



**BOIT – BURNOUT INTERVENTION TRAINING FOR  
MANAGERS AND TEAM LEADERS**

Progress Report

Public Part

## Project information

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# Executive Summary

The European Working Conditions Survey highlighted that occupational illnesses associated with psychological stress are on the rise throughout the EU member states. The project BOIT addresses Burnout, a specific mental health syndrome characterized by emotional, mental and physical exhaustion.

Health promotion, prevention of vocational stress or safety at the workplace are topics covered in several European projects but none of them has developed intervention strategies for managers and team leaders to deal with psycho-social illnesses generated by specific working conditions. Therefore, the overall aim of the BOIT project is raising awareness on Burnout and enabling the **project's target group, managers, team leaders and other members of the middle level management from different service sectors** to detect Burnout among their staff on an early stage and then to intercept the slowly and gradually developing Burnout process with tailor made intervention strategies. Not only persons from BOIT's target group but also their staff members who are at risk of Burnout and/or who are already in the process of Burnout benefit from the Burnout Intervention Training for Managers and Team Leaders.

In the long run BOIT aims at preventing working situations that promote Burnout, reducing the number of drop outs due to Burnout and hence to minimize the expenses caused by Burnout for social and pension insurances as well as for labour market services.

The transnational consortium, a mixed partnership in terms of geographical spread (AT, IT, DE, DK, RO and UK) and type of institutions combines a longstanding experience in health, adult and vocational education, research, consulting and multimedia production. The University of Vienna (AT) and of Oradea (RO) support with their expertise on Burnout.

To following has been realized in the first project year of BOIT (01.01.2010-31.12.2010):

- Set up of the BOIT partnership, organisation of project work and intensification of the contact to potential national pilot organisations
- Conduction of national needs analysis with representatives of the target group in regard to the BOIT in AT, IT, DK, DE, UK and RO. Results were summed up in a comprehensive report.
- Development of a theoretical abstract on Burnout.
- Development of the BOIT structure: 4 correlating workshops with computer based self learning units in between.
- Development of the drafted Kit for the Burnout Intervention Training.
- Production of dissemination products as project logo, poster, website and fliers.

The drafted BOIT will be tested with managers and team leaders in costumer oriented positions in all 6 partner countries. The training materials will get revised and finalized after the external evaluation and feedback from the pilot participants and trainers. A Good Practice Brochure will be produced containing highlights and pitfalls from the national pilots as well as recommendations for trainers. The project and its products will be presented at an international conference held at the end of the project in Vienna.

Further information on the project and its products can be found on the project website: [www.burnoutintervention.eu](http://www.burnoutintervention.eu).

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# 1. Project Objectives

Occupational illnesses associated with psychological stress are on the rise throughout the EU member states (European Working Conditions Survey). The BOIT project addresses a specific mental health syndrome characterized by emotional, mental and physical exhaustion: the Burnout. In one widely cited and used model of Burnout, Maslach and Leiter explain Burnout as a crisis in one's relationship with work, during which affected persons become chronically exhausted, cynical and detached from work, and feel increasingly ineffective on the job (Maslach/Leiter, The Truth about Burnout, 1997).

Although there are several European projects dealing with promoting health and safety at the workplace or with preventing vocational stress, none of them has developed intervention strategies for managers and team leaders to deal with psycho-social illnesses generated by specific working conditions. This is the reason why in the long run the project BOIT aims at preventing working situations promoting Burnout whereby the **project target group** consists of:

- **Managers**
- **Team leaders**
- **and other members of the middle level management**

from different sectors.

These persons, responsible for staff members, learn with the help of the specific training programme to

- understand what Burnout is (awareness raising) as well as
- how to detect and
- intervene it.

Burnout is a phenomenon which does not appear all of a sudden but develops slowly and gradually. This fact gives managers and team leaders with the delivered knowledge in the BOIT the chance after defining and recognising Burnout promoting conditions to intercept the Burnout process among their personnel at an early stage.

In this sense the **final beneficiaries of the BOIT project** that will be reached inter alia by accompanying dissemination activities are **affected Burnout patients, persons who are in the process or at risk of Burnout**.

The direct project target group as well as the final beneficiaries will be reached through VET institutions and their trainers, programme developers and managers.

Additional to these short term aims BOIT aims in the long term at decreasing

- sick leavers (costs) caused by Burnout
- personnel turnover caused by Burnout
- the unemployment rate caused by Burnout

Hence, social and pension insurances as well as labour market services are approached as additional potential multipliers for disseminating the project's idea and its products.

The overall aim during the lifetime of the project is to enable at least 60 managers and team leaders within the piloting countries (in Austria, Germany, Italy, Denmark, United Kingdom

and Romania) to participate in the BOIT and hence learn more about Burnout, its typically signs and consequences as well as possible intervention strategies. This knowledge delivered in the Burnout Intervention Training aims at decreasing Burnout cases among their staff.

The project presented here develops the following products within its two year lifetime to ensure a high quality impact:

- A synthesized research and needs analysis report on the topic of Burnout containing all national research and analyses results from the BOIT partner countries
- A theoretical abstract containing Burnout theories, giving information on typically Burnout signs and effects
- A well structured Burnout Intervention Training for Managers and Team Leaders consisting of 4 face-to-face workshops and computer based self learning units in between
- An internet platform providing not only materials for deepen the knowledge of the face-to-face training on a self learning basis but also the option for (inter-) national exchange of experiences
- National piloting groups in Austria, Germany, Denmark, Italy, Romania and United Kingdom for testing the Burnout Intervention Training for Managers and Team Leaders
- A transnational test report containing the main aspects of the national pilot reports
- The final BOIT whereby the feedback from the training participants, their trainers as well as from the internal respectively external evaluator will be taken into consideration
- A Good Practice Brochure containing highlights and pitfalls, pedagogical, organisational and technical aspects of the pilots conducted as well as recommendations to trainers and other adult educators who want to offer the BOIT or a similar training.
- A final conference in which the project idea and its products will be presented to representatives of the four direct target groups

In the course of the BOIT project lifelong learning activities including awareness-raising about Burnout will take place and relevant social skills will be developed and strengthened. These social competences are that linked to personal and social well-being which requires an understanding of how individuals can ensure optimum physical and mental health (Recommendation of the European Parliament and of the council of 18 December 2006 on key competences for lifelong learning (2006/962/EC)).

## 2. Project Approach

BOIT has been designed for a duration of two years (1<sup>st</sup> of January 2010 – 31<sup>st</sup> of December 2011).

The overall aim of BOIT is to raise awareness about Burnout and its consequences not only to persons who are responsible for a team in which persons are at risk of Burnout.

BOIT has a specific approach: it does not address directly the persons at Burnout risk or those who are already in the process of Burnout but their superiors: In a first step managers and team leaders responsible for (at least 5) staff members learn with the help of the Burnout Intervention Training for Managers and Team Leaders (BOIT) to distinguish between Burnout and other mental diseases such as depression, stress or circumstances that influence ones mental well being. In a second step the BOIT participants learn to recognise and detect signs and effects of Burnout. As Burnout is not a phenomenon that appears all in a sudden but develops slowly and step by step, managers and team leaders have the chance to intercept this process among their staff members in an early stage and so to minimize the consequences caused by Burnout. In general the BOIT approach takes always three levels into consideration: the individual, the interpersonal (team) and the company (organisational) level. The participating managers and team leaders also learn to define their circle of responsibility and influence in regard to these three levels.

The project aim is on the one side to ensure a high number of managers and team leaders to define and recognise Burnout promoting conditions, to identify first Burnout signals at an early stage and to develop and apply strategies for intercepting the Burnout process within personnel. On the other side a decrease of sick leavers (costs), personal turnover and the unemployment rate all caused by Burnout is intended in the long run. For reaching these project aims the Kit for the Burnout Intervention Training has to ensure high quality and suitability for its target group. Therefore the BOIT target group was also consulted before the training material was developed and their comments and wishes were integrated in the following project phases:

- The needs analysis
- The development of the Kit for Burnout Intervention Training
- The piloting of the BOIT
- The evaluation of the pilots
- The development of the Good Practice Brochure
- Dissemination activities
- Exploitation planning

### **Needs analysis and theoretical abstract on Burnout:**

With the help of guidelines provided by the University of Oradea and the University of Vienna the BOIT partners conducted needs analysis with potential BOIT pilot participants: managers, team leaders and other members of the middle level management from different service sectors. National reports were summarized in one synthesised needs analysis report.

The University of Vienna with support from the University of Oradea developed a theoretical abstract on Burnout. Both, the synthesised needs analysis report as well as the theoretical abstract are available for the public.

### **Development of the Kit for the Burnout Intervention Training (draft):**

The development of the drafted Kit for Burnout Intervention Training was based on the results of the needs analysis report as well as on the theoretical abstract.

In a first step the BOIT consortium discussed the structure and the blended learning approach of the Burnout Intervention Training for Managers and Team Leaders. Together the project partners came to the conclusion to split the BOIT into 4 face-to-face workshops with computer based self learning units in between. Results of the needs analysis stressed that the project's target group is due to limited time resources (and maybe other not stated facts) not (very) interested in a blended learning training. Therefore the BOIT project team adapted the initial idea into the following: the e-learning option between the workshops is voluntary and its use is not a precondition for participating in the following workshop. Content of the BOIT as well as its flexibility is described in the 3<sup>rd</sup> chapter (project outcomes and results).

The Training Curriculum and the Trainers' Manual are for the trainers conducting the BOIT accompanying documents to the booklet (containing the face-to-face learning materials) and the e-learning objects.

### **Conduction of national pilots:**

At least 10 managers and team leaders per partner country (AT, DE, DK, IT, UK and RO) from different sectors and organisations (NGOs, NPOs, SMEs, etc.) will participate in the pilots for testing the developed BOIT.

### **Evaluation of the pilots:**

BOIT participants as well as the trainers conducting the training will be asked to give feedback to the content, conduction, methodologies, organisation, and satisfaction etc. during and after the piloting. Blinc, the responsible partner for the internal evaluation, created a comprehensive evaluation system and will provide suitable evaluation tools.

Beside the internal quality management an external expert will evaluate the Kit for Burnout Intervention Training in regard to usability, target group suitability and content.

Results from both, internal and external evaluation will be used for different purposes:

- Improvement of the Burnout Intervention Training Kit
- Description of the pilots, their outcomes, highlights and pitfalls in the Good Practice Brochure
- Presentation of the pilot experiences at national and international conferences and/or in the course of articles in trade literature

### **Development of a Good Practice Brochure:**

The Good Practice Brochure will describe the pilot programmes, will deal with pedagogical, organisational and technical aspects of the Burnout Intervention Training for Managers and Team Leaders (BOIT), will highlight achievements and critical points, will publish illustrative cases and will give recommendations to trainers and other adult educators who want to perform the BOIT or a similar training on the topic of Burnout.

The BOIT partners are not only responsible for the fulfilment of the mentioned project steps but also for the following management tasks:

**Evaluation:**

The project outcomes, the process of transnational cooperation and the efficiency of project management are subject of evaluation. The first evaluation report focuses on the process of first BOIT project year (01.01.2010 – 31.12.2010) as it is too early to assess the quality of products which are currently being developed: The evaluation results of the three face-to-face and eight virtual meetings as well as the process of product production are described.

The report stresses that BOIT is very well on track, with regard to the work plan and to the expected deliverables.

**Dissemination:**

A high priority of the BOIT project involves the dissemination of its idea and later its results to interested parties. The central dissemination instrument is the project website [www.burnoutintervention.eu](http://www.burnoutintervention.eu) containing the basic information on the project and on the Burnout Intervention Training as well as a download area for products related to the project. Furthermore project fliers in German, English, Danish, Rumanian and Italian, project posters and three newsletters have been produced and distributed.

So far the project has already been presented at various national meetings and conferences in participating countries and at several European conferences. Detailed information of the different activities can be found in the project dissemination report.

**Exploitation:**

Beside an exploitation plan also a copyright agreement has been drafted by ENTENTE, the project partner responsible for the exploitation work package and the coordinator and discussed within the BOIT project consortium.

### 3. Project Outcomes & Results

The main achievements of the BOIT project *in its first year of funding (01.01.2010 – 31.12.2010)* have been:

- the setup of partnership and organisation of the project work
- the creation of a research and needs analysis report based on national needs analysis conducted in Austria, Germany, Italy, Denmark, United Kingdom and Romania
- the development of an abstract about Burnout theories
- the development of the Kit for Burnout Intervention Training (draft)
  - Training curriculum (draft)
  - Booklet (draft): material for face-to-face training
  - E-learning objects (draft): material for online training
  - Trainers' Manual (draft)
- the selection, adaption and setup of a virtual learning platform for the BOIT
- the planning and organisation of the national pilots in AT, DE, IT, RO, DK and UK which will start in January 2011
- the planning and implementation of intensive dissemination activities including the production of a project logo, website, flier, poster, publication of articles in various media, and presentations of BOIT at national and European events (cf. Section 2 of this report)

The BOIT – Burnout Intervention Training for Managers and Team Leaders - is less targeting directly

- **affected Burnout patients, persons who are in the process or at risk of Burnout.**

but the more

- **Managers**
- **Team leaders**
- **and other members of the middle level management**

from different sectors.

In the first project phase national **researches and needs analysis** have been conducted with the help of guided interviews in Austria, Italy, Denmark, Germany, United Kingdom and Romania. Results have been documented in national reports and synthesised into one international one which describes the theme oriented needs of managers and team leaders who want to acquire (more) knowledge on Burnout and/or how to deal with Burnout among their staff.

At the same time a **theoretical abstract** dealing with the most common **Burnout theories** was developed by the Austrian and Romanian Universities. It describes Burnout definitions, factors that promote Burnout, Burnout signs and consequences, some statistical data about Burnout in Europe as well as existing Burnout prevention approaches and coping strategies.

Based on the answers of the interviewed managers and team leaders and the theoretical abstract the structure and the content for the **Burnout Intervention Training for Managers and Team Leaders** were developed:

According to the needs analysis results the initial idea of blended learning in terms of an interconnection between face-to-face and e-learning was modified: as managers and team leaders seem to be very restricted in terms of time resources the BOIT project consortium decided to make the e-learning part voluntary for the learners and not a precondition for participating in the following face-to-face workshops. Hence, the Burnout Intervention Training for Managers and team Leaders (BOIT) consists now of 4 face-to-face workshops with computer based self- learning units in between. Those participants who want to deepen their knowledge from the workshops or get in contact with other learners still have the opportunity on the online platform.

The 4 face-to-face workshops cover the following topics:

- Workshop 1:
  - Overall *aim of the BOIT*
  - *Definition of Burnout*: What is it? What is it not but for example stress or depression?
- Workshop 2:
  - *Effects and consequences of Burnout* on the individual, interpersonal and organisational level
  - *Signs of Burnout* on the individual, interpersonal and organisational level
  - How to *address Burnout in a staff appraisal*
- Workshop 3:
  - Concept of *prevention and intervention*
  - Definition of ones *field of responsible and influence*
  - *TCI* (Theme Centred Intervention) model
  - Transfer of knowledge to ones one situation / team / organisation
  - *Planning of tailor made intervention (and prevention) strategies*
- Workshop 4:
  - *Reflection of implementation* of tailor made intervention (and prevention) strategies
  - *Planning next steps and improvements*

The e-learning objects available on the online platform

<http://burnoutintervention.q21.de> with the **login for the EACEA**: eucommission and **password**: 1ZfaeG

are, as mentioned above, to be understood as options to deepen the knowledge from the workshops.

The structure of BOIT in regard of total and workshop related duration is adaptable according to the learners needs: Both the length of the single workshops and the time between the 4 workshops are more or less flexible whereby the following recommendations in regard to minimum and maximum are given:

	WS 1	eL part 1	WS 2	eL part 2	WS 3	eL part 3	WS4	eL part 4
<b>Duration total min</b>	XX.XX <sup>1</sup>		XX.XX + 1 week		XX.XX + 3 weeks		XX.XX + 7 weeks	
<b>Duration total max</b>	XX.XX		XX.XX + 2 weeks		XX.XX + 5 weeks		XX.XX + 11 weeks	
<b>Duration: depending on</b>	2h – 3h	individual	3h -5h	individual	2,5h – 5h	individual	3h -5h	Individual

<sup>1</sup> Starting date XX.XX

target group's needs								
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The first line describes the minimum BOIT version which lasts seven weeks whereas the second line the maximum one of 11 weeks. Some time between the single workshops is reasonable but too much would risk the learning output. The third line states the duration of the 4 workshops which can be arranged according to the participants' time resources. Again, the mentioned minimum length should be compiled for delivering basics. Using all training materials would cover the longest possible workshop lengths but in case of demand it is up to the trainer to extend the workshops while adapting the exercises (learning materials).

The Kit for Burnout Intervention Training provides also two supporting documents for the trainers:

- The Training Curriculum: gives an overview of the learning content of the 4 workshops
- The Trainers' Manual: gives detailed information on how to conduct the BOIT

Planned project products for the *second project year (01.01.2011-31.12.2011)*:

- An **external evaluator** will critically examine the drafted Kit for Burnout Intervention Training
- During the **piloting period**, which will take place between January 2011 and May 2011, at least 60 managers and team leaders with customer related positions from different organisations will be able to test and make use of the BOIT in Austria, Germany, Italy, Denmark, United Kingdom and Romania.
- The pilots and their main evaluation results will be documented and published in a **Good Practice Brochure** aiming at illustrating how the BOIT – Burnout Intervention Training for Managers and Team Leaders - can have an impact on the training participants working environment/team. In this brochure not only achievements but also pitfalls will be highlighted.
- The BOIT project and its results will be presented at an international **dissemination conference in Vienna** taking place at the end of the project (autumn 2011). Beside interested managers and team leaders and/or their superiors this conference targets practitioners and decision makers in the education, health, social and pension insurance system as well as representatives from the national labour market services in order to promote future BOITs.

Information on the BOIT project can be found on the project website:

[www.burnoutintervention.eu](http://www.burnoutintervention.eu) or through personal contact to the project coordinator Elisabeth Frankus from *die Berater*<sup>®</sup> via e-mail: [e.frankus@dieberater.com](mailto:e.frankus@dieberater.com) or telephone: 0043 (1) 532 45 45 – 1156.

## 4. Partnerships

The BOIT consortium represents a partnership of institutions with a wide spread in terms of type and geography. Countries from central (AT, DE), northern (DK), southern (IT), eastern (RO) and western (UK) Europe are represented by the following institutions:

 <p>dieBerater® Human Concern</p>	<p><i>die Berater</i>® Austria <a href="http://www.dieberater.com">www.dieberater.com</a> Mag. Dr. Elisabeth Frankus e.frankus@dieberater.com</p>
 <p>universität wien</p>	<p><i>Universität Wien</i> Austria <a href="http://www.univie.ac.at">www.univie.ac.at</a> Univ.-Prof. Dr. Christian Korunka Christian.korunka@univie.ac.at</p>
 <p>TRAINING 2000 ITALY</p>	<p><i>Training 2000</i> Italy <a href="http://www.training2000.it">www.training2000.it</a> Kylene De Angelis Training2000@training2000.it</p>
 <p>BUPNET</p>	<p><i>BUPNET</i> Germany <a href="http://www.bupnet.de">www.bupnet.de</a> Tanja Wehr twehr@bupnet.de</p>
 <p>blinc blended learning institutions' cooperative</p>	<p><i>blinc eG</i> Germany <a href="http://www.blinc-u.org">www.blinc-u.org</a> Tim Scholze tscholze@blinc-eu.org</p>
 <p>UNIVERSITATEA DIN ORADEA ROMANIA</p>	<p><i>Universitatea din Oradea</i> Romania <a href="http://www.uoradea.ro">www.uoradea.ro</a> Prof. Dr. Cristina Zdrehus crisdrehus@yahoo.com</p>
 <p>Entente</p>	<p><i>ENTENTE</i> United Kingdom <a href="http://www.entente.eu.com">www.entente.eu.com</a> Terence Pugh Ententeuk@aol.com</p>
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The BOIT project consortium has got the experience and know-how to achieve the project aims.

The mixed partnership of adult education and training providers, universities and healthcare college has considerable

- experience in developing and implementing training, education and counselling
- e-learning know-how
- scientific know-how
- close contacts to the health system key persons
- evaluation expertise
- experience with working in European projects

The coordinating institution (*die Berater*) has considerable know-how on a meta-level of European cooperation through their leading role in several projects providing guidance on transnational project management. Thus, synergies can be created, which will add to the quality of the project results.

The allocation of partner roles reflects the necessities of good project management and partners' expertise. All the partners except *blinc* and the *Uni Wien* contribute to ALL work packages (WP1: Project management, WP2: Research and needs analysis, WP3: Kit for Burnout Intervention Training, WP4: Platform, WP5: Piloting, WP6: Good practice brochure, WP7: Evaluation, WP8: Dissemination, WP8: Exploitation). The two mentioned BOIT partners are not responsible for the national pilots and were not involved in the practical needs analysis phase but supported the project consortium in all the other work packages. The following description demonstrates the allocation of the work package leadership.

- *die Berater* as the coordinator of the project takes over the responsibility for project management (WP1), the development of the good practice brochure (WP6) and the dissemination work package (WP8). Furthermore *die Berater* contributes all other work packages to the development of the BOIT Kit and keeps an eye on the project's exploitation.
- *University of Vienna*, Department of Economic Psychology, Educational Psychology and Evaluation has much experience in a theoretical, scientific dealing with the theme of Burnout and is therefore together with the *University of Oradea* responsible for the research and needs analysis (WP2). Furthermore these two BOIT partners developed a theoretical abstract on the topic of Burnout.
- *Social and Health Care College* from Aarhus is due to its experience responsible for the development of the Burnout Intervention Training Kit (WP3).
- *BUPNET* with its ICT expertise develops the virtual support platform (WP4) and supports with its expertise strongly the development of the BOIT KIT
- *Training 2000* is very experienced in developing trainings and takes over the role of the work package leader for the piloting (WP5)
- As *blinc* has expert know-how on evaluation this partner institution is responsible for the internal evaluation (WP7)
- The British partner, *ENTENTE* takes care of the project's exploitation (WP8).

All of these partners are very experienced in the key competence areas of the project as in planning, organising and delivering education and training, European project management, development of high quality educational concepts and products as well as in organising and participating in dissemination activities.

#### **Cooperation within the BOIT consortium:**

The coordinating organisation, *die Berater*<sup>®</sup> already has experience in cooperating with almost all of the BOIT partners in context of former or other projects. During the first phase of the project, common working and communication details were discussed and agreed on (such as the definition of partner role, cooperation within the partnership and especially with the coordinator, etc.). As the coordinator puts emphasize on a clear, open, equal and frequent communication, a virtual communication platform (<http://blinc-web2.0campus.ivocalize.net/>) established by the German partner (blinc) is used for periodic online meetings. Beside e-mail and telephone, Skype is a common communication channel within the project team.

One bilateral meeting between the work package leader of WP3 (Kit for Burnout Intervention Training), SOSUaarhus, and the coordinator took place in August 2010 in Aarhus. Aim of this meeting was to discuss and agree on the structure and the content of the BOIT.

Tandem work was initiated by the coordinator for developing the training materials for the 4 workshops as well as the e-learning objects for the learning platform. This type of cooperation worked with support by the coordinator quite well in almost all tandem teams. The development of the Trainers' Manual and the Training Curriculum was also split into smaller groups whereby feedback was given by all BOIT partners.

Out of the coordinator's point of view the working atmosphere in the BOIT team is not only very productive and active but also very friendly with a strong project orientation and openness.

#### **Cooperation with external players:**

The actors of the BOIT project team combine a variety of experiences, approaches and backgrounds. The consortium is supported by several external players such as an external evaluator, professional translators or a graphic designer.

## 5. Plans for the Future

In the *second year* of the project (*January 2011 – December 2011*) BOIT will assure high quality of the Burnout Intervention Training for Managers and Team Leaders. Therefore the following tasks will be accomplished:

### **Translation of the Burnout Intervention Training Kit**

As all BOIT partners and their trainers who are going to conduct the pilot trainings agreed to use the English training materials as well as the English version of the supportive documents (Training Curriculum and Trainers' Manual) for the piloting phase only the final version of the Kit including already the feedback from training participants, trainers and external evaluator will be translated into German, Danish, Italian and Romanian. The English version will be proofread. This task will be accomplished presumably in July/August 2011, after the revision of the draft version.

### **Conduction of the pilots in the BOIT partner countries (AT, DE, DK, UK, RO, IT)**

Since institutions and organisations interested in participating in the pilots mentioned in preliminary talks their preference to start the BOIT pilots in the beginning of the new year (January 2011) instead of December 2010 the start of the pilot phase was postponed for this one month. Nevertheless the piloting period will last as planned until the end of May 2011. Piloting in this period is feasible as the longest proposed BOIT lasts not longer than 11 weeks. At least 10 managers and team leaders per piloting country (AT, DE, DK, UK, RO and IT) will take part in the testing phase.

### **Evaluation of the pilots**

The piloting will be carefully analysed and described through a comprehensive evaluation procedure including feedback from the trainers as well as from the training participants. Furthermore an external evaluator will review the drafted and conducted Kit for Burnout Intervention Training for Managers and Team Leaders as well as the computer based learning platform. Not only the project products will be properly evaluated but also the transnational project process (including virtual and real meetings), similar to the first year of the project.

### **Finalization of the Kit for Burnout Intervention Training**

Based on the feedback from the pilots' participants, the trainers as well as from the external evaluator the Kit for Burnout Intervention Training including the booklet, e-learning objects, Training Curriculum and Trainers' Manual will be first reviewed and afterwards translated into German, Italian, Danish and Romanian. The English version will be proofread. All language versions will be printed on CDs.

### **Good Practice Brochure**

The Good Practice Brochure will be written primarily based on the outcome of the piloting evaluation. It will contain

- a description of the six national pilots from AT, DE, IT, DK, UK and RO
- a description of pedagogical, organisational and technical aspects of the BOIT

- highlights and pitfalls of the pilots
- illustrative cases
- recommendations for trainers and other adult educators who want to perform the BOIT or a similar training on the topic of Burnout

The Good Practice Brochure will be produced as paper versions in all six languages.

### **Dissemination conference**

Similar to the first project year different dissemination activities will be realised such as project presentations at national and international conferences, seminars, meetings, newsletters distribution to relevant target groups, essay writing about the project respectively project related topics in trade literature or distribution of project dissemination material and others. At the end of the project a final international dissemination conference will be held in Vienna, Austria (expected in late autumn 2011) organized and implemented by the BOIT consortium. During this final conference the BOIT project team will present the project and its products and also experiences made during the piloting phase to interested parties, representatives of the target groups and different multipliers.

### **Exploitation**

After the project has finished, the project partners (except blinc and the University of Vienna) plan to deliver the Burnout Intervention Training for Managers and Team Leaders. Therefore a copyright agreement has been drafted and discussed among the BOIT partners.

The materials produced by the project consortium will be available beyond the project lifetime whereby the project coordinating institution (die Berater) will maintain the project website ([www.burnoutintervention.eu](http://www.burnoutintervention.eu)) for at least two years after termination of funding. This will be communicated on the websites of the partner organisations.

## 6. Contribution to EU policies

The BOIT project contributes to several key policies of the European Union with regard to education and training:

*LLP-Obj-a: To contribute to the development of quality lifelong learning and to promote high performance, innovation and a European dimension in systems and practices in the field*

The overall aim of the project is to raise awareness for Burnout and to implement intervention strategies in companies. This crucial topic is an innovative one in the field of life long learning and is based on the development of social skills.

*LLP-Obj-d: To reinforce the contribution of lifelong learning to social cohesion, active citizenship, intercultural dialogue, gender equality and personal fulfilment*

The project reinforces with the aid of its learning possibility the cooperation and social cohesion within company staff: managers and team leaders can acquire a sympathetic attitude towards Burnout-vulnerable colleagues. Furthermore this target group will learn to lead open interviews with their staff with which they will be able to detect circumstances promoting Burnout at individual and company level. Intervention techniques and suitable strategies will be facilitated in the training.

*LLP-Obj-e: To help promote creativity, competitiveness, employability and the growth of an entrepreneurial spirit*

The sick leave rate caused by Burnout has increased in the last years. With the help of the project this rate can be minimized at company level as participants of the training will get skills to intervene in the Burnout process before individuals at risk actually burn out. Thus, competitiveness, employability and the growth of an entrepreneurial spirit will be supported as the employee sick leave and turnover will be reduced.

*LEO-SpObj-a: To support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development, employability and participation in the European labour market*

Managers and team leaders in the service sector will obtain knowledge, skills and qualification to identify Burnout with their employees and to intervene with suitable strategies. On the one hand the project facilitates the personal development of the participants of the training. On the other hand the employability and participation in the European labour market will be fostered, as with the help of recognition and intervention strategies the employee turnover caused by Burnout can be reduced.

*LEO-SpObj-b: To support improvements in quality and innovation in vocational education and training systems, institutions and practices*

The content that the Burnout intervention training provides is an innovative contribution to further education of managers and team leaders. From the company's point of view: the target group feels more confident coping with Burnout affected staff; from an individual point of view: employees acknowledge that their company cares about the topic Burnout and tries to prevent Burnout promoting situations.

*LEO-OpObj-2: To improve the quality and to increase the volume of cooperation between institutions or organisations providing learning opportunities, enterprises, social partners and other relevant bodies throughout Europe*

Burnout as a multilateral syndrome affects different institutions at the same time: the enterprises in which affected persons work, social networks which are needed to cope with Burnout, social insurances that have to pay for sick leaves caused by Burnout, the labour market services which are concerned with those unemployed due to Burnout, etc. Hence the project underlines the importance of cooperation between these institutions to counteract the increasing Burnout rate.

*LEO-OpObj-4: To improve the transparency and recognition of qualifications and competences, including those acquired through non-formal and informal learning*

Within the project participants gain specific know-how and qualification about Burnout and Burnout intervention strategies through informal learning. Furthermore participants of the training will achieve a catalogue of competences by participating the training.

## **Priorities**

*LEO-MultProj-2: Developing the quality and attractiveness of VET systems and practices*

Quality assurance will be given referring to the European Quality Assurance Reference Framework with the help of an external evaluator. A certification of the training content will be realised in a follow-up project.

*LEO-MultProj-3: Developing the skills and competences of VET teachers, trainers and tutors*

The project develops the skills and competences of managers and team leaders in companies, who are also in-house VET trainers and tutors. Burnout prevention training is a novel part of their further training.

*LEO-MultProj-4: Develop Vocational Skills considering the labour market needs*

In the course of the project, participants of the training gain skills which strengthen their employability as a demand of the Lisbon process.

*LEO-MultProj-5: Raising competence levels of groups at risk*

The project increases the sensibility of managers and team leaders concerning women as specifically Burnout-vulnerable persons caused by their double burden: role as mother and employee.

## **LLP Horizontal policies**

*SpecNeed: Making provision for learners with special needs, and in particular by helping to promote their integration into mainstream education and training particular by helping to promote their integration into making provision for learners with special needs, and in particular by helping to promote their integration into mainstream education and training:*

Due to a specific vocational education, managers and team leaders are often a target group with special psychological and soft skills needs.

*Equal: Equal opportunities men and women*

The project increases the sensibility of managers and team leaders concerning women as specifically Burnout-vulnerable persons caused by their double burden: role as mother and employee.

### **Complementarity with other policies**

*EMPL: Employment*

In the course of the project participants of the Burnout intervention training gain skills which strengthen their employability and the employability of their staff.

*LISBON: Lisbon partnership for growth and jobs*

In the course of the project participants of the Burnout intervention training gain skills which strengthen their employability and the employability of their staff as a demand of the Lisbon process.

*SF: Social fund*

Most of the skills that will be facilitated in the Burnout intervention training will be soft skills that reinforce the social competence of the participants.

## **7. Extra Heading/Section**

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