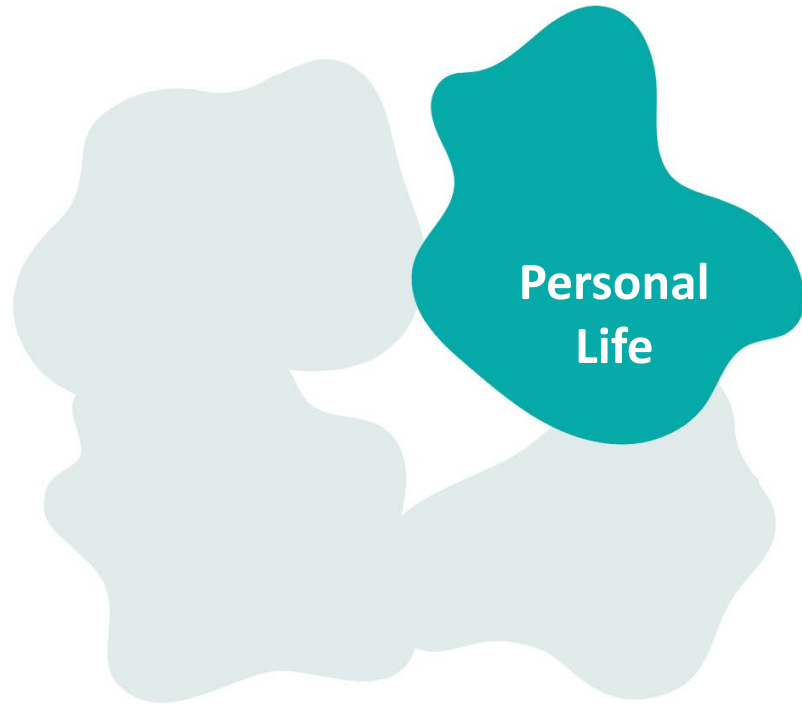
Reflect

What does it look like to deprioritize or let go of the values that no longer mean as much? What feelings come up around this?

How might I evolve the way I live out those values that continue to be important? How might they show up differently?

How can I honor and live out the values that are growing in importance for me? What does this make possible?

Redefining Personal Life



Questions

- What group identities have been important to me in the past but feel less sure now?
- What relationships are or could be impacted by my evolving self?
- What potential new relationships and connections intrigue me?
- How have I spent my free time in the past, and how do I long to spend it now?

Exercises

- Grief practices (letting go)
- Go on an adventure

Resources

- [Hero's Journey](#) concepts (Joseph Campbell)

Redefining Career Path



Questions

- What is clear to me about what kind of work I want to do? What is unclear?
- What impact do I want to make through my work?
- What is my true calling?
- If there were no limiting factors, what work would I love to do?

Exercises

- *Original Tool*: [Success, Redefined](#)
- [Calling Cards](#)



Resources

- [Crossing the Unknown Sea: Work as a Pilgrimage of Identity](#) by David Whyte (book)
- [Inventure: The Purpose Company](#) (Richard Leider)

Original Tool:
[Click here to access](#)

Success [Redefined]

Seasons of deep personal and professional growth can be confusing and intense. They can also be full of possibility and meaning! This worksheet will help you get clearer about what exactly is changing in you, and what that means for how you define success in your career.

Limitations Bin

First things first: just for kicks, try to set aside all your limiting beliefs and fears about re-evaluating what you want in your career. (Ex: what if I don't make enough money? what if I have regrets? what if what I want is impossible?) Write down any limiting beliefs and fears in this box, then mentally set them aside before continuing:

Non-Negotiables

What are you already crystal clear on? What conditions must be met for you to be fulfilled in your career? What absolutely must not be in the picture? (Ex: field or industry, work environment, key activities, compensation and benefits)

I know I want:

I know I don't want:

What's Changed? What Hasn't?

In the section below, reflect on what was true in the past, and how that is the same or different from what's true now. The point in the past can be distant or recent - the main thing is that it represents a season you sense you are now leaving behind in some way to step into a new season (even though you may not know what that looks like yet!)

THEN

Strengths I was proudest of:

Development areas:

What mattered most to me? (values, priorities)

NOW

Strengths I'm proudest of:

Development areas:

What matters most to me? (values, priorities)

(continued on next page)



Success [Redefined]

(continued from previous page)

THEN

What motivated me?

What gave me energy at work?

What drained me at work?

I was really curious to learn:

I really hoped to achieve or impact:

Growth looked like:

What made me feel fulfilled at work?

All in all, I defined success as:

NOW

What motivates me?

What gives me (or would give me) energy at work?

What drains me at work?

I am really curious to learn:

I really hope to achieve or impact:

Growth looks like (or would look like):

What makes me (or would make me) feel fulfilled at work?

All in all, I'd now define success as:

Reflect

What patterns and themes do you notice about how you defined success Then and Now? What's the same? What's changed or changing?

What's more clear to you after this exercise? What's still unclear?

What would it take for you to fully honor your re-definition of success in your career in the next season?

What's one important step you will take to move in that direction?



Redefining Leadership Impact



Questions

- What new skills and mindset capacities am I developing?
- How will I apply those gifts intentionally?
- What limitations come with the territory, and how will I watch out for these?
- What earlier skills and mindset capacities do I want to retain the ability to “flex into”?

Exercises

- Ask provocative questions at work
- Thoughtfully disrupt the status quo
- Find a mentor at or beyond your mindset stage

Resources

- [Understanding Vertical Development](#) by Sandra Ellison (article)
- [Vertical Mindset Indicator](#)
- [Leadership Circle Profile 360](#)

activity

Discuss with a Partner:
Reflection questions on the
bottom half of this page

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WATER COURAGE CLASS

Q&A



I love the questions ;)

You might not be burning out.

You might be growing.



Recommended Resources

BURNOUT

Articles and Whitepapers

- [How to Measure Burnout Accurately and Ethically](#), Harvard Business Review, by Christina Maslach and Michael P. Leiter

Online Resources

- Nick Petrie's Burnout [Research Hub](#)
- Burnout & Work Fatigue [Resource Hub](#) from UT Austin

Assessments

- [Maslach Burnout Inventory](#)

Books

- [The Burnout Challenge](#) by Christina Maslach and Michael P. Leiter
- [The Burnout Fix](#) by Jacinta Jimenez
- [Burnout: The Secret to Unlocking the Stress Cycle](#) by Emily Nagoski and Amelia Nagoski
- [HBR Guide to Beating Burnout](#)

VERTICAL DEVELOPMENT

Articles and Whitepapers

- My full Vertical Development series on The Diving Board: [Part 1](#), [Part 2](#), [Part 3](#)
- [Understanding Vertical Development](#), by Sandra Ellison
- [The Seven Transformations of Leadership](#), Harvard Business Review, by Bill Torbert and David Rooke

Online Resources

- Nick Petrie's Vertical Development [Resource Hub](#)
- Vertical Development Institute's [Research Hub](#) and [Substack Newsletter](#)
- [Transformations Cards](#) Virtual Self-Guided Activity

Assessments

- [MyWorldView](#)
- [Vertical Mindset Indicator](#)

Books

- [Changing on the Job](#), by Jennifer Garvey-Berger (and all books by her)
- [An Everyone Culture](#), by Robert Kegan and Lisa Lahey
- [Reinventing Organizations](#), by Frederic LaLoux



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