

# THE LEADERSHIP BURNOUT RISK ASSESSMENT

For mid-level managers who can't tell anymore if they're tired, broken, or just done.

**FOR FULL FUNCTIONALITY:** Open this PDF in **Adobe Acrobat Reader** (free) on phone or desktop. Tap the circles to select your scores. Subtotals and your total score will calculate automatically.

*If you've been Googling “am I burnt out or lazy” at 11pm, this is for you.*

You were promoted because you were good at the work. Nobody told you the work would change. Now you're managing 8, 12, 25 people. You're absorbing pressure from your boss. You're protecting your team from the worst of it. And there is nobody doing either for you.

So when you can't focus on a Tuesday afternoon, when you snap at your kid over nothing, when you sit in the car in the parking lot for ten minutes before you can walk in, you blame yourself. You wonder if you're cut out for this. You wonder if it's depression. You wonder if you've gotten lazy.

This is not a diagnosis. It's a mirror. Fifteen questions, three areas, five minutes.

## HOW IT WORKS

Tap a circle **1 to 5** for each statement based on the last **4 weeks**.

**1** = Never   **2** = Rarely   **3** = Sometimes   **4** = Often   **5** = Almost always

SECTION 1 OF 3 • QUESTIONS 1-5

## Part 1 — Exhaustion

How depleted you are physically, emotionally, and mentally. Not whether you're "tired." Whether you've stopped being able to refill.

#	STATEMENT	1	2	3	4	5
1	I wake up already tired, before the day has even started.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	I have stopped enjoying things I used to look forward to outside of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	My patience with people I love is shorter than it used to be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I am running on caffeine, sugar, or willpower to get through most days.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	When I have nothing to do, I cannot rest. My mind keeps working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**EXHAUSTION SUBTOTAL:**  / 25

## Part 2 — Engagement

Whether you are still **in** the work or just **at** the work. Cynicism, withdrawal, and self-doubt are the second stage of burnout. Not the first.

#	STATEMENT	1	2	3	4	5
6	I find myself going through the motions at work instead of being present.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	I have started to resent my team, my boss, or the work itself, even when nothing is “wrong.”	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	I question whether I am cut out for this role, more than I used to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	I avoid 1-on-1s, hard conversations, or decisions I would have handled easily a year ago.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	I no longer feel proud of the work, even when the results are good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**ENGAGEMENT SUBTOTAL:**

/ 25

SECTION 3 OF 3 • QUESTIONS 11-15

### Part 3 — Recovery

The one most people skip. Recovery is not how hard you rest. It is whether rest **works** anymore. When recovery breaks, burnout accelerates.

#	STATEMENT	1	2	3	4	5
11	Weekends and time off no longer leave me feeling restored by Monday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	I sleep, but I do not wake up refreshed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	I cannot remember the last time I did something purely for me. Not for my family, my team, or my health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	When I am off work, I am still thinking about work, replaying conversations or planning next week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	I have stopped reaching out to friends, mentors, or people who used to fill me up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**RECOVERY SUBTOTAL:**  / 25

## YOUR RESULTS

### Your Total Burnout Risk Score

All three subtotals are added below automatically.

EXHAUSTION	<input type="text"/>	/ 25
ENGAGEMENT	<input type="text"/>	/ 25
RECOVERY	<input type="text"/>	/ 25
<b>TOTAL BURNOUT RISK SCORE</b>	<input type="text"/>	<b>/ 75</b>

### What Your Score Means

#### 15–29 • STABLE UNDER PRESSURE

*You are managing the load. For now.*

You are not in burnout, but you didn't take this assessment by accident. Something brought you here. The patterns that lead to burnout usually start 6–12 months before a person scores in the danger zone. Use this as your **baseline**. Re-take it every 90 days. If your number climbs, you'll see it coming. Most managers never do.

**Your move:** Build the protective habits now while you have capacity. Start with the Pressure-Proof Manager's Toolkit (introductory \$19.99). The boundary scripts and decision frameworks are designed for managers at exactly your stage. [Get the Toolkit](#)

#### 30–44 • EARLY WARNING

*You are tired in a way sleep doesn't fix anymore.*

This is the stage most mid-level managers live in for years without naming it. You're functional. You're delivering. You're also quietly running out. The danger of this zone is that nobody around you knows. You have gotten good at carrying it. But your patience is shorter, your joy is thinner, and the weekends aren't working the way they used to. What you do in the next 90 days decides whether you slide further or climb back.

**Your move:** You need more than a worksheet. You need a system. The Pressure-Proof Manager's Toolkit (introductory \$19.99) gives you the boundary frameworks and recovery protocols. [Get the Toolkit](#). If you want me in the room with you while you implement them, [book a free discovery call](#).

RESET ALL

## 45–59 • ACTIVE BURNOUT

*You are not lazy. You are not broken. You are burning out.*

If you scored here, please read this carefully: **what you are experiencing is real, and it is not a character flaw.** You are in the active phase of leadership burnout. Your body, your engagement, and your recovery system are all signaling distress. Pushing harder will not fix this. Powering through the next quarter will not fix this. The way out is not more effort. It is a different operating system for how you lead under pressure.

**Your move:** Do not try to solve this alone. That's how you got here. [Book a free discovery call](#) with me. We will diagnose what's driving the burnout in your specific role and map the recovery path. No pressure, no pitch. One real conversation.

## 60–75 • CRITICAL

*You have been carrying this on your own for too long.*

A score in this range means burnout is no longer something you are managing. It is managing you. The exhaustion, the disengagement, and the inability to recover are now actively shaping your decisions, your relationships, and your health. This is the score where good people quit jobs they were great at, where relationships strain, where physical symptoms show up. **None of that has to happen.** But it requires action this week, not next quarter.

**Your move:** [Book the discovery call today.](#) Not in two weeks when things calm down. They will not calm down on their own. If a score this high is paired with thoughts of harming yourself, please also reach out to a licensed mental health professional.

## READ YOUR SUBSCORES

### Where the Pressure Is Actually Coming From

Your total score tells you **how close** you are. Your three subtotals tell you **what to do first**. Find the section where you scored highest. That is your leading edge of burnout, and where intervention will move the needle fastest.

#### EXHAUSTION is highest

The leak is energy management. You're spending without replenishing. Boundary work and recovery protocols come first.

#### ENGAGEMENT is highest

The leak is meaning. You have stopped feeling that what you do matters. This is the most dangerous, and the most reversible. Identity work first.

#### RECOVERY is highest

The leak is downtime quality. You have rest in your calendar, it just isn't working anymore. Recovery system rebuild first.

## A WORD BEFORE YOU CLOSE THIS

### You are not the problem.

If this assessment named things you have felt but not said out loud, that is not a coincidence. It is also not a sign that something is wrong with you. It is a sign that you have been doing one of the hardest jobs in business, leading from the middle, without the framework or the support that role actually requires.

Every manager who scores in the 30–75 range has the same story: **nobody taught them how to absorb pressure without absorbing damage**. That is not a personal failing. That is a structural gap in how we promote people into leadership.

***You don't need to push harder. You need a different system.***

#### YOUR NEXT STEP

**Score 15–29:** Get the Pressure-Proof Manager's Toolkit (introductory \$19.99). The prevention system. [leadwithmelisa.com/workwithme](https://leadwithmelisa.com/workwithme)

**Score 30–44:** Start with the Toolkit. If you want it implemented with accountability, [book a free discovery call](#).

**Score 45+:** [Book the free discovery call](#) this week. Do not push through another quarter alone.