

Know Yourself

A service aiming to reduce the risk of burnout in Chinese SOEs

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Although it was an individual project, most of the time I worked as a team. I am sincerely grateful to everyone who helped me, from the grassroots staff at the SOE to the leaders, designers, and students who were interested in the topic of mental health, for giving me the opportunity to work with them on this project. It is because of their commitment to this project that it has come to fruition.

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Statement of intent

This document describes the design journey of the service system Know Yourself.

The aim of the project is to reduce the risk of burnout among grassroots staff in Chinese state-owned enterprises (SOEs) by increasing their sense of accomplishment.

Research demonstrates that although burnout is not a specific disease, it can **cause irreversible damage to the body and mind** if allowed to run its course (Salvagioni et al., 2017). To identify opportunities to reduce burnout, the research focus of the project underwent various shifts as the research and analysis became progressively more in-depth. From an early focus on reducing burnout among all SOE staff eventually narrowed down to enhancing the accomplishment of grassroots staff.

Know Yourself is **built around ToolKit**, which helps grassroots staff identify themselves, Develop plans, focus on the present and constantly review their achievements.

The service supports SOEs to help their staff to develop a mindset through mentoring, regular follow-up and adjustment, so that they are constantly motivated to take action, gain fulfilment from their work and ultimately reduce or avoid burnout.

Through this system, employees are able to find the value, purpose and meaning of their work at its source and are thus empowered to take control of their work and focus their attention and energy on what really matters. As such, it offers employees the opportunity to look inward and value their emotions and feelings.

The context of Chinese state-owned enterprises (SOEs)

Due to the difference in social systems, in capitalist market economies, the private economy is the mainstay, and the state-owned economy is supplementary. In contrast, in China, as a socialist country, **the state-owned economy is the dominant force in the national economy.** SOEs, in which the state has ownership or control over their capital, are determined by the will and interests of the government. State-owned enterprises are the **backbone of national economic development and the pillar of socialism** with Chinese characteristics.

As a form of production and business organisation, SOEs are characterised by both commercial and public interest characteristics. Their commercial nature is reflected in the pursuit of preserving and increasing the value of state-owned assets, while their public interest nature is reflected in the fact that state-owned enterprises are usually established to achieve the goal of regulating the economy by the state, and play a role in harmonising the development of all aspects of the national economy (State-owned enterprises_Baidu.org, 2022). The stability and specificity of SOEs mean that most staff will stay with the same company until they retire.



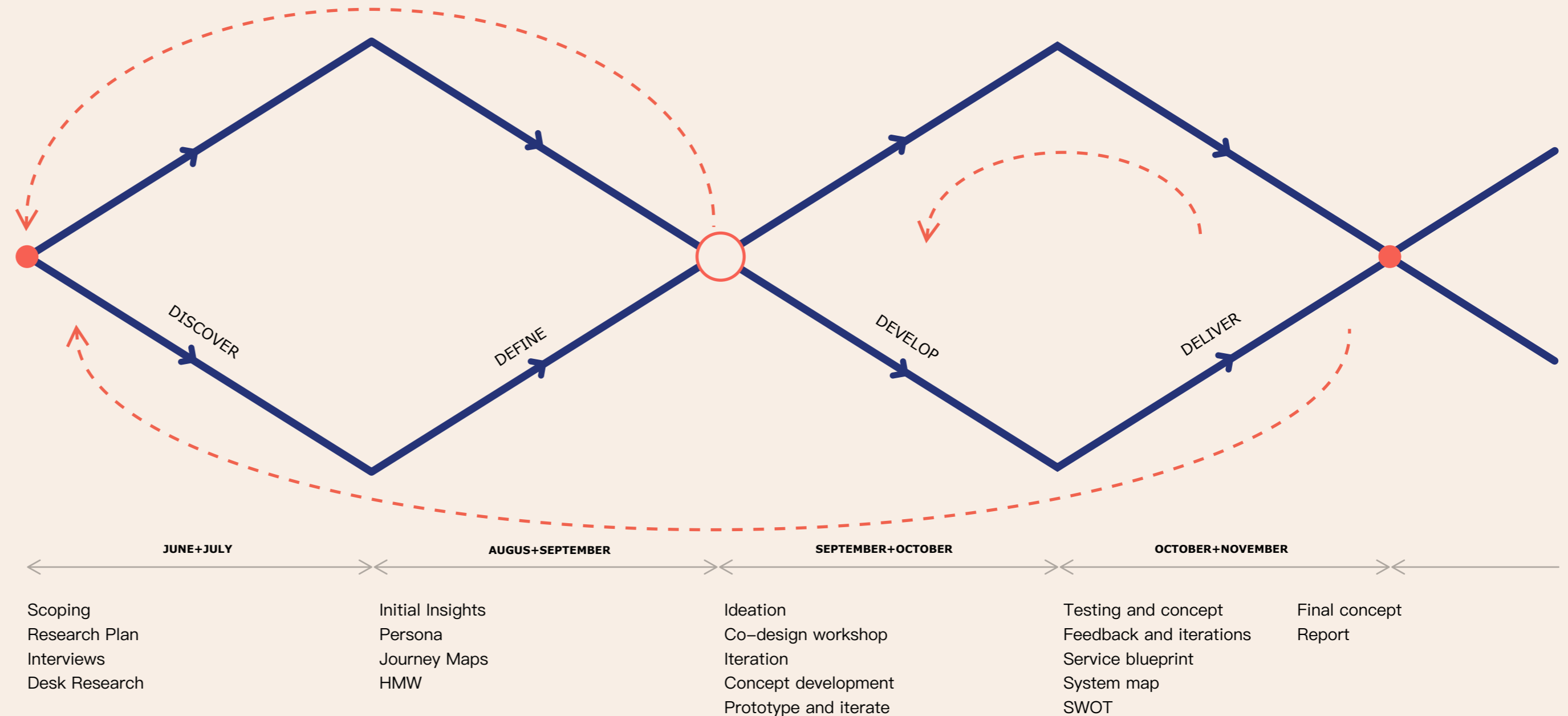
Image from local water company

Methodology

My design journey is not a linear process, but an **iterative, cyclical process**. For example, when I am testing, I find a deeper problem that requires me to 'go back to the beginning' and reorganise my thinking and research.

Furthermore, the service system will never 'finished' and this report is only a snapshot of the phase and I will continue to seek feedback from users and stakeholders and iterate on them in the future.

2004's version of the Double Diamond(Design Council, 2004), while a clear, comprehensive and intuitive description of the design process, has been criticised by some as being more linear. Therefore, I have chosen to adopt the 2019 version of the Double Diamond(Design Council, 2019), which is more fluid and takes into account the broader systems and contexts, including the loops associated with my project and aspects of engagement and leadership.



Reflection on methodology

Following the Double Diamond methodology has helped me to manage multiple tasks and drive the design process forward by creating plans and setting deadlines and milestones.

At the same time, it provides a structure to justify the process and build trust and confidence among stakeholders(Drew,2019).

Using visual methods such as storyboards, journey maps, personas, etc., helps me to better engage in conversations with stakeholders from non-design backgrounds and helps them to better empathise with the subject. Meanwhile, mapping helped me to better **organise my thoughts and extract critical information and insights.**

The interviews with stakeholders helped me to further understand the burnout situation of SOE staff, to know what measures the company has taken and to understand the complexity and magnitude of the system. It makes me aware of the need to further narrow the direction of my focus.

The workshops helped me to test prototypes, validate assumptions, and constantly tweak and iterate based on feedback. It enables me to put myself in the users' shoes and think about what they really need in the face of burnout, to avoid getting stuck in my own logic.

But following the methods does not automatically ensure designing a good solution to the right problem. It is as much about the **mindsets** as the tools, for example, being humble and open to ideas coming from everywhere and changing as a result of feedback, curious about what's really going on and how things are working or not and working as teams rather than as a lone genius.

Starting point

How might we reduce burnout in Chinese SOEs?

The big picture

What is burnout? Why tackle it?

Burnout is a state of physical and mental fatigue and exhaustion that occurs when an individual is under work pressure. Burnout has three dimensions: emotional exhaustion, depersonalisation and low personal fulfilment (Maslach and Jackson, 1981).

Burnout is not a medical diagnosis, but some experts believe that other disorders such as depression are behind burnout(Koutsimani et al., 2019).

As we move into an era of global competition, mental health challenges are now the norm for employees at all levels of the organisation. According to the 2022 Insight Report on the Mental State of the Workforce, 90% of respondents are experiencing burnout from stress related to the workplace, work experiences and personal life (Beijing Daily News, 2022). And in a Kraft company survey of approximately 7,500 full-time employees, 23% reported feeling burnout frequently or very frequently, and 44% reported experiencing burnout from time to time (Kraft, 2018).

Burnout is an enemy that threatens individuals' life and health and undermines the organisation's efficiency. Suppose it is not relieved and mitigated in time. In that case, it will not only affect employees' ordinary life and interpersonal relationships, but will also further affect their long-term development, corporate performance, and corporate image. Therefore, there is an urgent need to pay attention to this phenomenon.

Why Chinese SOEs?

-High prevalence: A survey conducted by the China Human Resources Development Network(2022), shows that 54.9% of the SOE staff surveyed are experiencing occupational burnout, which is the highest percentage compared with other industries.

-Policy support: In order to build a harmonious society, the Chinese central government (2006) has proposed to focus on the promotion of psychological harmony, strengthen humanistic care and psychological guidance, and enhance mental health education and protection. As SOEs are closely related to the normal functioning of society and the work and life of everyone, the issue of high levels of burnout among SOE workers must be taken seriously by society as a whole.

-Inadequate mental health service system: The mental health market in China started late and is still in its early stages, and there is still more room for enterprises to pay more attention to personal mental health than in developed Western countries (Yu & Dong, 2012). In terms of society as a whole, there is not yet an atmosphere of tolerance towards psychological problems or mental illnesses, and there is a lack of organisations and institutions involved in psychological counselling, making it difficult for companies to find relevant people and organisations to work with even if they need to manage the mental health of their employees.

-Passion: My father has been working in a state-owned enterprise for 35 years now, since he graduated from university. As his daughter, I have heard about the hardships and difficulties he has experienced during his career. I hope that through my design I can do something for people like my father who work in SOEs. Perhaps this project will not alleviate the problem of burnout among SOE workers at the root. However, I hope that through this project, more and more enterprises will pay attention to the mental health management of their employees, so that people can understand the phenomenon of burnout and pay attention to their own mental health simultaneously.

70%

More than 70% of employees in SOEs have symptoms of burnout

12.8%

About 12.8% of employees suffer from moderate and severe burnout

Secondary research

Secondary research is conducted throughout the design journey to ensure that each decision is supported by relevant theory and existing research. The focus of the early stage desktop research is to gain a broader understanding of burnout and to explore, in the context of the specific nature of SOEs, what the implicit causes of burnout are that are caused by the enterprise, in addition to the prevalent causes, in order to better prepare for the subsequent research.

Understanding burnout

Since I lack the grounding in psychology and most research on burnout is based on psychological scales and models, I spend most of the desktop research phase examining different scales and models. As different literature has slightly different explanations for the causes of burnout. After research and comparison, I found the Areas of Worklife Scale model (AWS)(Leiter & Maslach, 2016) to be broader in scope, more feasible and helpful to me (a non-psychology researcher).

Here are six key areas that AWS has identified as putting people at risk of burnout.



Workload



Control of work



Community support



Reward



Fairness & respect



Value of work

In these six domains, the greater the person-work mismatch, the higher the likelihood of burnout. However, there is a complex interrelationship between these six domains.

Measurement methods

One of the most authoritative and recognised measures is the MBI-Maslach Burnout Inventory (Maslach and Jackson, 1981). MBI measures three dimensions of burnout: emotional exhaustion, depersonalisation, and personal accomplishment. A comprehensive assessment of their burnout can be made by setting questions on these three areas and rating respondents according to their answers.

Symptoms of burnout



Physical and mental suffering



Lack of interest in work



Lack of desire to move forward



Indifference to work or colleagues



Feeling isolated, even disorderly behaviour



Avoidance of social activities

(Mental Health UK, 2019)

Special characteristics of Chinese SOEs

As the design direction focuses on staff in SOEs, an in-depth exploration of Chinese SOEs is conducted in an attempt to find the hidden factors brought about by the specific nature of the enterprise, in addition to the generally recognised factors that may lead to burnout. **The influencing factors are divided into three areas:** corporate structure, work environment and individual factors, as well as being analysed to find opportunity points.

What's more, the desk research focused on the extent of attention and measures taken by Chinese SOEs to manage employees' mental health, as well as the inclusive atmosphere of SOEs towards psychological problems or mental illness, in an attempt to gain a comprehensive understanding of burnout in the context of SOEs.

Enterprise structure

The hierarchy within SOEs is more pronounced, with strict top-down control, and income levels are usually closely linked to job promotion. At the same time, talent competition is fierce, making it easier to reach the ceiling in terms of career development and limited upward mobility(Xu, 2021).

Working environment

The work is specific, trivial and lacking in challenge, resulting in a low level of independence in carrying out work and participation in decision-making (Sun& Yin, 2021). What's more, the concept of human resource management in some enterprises is lagging behind and has administrative overtones.

Individual factors

Some employees have a stereotypical impression of SOEs, leading to unrealistic fantasies about their work, and deviations in their self-positioning and job requirements, which can easily result in a sizeable psychological gap and pressure in their practical work (Zhai, 2016).

Existing approaches to reducing burnout

Compared to developed countries in the West, Chinese companies still have more scope for development in terms of attention to employees' mental health, and lack a comprehensive mental health system. Most of the research in China is still on the rationality and importance of attaching importance to the mental health of employees, and most of the solutions are discussed from the perspective of psychology, human resource management or ideological and political work, without a systematic approach from the perspective of service design.

Researching measures to promote employee mental health in China and foreign countries has given me a quick insight into the mental health market. It also let me understand the complexity of the system and the fact that it is not feasible for a single designer to radically avoid burnout at this time.

Resources



How to Overcome Leadership Blind Spots

Leaders are more susceptible to blind spots, which means their general decisions have a greater impact on their organizations. A few simple practices can challenge your existing mental models and fix:

1. Pay attention to what you may be missing
2. Regulate your emotions
3. Be on guard for defensiveness
4. Integrate information, then act
5. Embrace tension
6. Recognize conflicting motivations

Thrive NHS Approved

We want to create a world where people are empowered to take control of their mental wellbeing and can learn to Thrive, not survive.

Thrive are proud to have created the leading mental wellbeing digital tool for use by individuals and in the workplace for preventing mental health conditions by building resilience.

Thrive is designed as a day-to-day wellbeing app whilst also having the capability to support and intervene if it detects risks of certain conditions.

It offers lots of tools for users to Emotional relief

- Daily mood and feelings checkup
- CBT programme (Cognitive behaviour therapy)
- Help people to manage well-being and stress through digital tools

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Thrive App | Internal Comms & Employee Engagement Platform

Thrive is an employee comms platform that helps you connect, communicate & engage with your team to reach, understand, develop or remote workforce.

Thrive app can connect your employees, and transform your business by reimagining your internal communication strategy.

reduce staff turnover, increase efficiencies and improve employee engagement and communications

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1. 此外, MHP 还包含最佳的健康状态成为行实践, 可以为企业

典型案例: 荷兰 Creal 公司是荷兰一家中小型企业, 提供员工心理健康服务, 被公平对待, 并让员工公司全方位采取具体措施, 如“工作该谁做”的人, 人素质和特点给予他们, 而不是为空缺职位去, 项目在招聘前启动, 健康的生活方式, 对员工提供职业规划, 对全体员工参与, 公司全方位, 多角度实施, 公司盈利状况也不错。

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典型案例: 英国 Knock Travel 是一家为商务旅行人士, 实施了一个“范围”项目, 公司在推行 MHP 项目, 此外, 公司还宣传和实施给公司带来了诸多, Knock Travel 公司 MHP 公司的长期规划是打造项目, 实施时, 公司将员工, 面上解决员工的问题, Knock Travel 公司通过项目的持续发展周期, 项目融入到公司的战略

何为心理健康? 心理健康不仅仅是无精神障碍, 状态中, 每个人能认识到, 的生活压力, 能够有效

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System Map

I created this map after completing my early-stage desk research. It gave me a more macro view of the existing information and helped me to sort out my thinking. It also gave me a better understanding of how the various stakeholders in the system relate to SOE staff and what they can bring to the future service system. I have used and developed this map at different stages in this design journey. It has also helped me identify key stakeholders and possible future directions.



Co-discovery with stakeholders

Based on the systems map, I conducted interviews with key stakeholders to shed light on the subject, validate some of the findings from the desktop research, and seek some design opportunity points. More detailed accounts of interviews in the Appendices.

Research Overview

- **With SOE grassroots staff:**

Grassroots employees **comprise the most substantial SOEs base**. I have split SOE employees into grassroots employees and leaders to facilitate the research. Questionnaires, interviews and workshops are used to find out about their daily work, their challenges, and their views on burnout. At the same time, they were interviewed about their daily ways of relieving their emotions and expectations regarding work and life. This allowed me to validate some of the desktop research findings and gain insight into the users' expectations.

- **With Psychologists:**

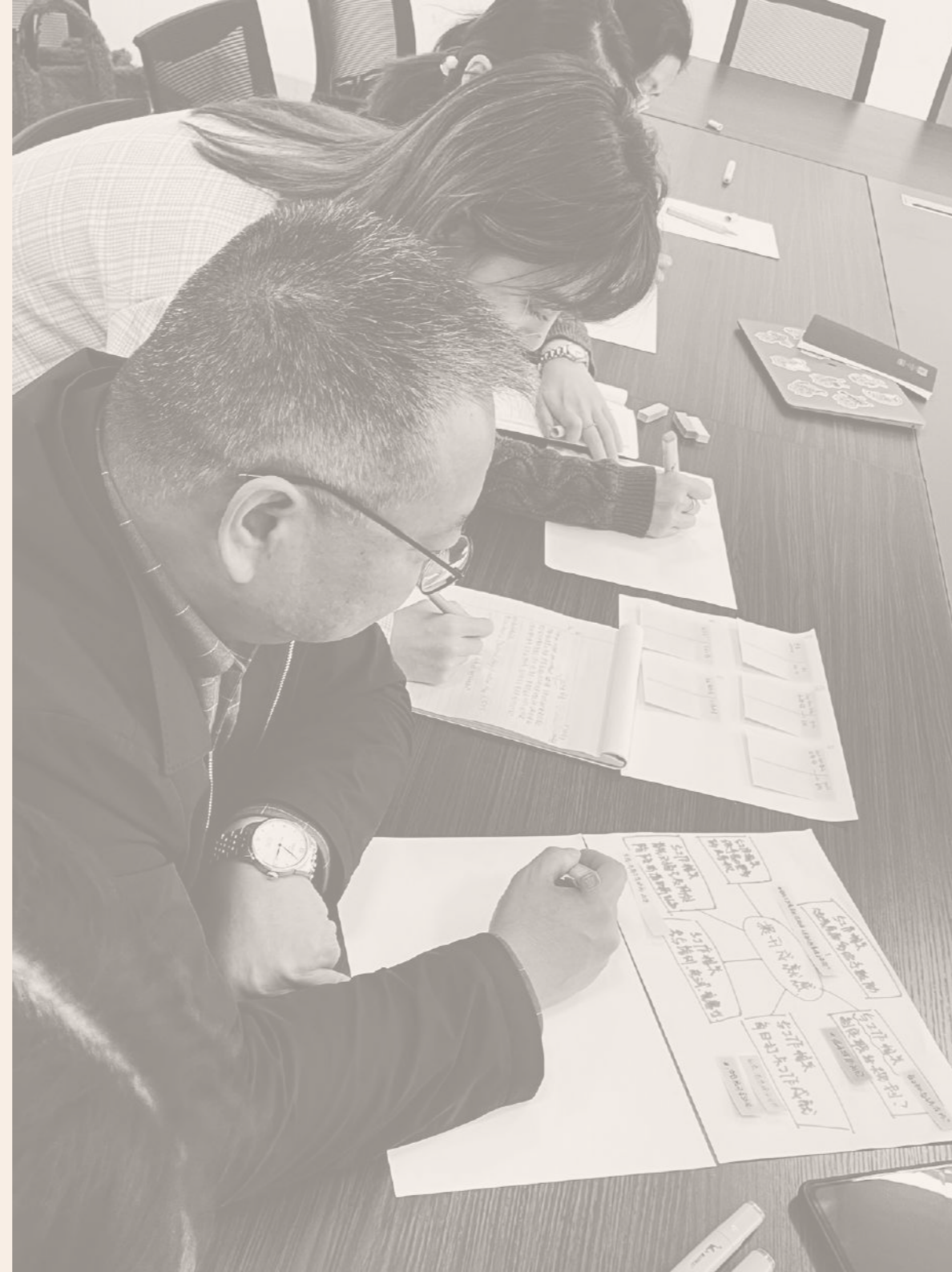
Psychologists can bring a professional, scientific perspective on burnout and validate the ideas of desktop research.

- **With Leaders of SOEs:**

Leaders are the implementers of policies and service systems. They have a deeper understanding of the internal structure of SOEs and mental health services. Interviews provided a top-down perspective on the support and care provided by the enterprise to its employees, as well as an understanding of the company's difficulties in focusing on its employees' mental health.

- **With HR staff:**

The HR department is responsible for setting employee compensation and benefits as well as staff transfers, which can directly impact employees' well-being, so I aimed to understand the company's philosophy on HR management through the interviews.



Questionnaire

The valid sample size for the questionnaire was 191, and the respondents were all employees of SOEs. The main objective was to broadly investigate the extent to which employees are aware of burnout, their psychological situation at work and how they cope with mental distress.

The fact that 80% of employees have a basic understanding of the concept of burnout represents a majority of employees who are more concerned about the mental health aspects of the workplace, which **validates the potential value of this project from an employee perspective**. 89% of respondents experienced symptoms of burnout, and 34% experienced four or more symptoms, which is mainly in line with the findings of the desktop study. In addition, insights were gained into how employees face emotional problems and the barriers they encounter when seeking help.

How did it inform the project

A key finding of this survey was that respondents shared a common need for companies to pay more attention to the mental health of their employees. Equally important to them was finding ways to soothe their emotions in a way that suited them.

This essentially validated the desk research findings and shifted my focus from making employees aware of the importance of their mental health status to how to help the company provide mental assistance to its employees.

Research through design

What would your ideal working environment and atmosphere be like?

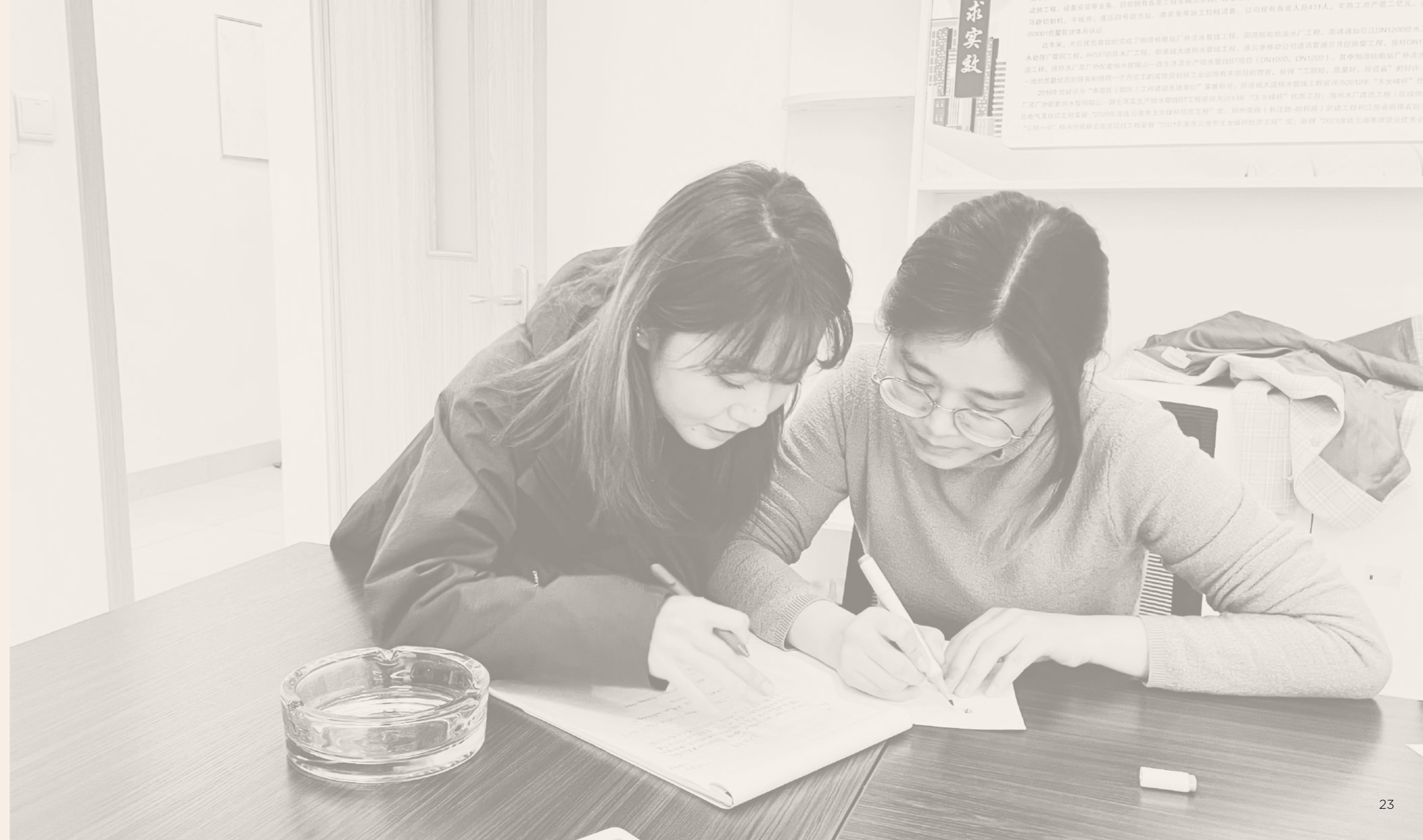
This session focused on letting the staff write down keywords for their ideal working atmosphere and environment, which encouraged employees to engage in projects through design by giving them a theme.

By co-designing with employees, the expectations of employees were made **concrete**. Moreover, gain insights from them about building the ideal working environment and atmosphere.

This session helped me to see how to improve the environment around them for a better working experience from the employees' perspective. It also gave me a **bottom-up perspective** on what factors are needed to support the effort to reduce burnout.



Keywords collected from this session



Interviews

Employees need encouragement to boost their motivation by recognising their value.

— Zhao, Local SOE leader

Company does not have a dedicated counsellor or counselling department.

— Wang, Water company leader

We have been thinking about how we can **make the most of our available resources** to bring about a more fulfilling and enjoyable working atmosphere for our employees without overburdening the company.

— Wang, Water company leader

Leaders

There are tons of daily chores that constantly squeeze and distract me. It makes me unable to focus on the task at hand.

— Ming, Water Company Office Clerks

We can **improve our abilities** to reduce work time and increase efficiency.

— Zheng, Communications company technical department staff

Companies can help employees **develop career plans** so that they understand the stage they are at and the opportunities for future development, thus enabling them to achieve their goals through continuous self-motivation

— Sun, Structural Engineer at City Construction Group

I have no voice or control over my work. Sometimes I don't **get feedback** on what I do, and it makes me feel like I'm a dispensable character.

— Han, Water Company Office Clerks

Grassroots staff

Everyone has a different threshold of mental capacity, and there is **no uniform way to reduce burnout**.

When employees **recognise the value** and importance of their work, they are less likely to feel burned out even when they are busy.

Burnout is a complex and multifaceted issue that needs to be considered, and reducing burnout cannot be done solely by the individual or corporate efforts.

Burnout is made up of emotional exhaustion, depersonalisation and low personal fulfilment, so I would recommend that you think about how to reduce burnout in these three areas.

— Jonty Rose, Mental Wellbeing Business Psychologist

Psychologist

We offer a wide range of **staff incentives**, including career competitions, skills training and other opportunities to enable staff to reach their full potential and stay motivated at work.

Rewarding employees for a job well done through promotions, financial bonuses and awarding honours makes them feel valued for their work.

The company offers its employees a number of ways to regulate their emotions, such as group activities and psychological lectures.

KPIs are set for departments, and those that exceed them can receive rewards. We hope this will increase our staff's enthusiasm for their work.

— Zhuang, HR staff at the power supply company

HR staff

Insights - Potential Directions

Based on the interviews and combined with the findings of the preliminary research, I began to think about possible directions for this project.

- **Enhance employees' sense of achievement?**

During the interviews, several employees mentioned that the work content is too trivial and that they do not feel the value and contribution of their work, resulting in a lack of fulfilment. Combined with the advice of psychologists, a sense of achievement can be an opportunity point for projects.

- **Helping employees formulate career plans?**

Setting milestones or career development plans gives employees a better sense of where they are and a clear understanding of their abilities. It motivates them to get engaged in their work.

- **Is the focus shifting from reducing burnout to reducing the risk of burnout?**

Reducing burnout is a complex system, especially for employees with moderate or severe burnout, requiring the assistance of psychologists, companies, governments and employees. Moreover, each person has a different mental capacity and self-regulation ability, which cannot be solved in an equal way.

My biggest takeaway — Narrow down to Grassroots staff

Due to the complex structure within SOEs, employees in different positions may have different potential sources of burnout due to different job content, making it difficult to determine the next direction of the project. Therefore, I narrowed down the scope of users in order to ensure that the pain points and opportunities were accurately captured. During the interviews, grassroots staff commonly expressed some pain points that are worthy of in-depth investigation. Combining the findings of my desk research on the structure of SOEs and personal factors, I narrowed down the service audience to grassroots staff.

Co-discovery workshop

The workshop invited four grassroots staff from the water company to participate. This workshop experience was instrumental in defining the direction of the research. By interacting with them, I was able to gain an insight into the working environment and pain points of the grassroots staff. I completed the persona with them by brainstorming and combining the research findings. This made the persona more realistic and concrete, and allowed them to empathise with the persona and empathise with the project topic, thus stimulating their discussion on burnout. At the end of the workshop, I shared the potential directions from the research with them, which gave me insights from the user's perspective.



Persona building activities



Image from the workshop

How did it inform the project

- **Developed the persona**

- **It helped me narrow down the direction**

1. **About the sense of accomplishment**

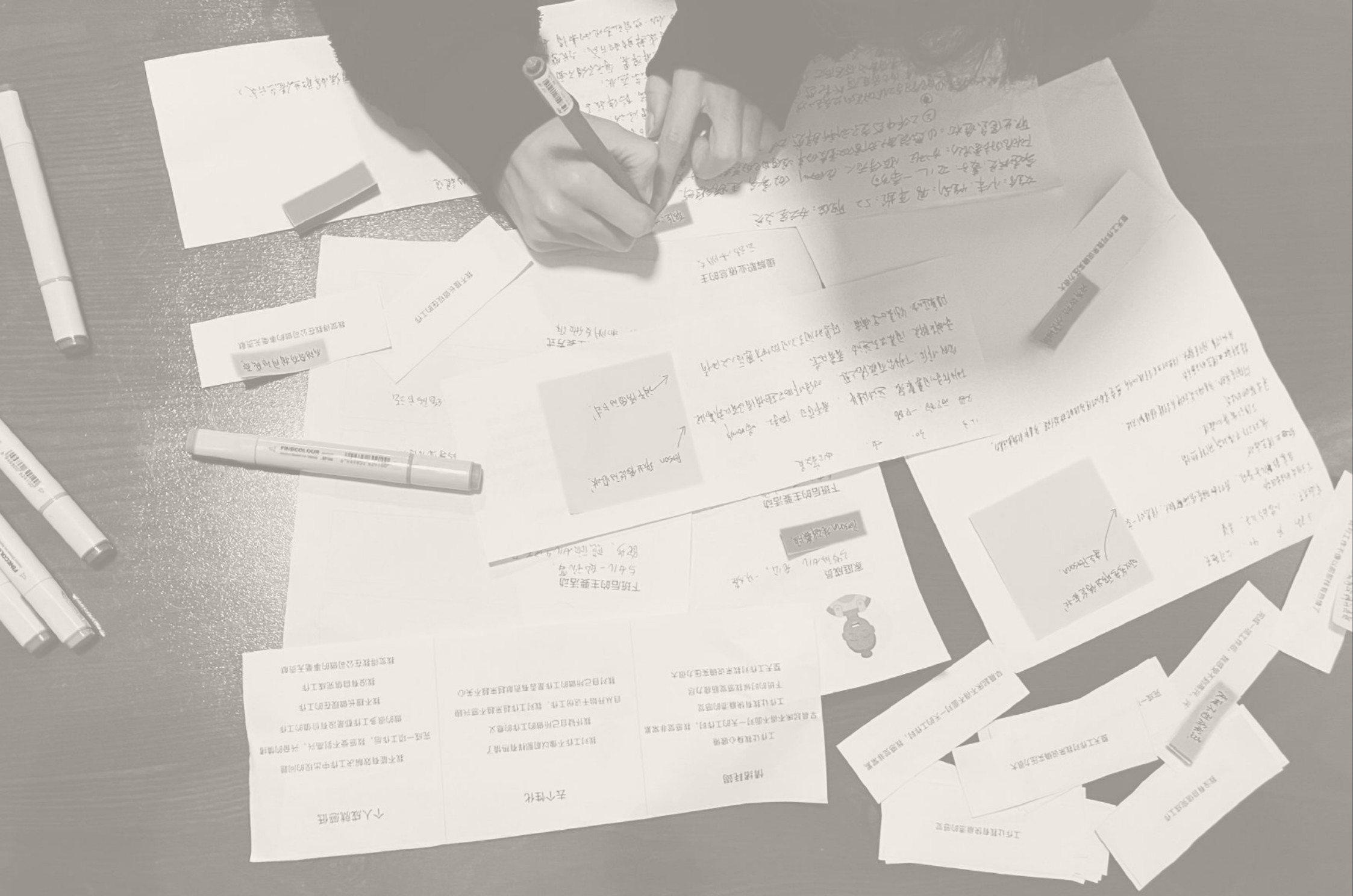
They considered that work should be more than just a means of earning a living, a profession, but that through work and the large platform of the SOE they would be able to bring a constant sense of achievement and ultimately realise their value in life. This validated my assumptions about the potential direction and led me to identify the service system as aiming to enhance the sense of achievement.

2. **Focus shifted from reducing burnout to reducing the risk of burnout**

They agreed with me and said that they, including their colleagues, rarely experienced severe burnout and that they would prefer the service system to prevent burnout at the source.

3. **About the career plan?**

They felt that helping staff to develop plans would be a feasible opportunity to improve their sense of achievement. However, it is still a broad design direction, and I need to continue researching to determine design outputs.



Define stage

How might we reduce the risk of burnout among grassroots employees in Chinese SOEs by increasing their sense of achievement?

Persona

Persona helped me to focus on typical users during the DEVELOP and DELIVER phases which facilitated my decision-making. It also helped participants gain empathy during co-creation workshops and prototype testing, so they could empathise with the project and better put themselves in the users' shoes.



Sun, 35, Salesperson

"Even though I spend most of my work time sitting in an office, I still get exhausted."

Basic information

Divorced and living alone with her daughter, she spends most of her time after work looking after her daughter. Daily leisure activities are watching TV and shopping.

symptoms of Burnout

- Frequent self-doubt, not feeling the meaning and value of work
- Often feels irritable at work and unable to control her emotions

Motivation

- Trying to set an example for her daughter through hard work
- Want to come home from work with a sense of satisfaction rather than physical and mental exhaustion

Barriers

- Often in self-denial at work, unable to find value in their work
- Feel that her position is unimportant and that she has no voice or control, resulting in a lack of sense of achievement
- The work direction was not the same as expected, but there was no way to refuse or change it, so she just had to go through with it



Zhao, 40, Technical staff

"I've been in this position for 15 years and, to be honest, I feel that most of the time now I'm just mechanically repeating the same things."

Basic information

Living with his wife and two children, his life after work is centred on his family, and in his spare time he spends time with his family playing sports and travelling.

symptoms of Burnout

- Loss of freshness and enthusiasm for work
- Feeling very tired after work and just want to rest
- Not feeling the meaning and value of work, just mechanical repetition

Motivation

- Want to regain the passion for work
- Want to talk to people in the same situation as himself
- Want to get a sense of accomplishment from daily work

Barriers

- Don't know how to find achievement from work
- has no one around to talk to and feels that his family does not understand his emotional problems at work



Wang, 28, Office clerk

"I think it's normal to experience burnout, but it's important to face it properly."

Basic information

Lives with two dogs and enjoys the company of friends after work. Joined the company right out of college and has been there for four years.

symptoms of Burnout

- He feels squeezed and distracted by the amount of chores he has to do on a daily basis and is unable to focus on the task at hand
- Feeling confused about the future as the direction of work is not the same as expected

Motivation

- Want to have clear goals and be motivated to work hard through them
- Want to change the state and mood at work

Barriers

- Busy with work that he rarely has the opportunity to think about how to improve his mood
- Don't know how to find achievement from work

A weekday in the life

A day in the life helped me to understand the daily life of a typical service audience to ensure that the research always revolved around their real routine.



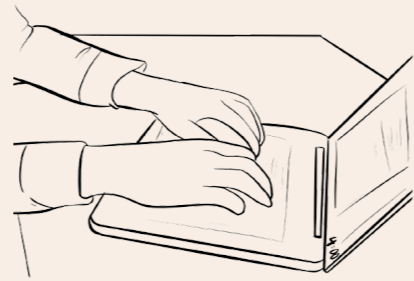
ZHAO gets up, prepares breakfast for his family, and gets the children up when it is almost ready.

Busy, sleepy



After a rushed breakfast, he drops his two children off at school before heading to the office.

Anxious and in a hurry



He finally arrives at the office to start the day. The work day is as usual and the thought of the day just starting makes him want to run away.

Down and unmotivated



He finishes his departmental meeting and has just started writing the meeting synopsis when the leader comes to him and asks him to revise the document.

Overwhelmed



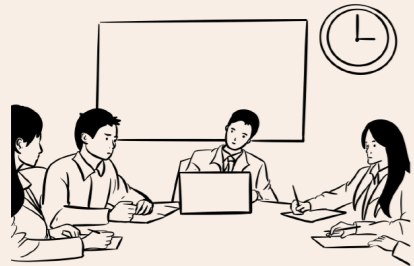
He finishes revising the document and sends it to his leader. Although he hasn't written the meeting synopsis yet, it already breaks time and he decides to go to dinner first.

Emptying himself



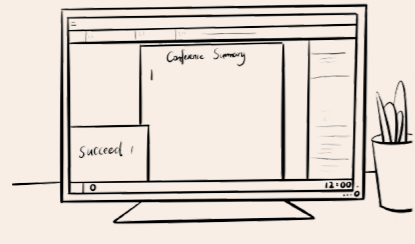
Lunch break over, he returns to work and starts writing a synopsis of the meeting. There is another meeting and a report to be written today.

Tired, anxious



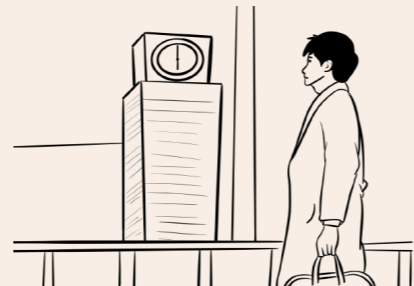
He finishes putting together a summary of the meeting and starts the second meeting of the day.

Tired



The meeting ends, taking an hour but not getting anywhere substantive. He thinks about going home early tonight to be with his children, so he doesn't even rest and starts writing his report.

Overwhelmed



The report is not finished, but it's time to go home and spend time with the kids, so he decides to come in early tomorrow and continue writing.

Tired, feeling stressed.



Dinner at home, looking at the dinner prepared by his wife, and inwardly telling himself not to bring work into the home.

Exhausted but happy



Finish helping the kids with homework and decide to go to the park next door for a bit of exercise.

Relaxed



After exercising and watching TV for a while, it's time for bed, but he has some insomnia thinking of the work he has to do tomorrow.

Nervous and exhausted

Design space

In conjunction with the previous research findings, the service system's design had to consider the company's cost and headcount constraints, as well as think about how the implementation of the new service system would not add too much burden to the already busy grassroots staff. At this stage, it is important to find a solution that is feasible, implementable and does not go beyond the constraints. It was also essential to consider the possibility of future expansion and application in other types of business. The project is about bringing a solution to people like Zhao with a low entry barrier, which is easy to learn and accessible.

To explore more possibilities concerning career planning so that users can value their emotional feelings, find value in their work, and thus gain a sense of accomplishment in their daily actions, ultimately reducing the risk of burnout at its source.

Co-design workshop

The workshop invited grassroots staff to participate with the aim of understanding their views on "career planning to enhance achievement" and to discuss with them how to translate the abstract concept of career planning into a tangible design outcome. To ensure they are motivated to participate in the service system and enjoy the process.

*Career planning helps me to think about how the tasks I am doing now will help me to progress and will allow me to **find the value of my work**.*

*It could be **more than just planning about work**. Anything that you feel is helpful and meaningful to you could be included in the plan.*

*Often, the lack of accomplishment is due to the tendency to overlook one's own progress, and I hope this design will help me **keep track of the small accomplishments** I accumulate in my daily actions.*

*It can be used to record my growth in the form of a **diary**, so that I can keep reviewing my achievements.*

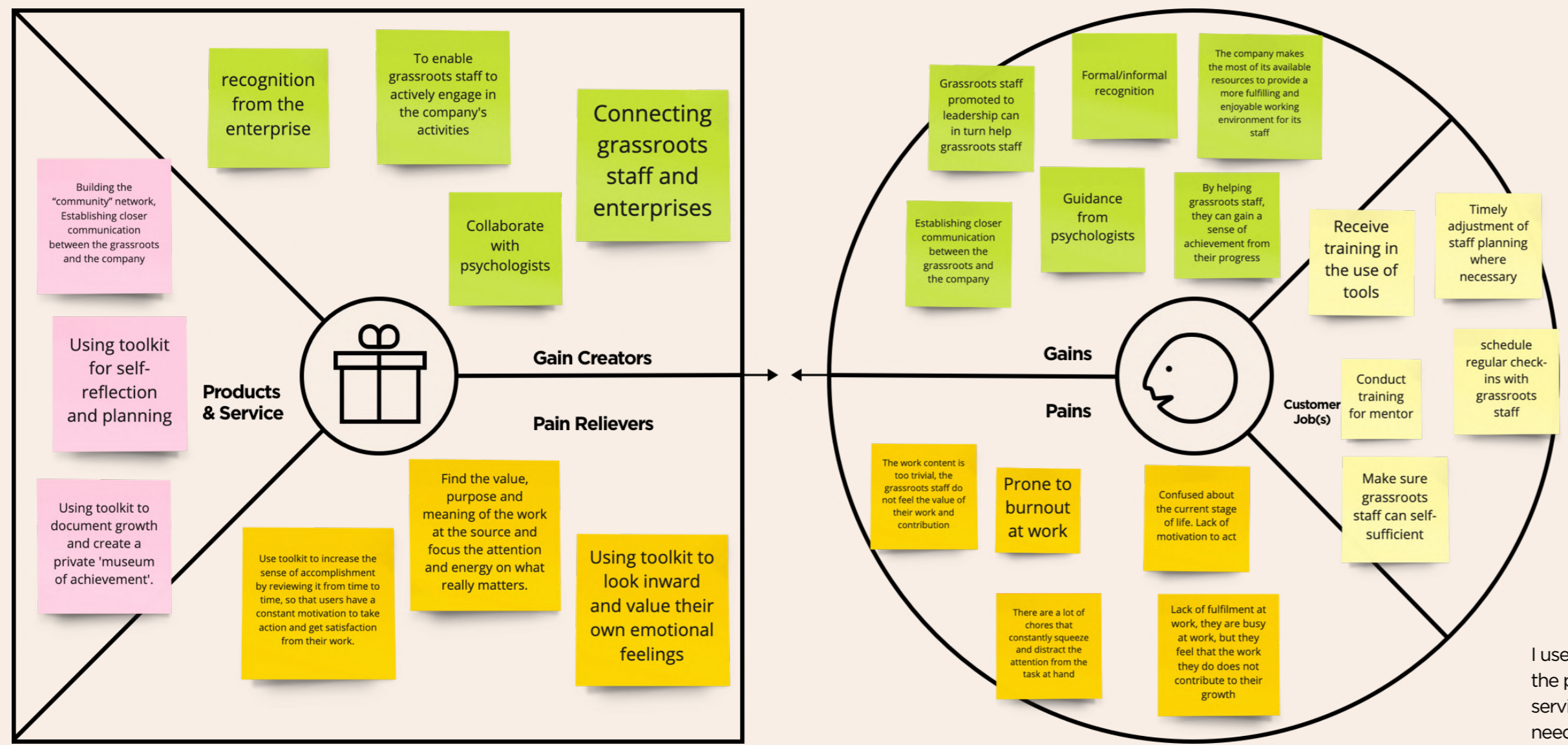


Image from the workshop

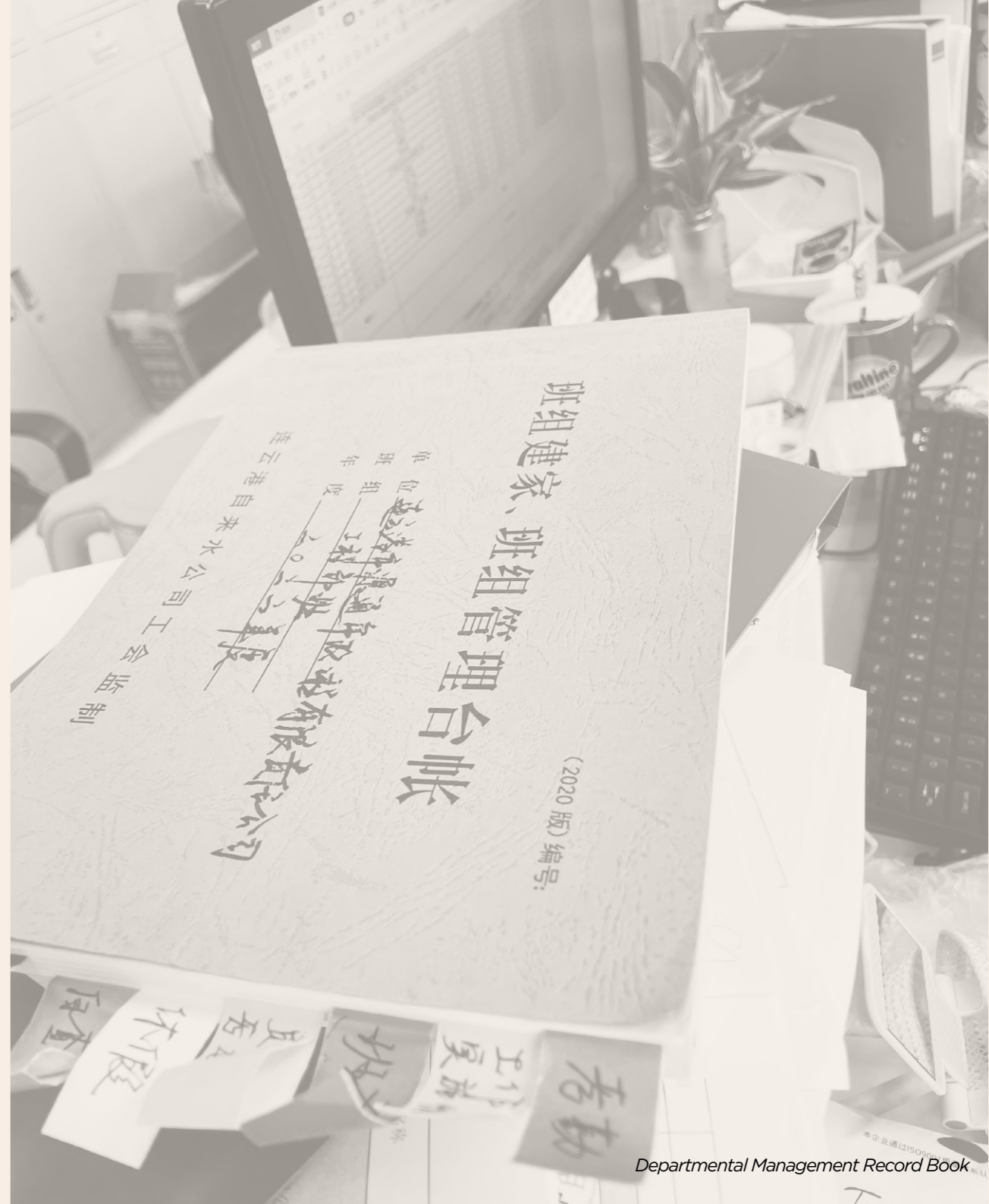
How did it inform the project

Through the workshop, I was able to identify the idea of career planning as a way to enhance the sense of achievement of grassroots employees. However, I have learnt that it is not as simple as the company working with the employees to develop a career plan and then the employees implementing it. It made me think about how using services can help employees develop a mindset over time, so that they can have a constant motivation to take action. And they can get satisfaction from their work, thus reducing the risk of burnout at the source. Furthermore, it has helped me gain design inspiration, which has helped me define the final design outcome.

Value Proposition



I used this tool to brainstorm the possible ways to provide a service that would satisfy the needs of personas.



Service Concept ideation

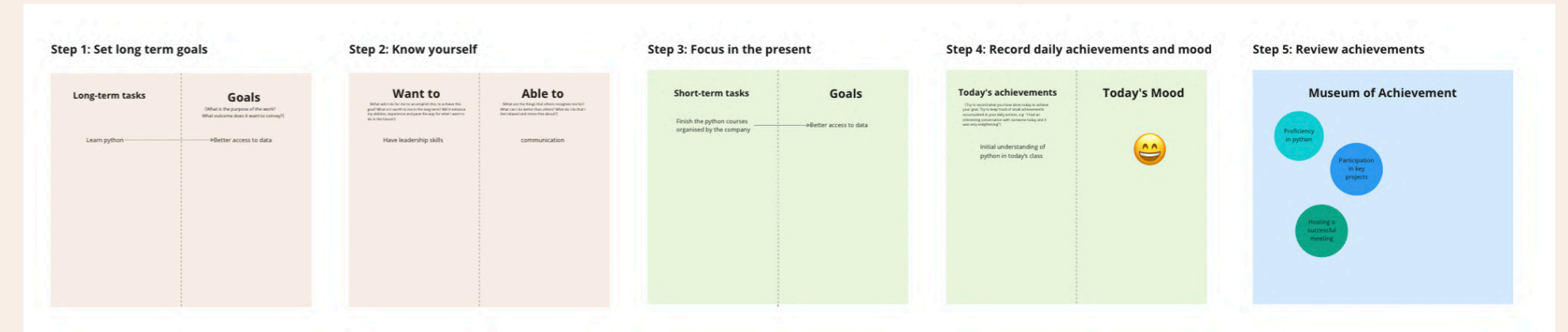
The co-design workshop led to the initial idea of implementing the toolkit for the service system. The toolkit allows the SOE grassroots staff to develop long-term and short-term plans with the medium of the toolkit, enabling them to focus their actions in the present, and finally to build up their sense of accomplishment through the accumulation of daily achievements.

I also explored how the engagement model could make the planning process engaging and progressive, for example, by guiding them through some self-analysis to think about what they could gain from these tasks and find the value at the source.

Through iterative ideation, I finally defined a prototype for testing, and the service system is based on this toolkit. However, it's not just a tool to help employees plan and record their growth, it nurtures the mindset that every little achievement counts.

Service Concept for testing

-Toolkit



Step 1

Plan for long-term tasks with assistance, then write the goals corresponding to the tasks.

Step 2

Self-reflection, sort out what you want to learn and what you are good at

Step 3

Set short-term goals in conjunction with long-term tasks

Step 4+5

Record your daily growth and mood

Regular follow-up and supervision by mentors

Step 6

Create a private "Museum of Achievement" through the recording of daily achievements



Departmental planning

Staff Manual

Prototyping— First round

The first round of testing was with the water company manager to show him the service system, including the tools. As the manager was more familiar with the company, he was able to get a top-down view of how the system would be used in the company. This round of testing aimed to ensure that the service system was not only accepted but actually used by the company. Only when the value of the service has been proven on a company level can we be sure that the service will have the potential to be used in the future.



Short-term company planning



Image from Prtototyping

Positive Feedback

1. The idea is feasible, and implementation does not require a significant financial commitment from the company.
2. Employees can use this tool to see if the company's plans match their career plans and adjust them in time.

To be considered

1. About career planning: the enterprise only has long-term and short-term development plans at the company level. There are no career plans for individuals. It is challenging to create a plan for each individual as each person is unique.
2. About facilitators: who or which department is responsible for supporting and supervising the staff and ensuring that the project runs smoothly?
3. about experts: Does the project require the collaboration of external experts, e.g. regular lectures by psychologists?

Iterate prototype

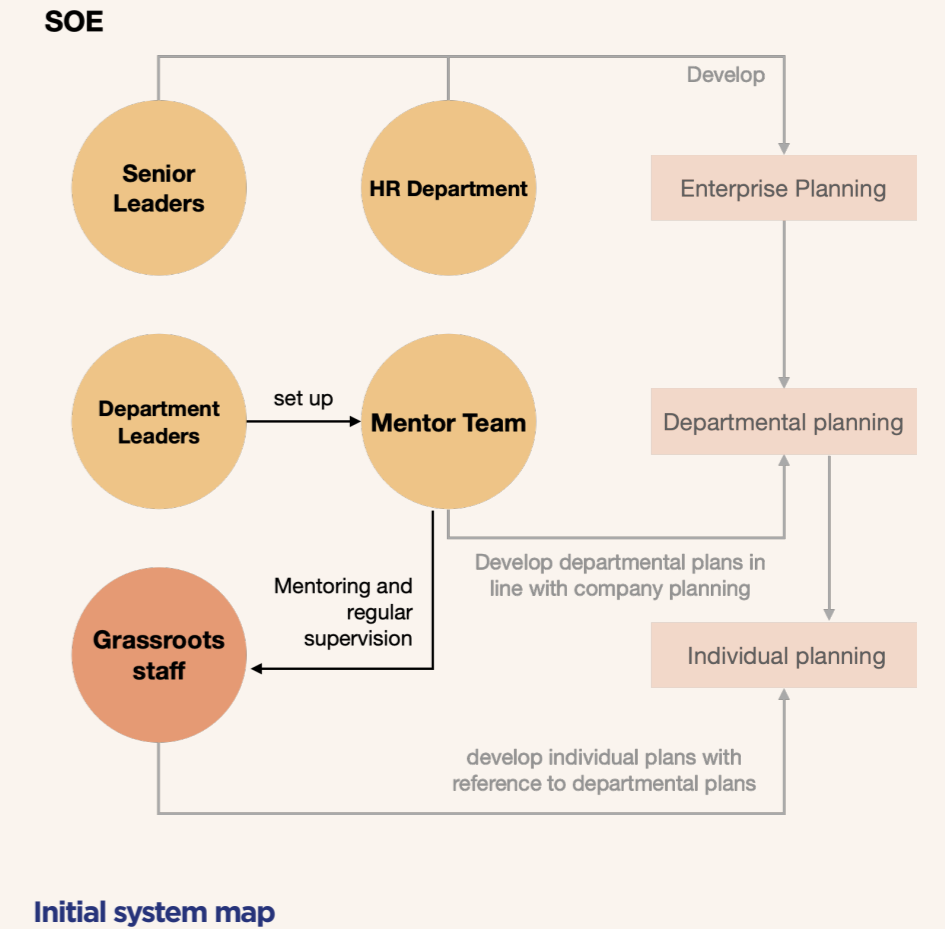
The manager provided helpful input from a corporate perspective, and based on the feedback, I was able to iterate.

• About individual planning

a mentor team was set up in each department to develop departmental plans in response to the company's plans. The mentor team assisted employees in developing their plans by referring to the departmental plans and adapting them to individual circumstances.

• About the service provider

At the same time, a third-party team, Know Yourself, was set up to provide tools and training.



Initial system map

Prototyping— Second round

In the second round, I tested the tool with five staff members who were the target audience for the service. This round simulated the daily use of the tool. The main focus was on the usability of the tool, including efficiency, satisfaction and ease of learning.

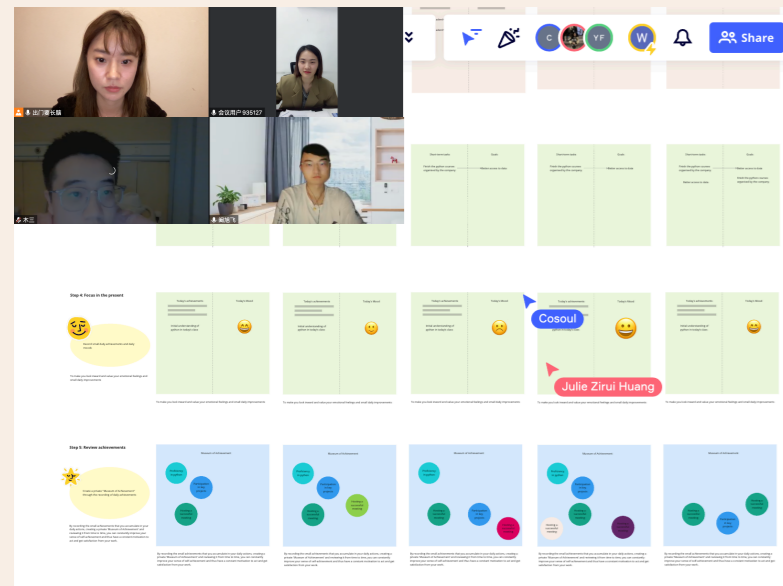


Image from Prtotyping

Iterate prototype

The overall feedback was positive, and they felt that using the tool would help them to improve their sense of achievement. However, at the same time, some suggestions were made that needed revision.

• About tools

1. switch the first step of the tool with the second step, starting with self-analysis and then planning, as knowing themselves fully will help to develop precise planning.

2. In addition to the summary of achievements, add a summary of mood curves to help employees record their growth in the form of a diary.

• About mentoring

3. Not only do work-related tasks bring a sense of achievement. While focusing on work-related content, the mentor team should also try to tap into aspects that are not work-related but still helpful to employees, such as thinking about interests, family, society, etc.

4. In the self-discovery step, in addition to guiding users to think about what they want to do and what they are good at, the mentor team should also focus on guiding them to think about what they need to improve.

Prototyping— Third round

The third round of testing invited two UI designers to test the website from a design perspective. Based on their feedback, I adjusted the design details, such as modifying the buttons to a standard size and increasing the font size. To improve the standardisation of the design, make the interface more in line with users' daily operating habits and reduce learning costs.

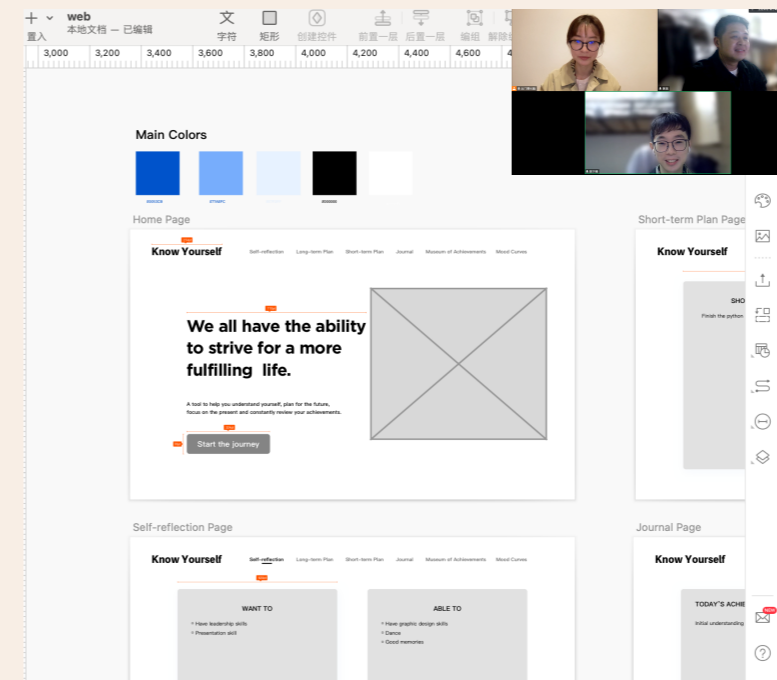


Image from Prtotyping

Reflection from Prototyping

Prototyping was carried out from different perspectives. The feedback received varied depending on the position and starting point of the person being tested, even when dealing with the same service system. Firstly, the need for the service system was verified from a top-down perspective to ensure the smooth adoption of the service by the company. Next, usability testing was carried out from the user's point of view to ensure that the design output met user expectations. Then the design of the web pages was improved from a design perspective. The prototype has not only brought me closer to the users and stakeholders, but it has also been a very effective design method as I have repeatedly refined and reflected on the service system in the process, making vague design solutions gradually clear and feasible.



What is Know Yourself?

'Know Yourself' is a service that aims to reduce the risk of burnout by increasing the sense of achievement. It provides a toolkit to help grassroots employees in Chinese SOEs gain a deeper understanding of themselves, focus on the present while envisioning the future, and constantly review their achievements with assistance.

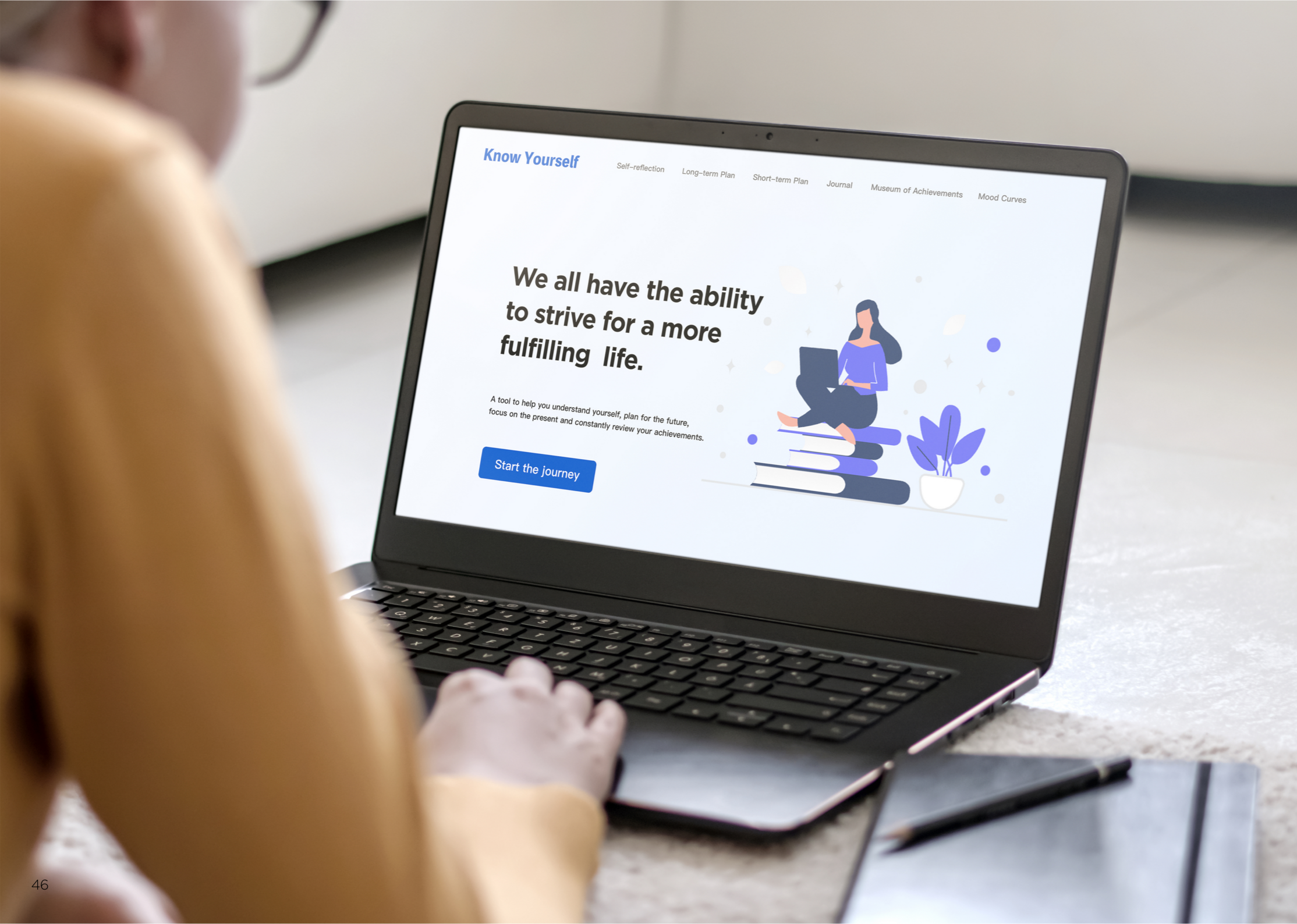
The service is provided by Know Yourself Team, a third-party team that provides:

A toolkit to SOEs through an online platform. What's more, KY Team actively collaborates with relevant industry experts to provide training to SOEs to ensure that they have professional support in using the tool.

The touch points include:

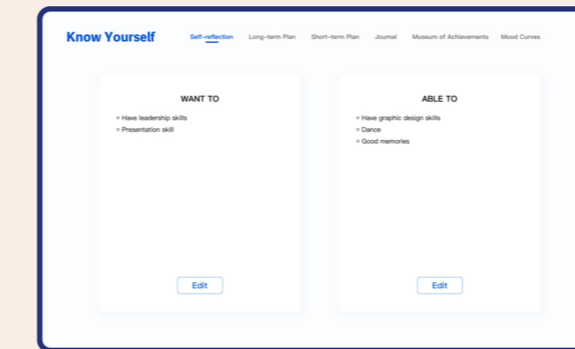
- Platform of self-service resources (including planning tools)
- Assistance from the company's internal mentor team (in person)
- Manuals for internal mentor team
- KY Team support and training (in person)
- Industry experts' webinars / in person

This service will benefit Chinese SOEs by bringing them closer to their employees and creating a more positive and fulfilling working environment. Most importantly, this service motivates employees to make ongoing efforts to live a more fulfilling and abundant life.

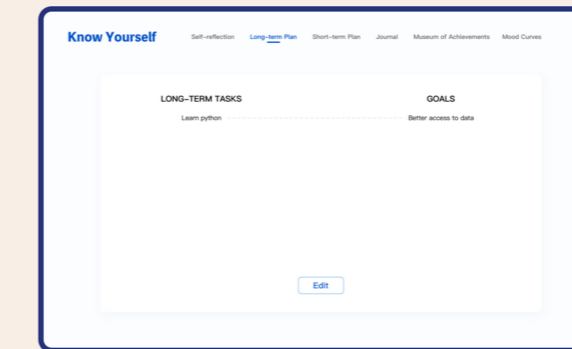


Tool display

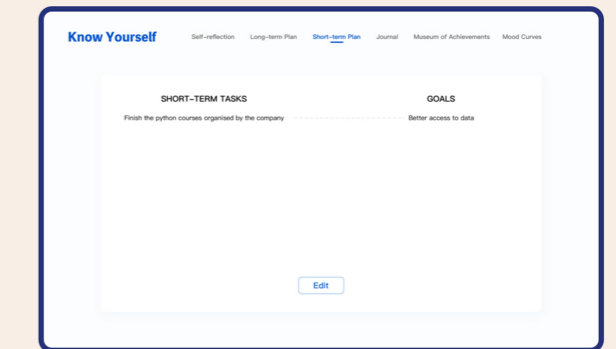
The online platform is the ideal way to present the tool, as it is the most accessible, regardless of time and space. The system stores the user's plans and daily records and can automatically generate achievement museum and mood curves, presenting users visually and intuitively. However, it is not just a tool to help employees plan and record their growth, it is also a trigger that feeds the mindset of employees to value their small achievements, so that they can be self-motivated to develop a constant sense of achievement in the future, even when they are away from this tool.



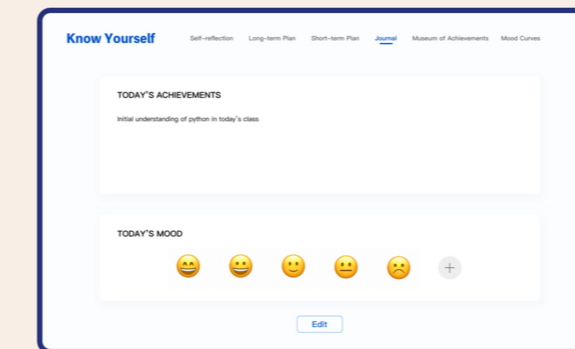
Self-analysis page



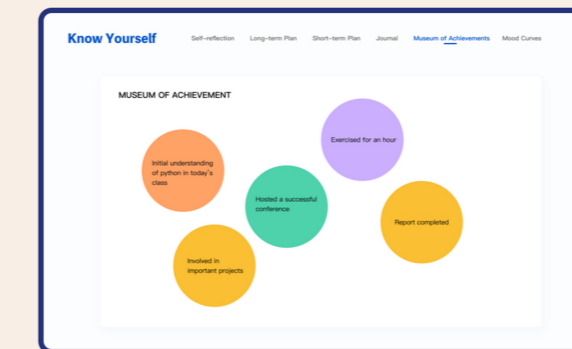
Long-term Planning page



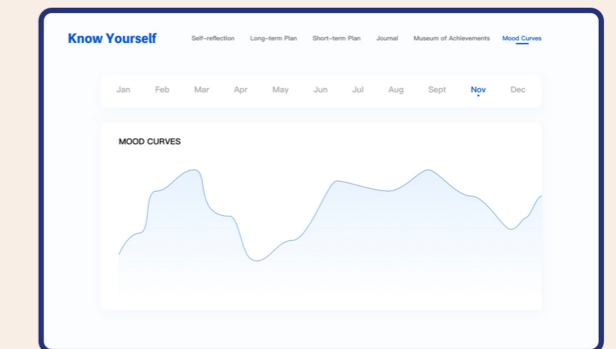
Short-term Planning page



Daily Record page

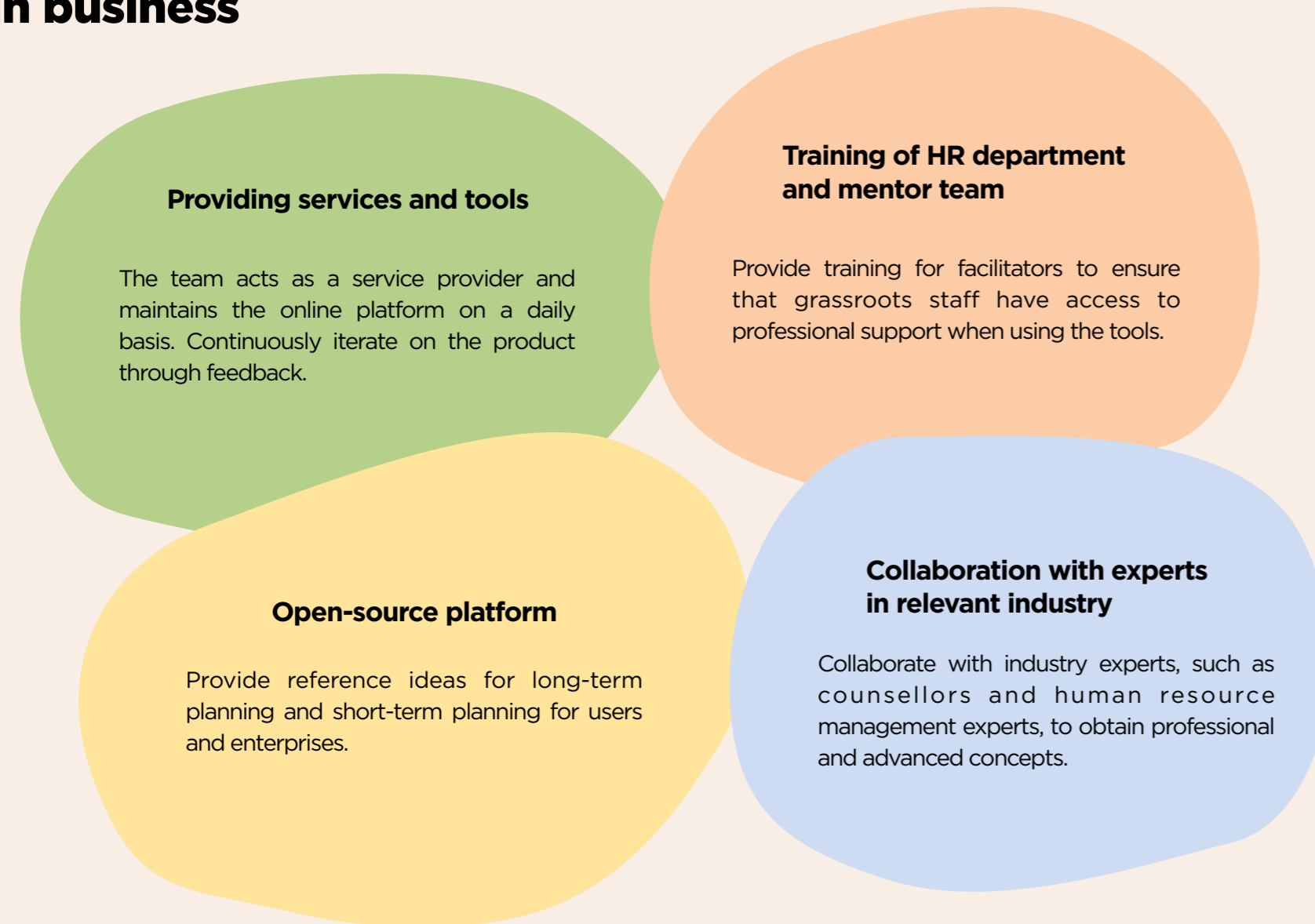


Museum of Achievement Page



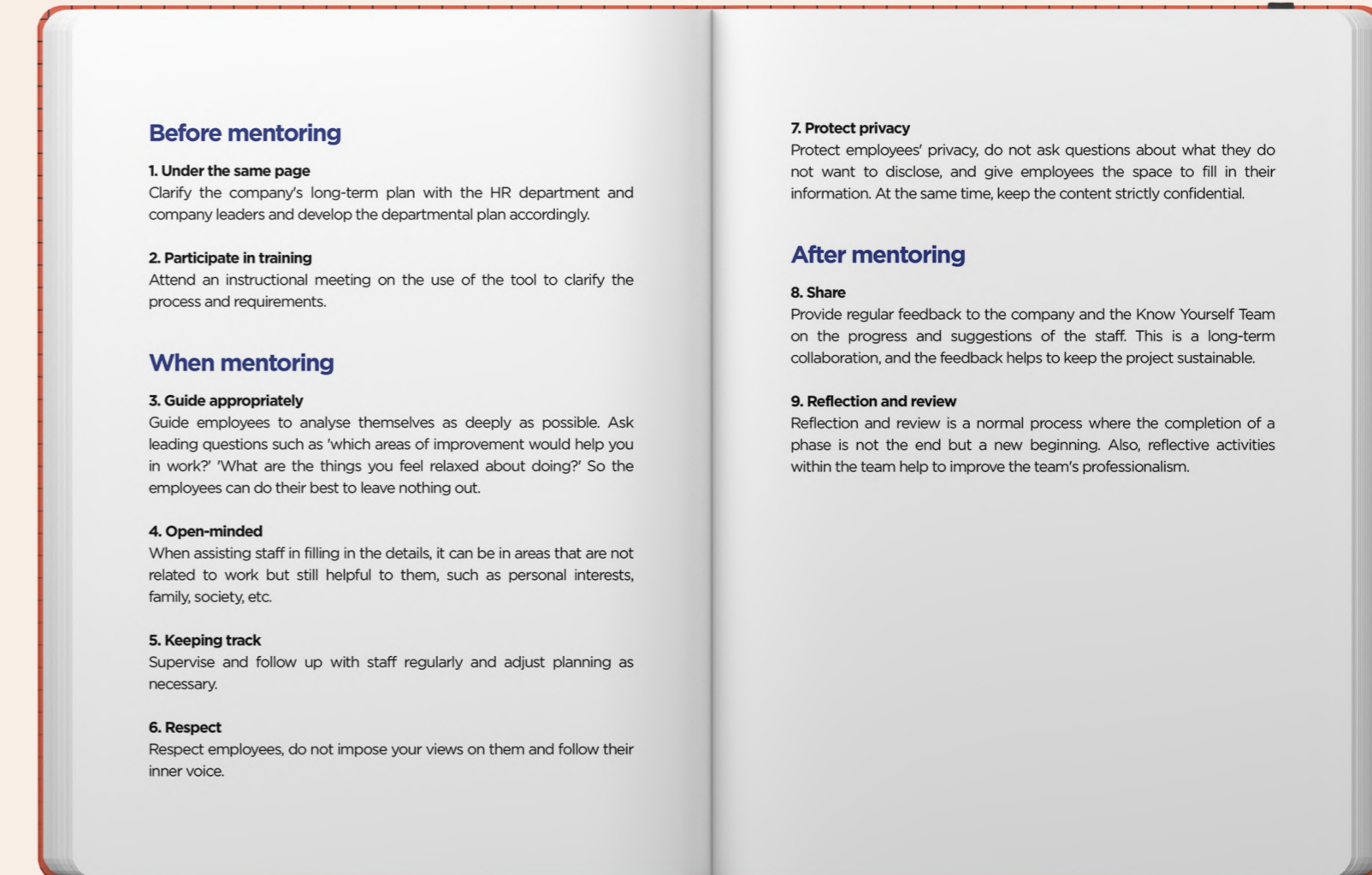
Mood Curve Page

Know Yourself team's main business



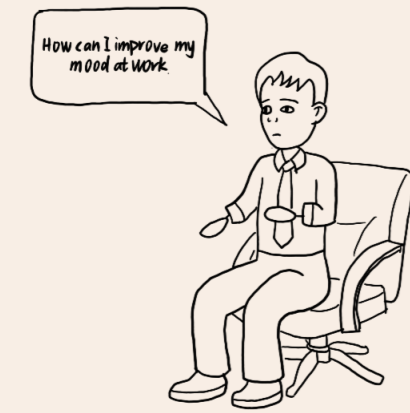
Manual display

The manual is intended for the facilitator-mentor team. The aim is to standardise the process of using the tool and to ensure that the service achieves the desired results. However, it is only a basic guideline, and in practice the Know Yourself team will adjust it according to the specific context of the company

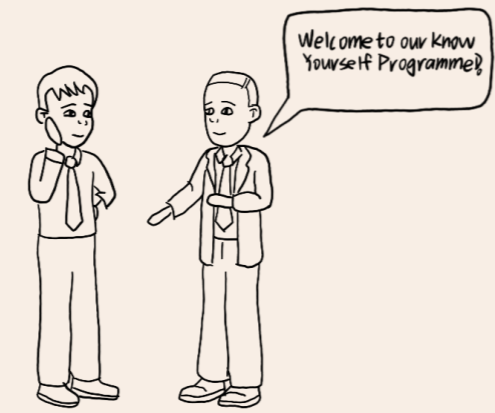


How it works?

User - grassroots staff



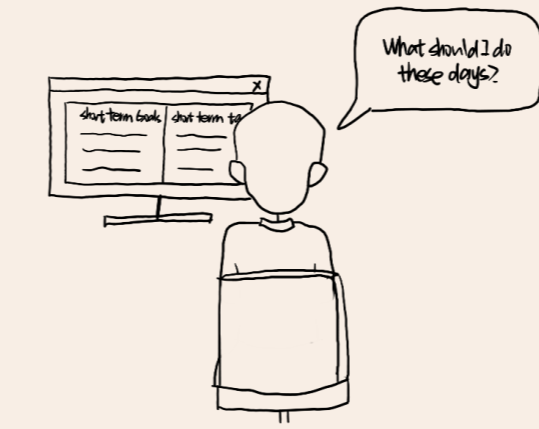
Staff entering the company



Access to the 'Know Yourself' project



Users complete self-assessment and long-term planning with the assistance of the mentor team



Breaking down long-term Plans into short-term ones



Working towards goals and Recording achievements and moods daily



Regular review of Achievements Museum and Mood Curves

Facilitator-Mentor Team



Training by HR and the 'Know Yourself' team and reading the manual before mentoring



Develop departmental tasks and goals in line with the company's plans

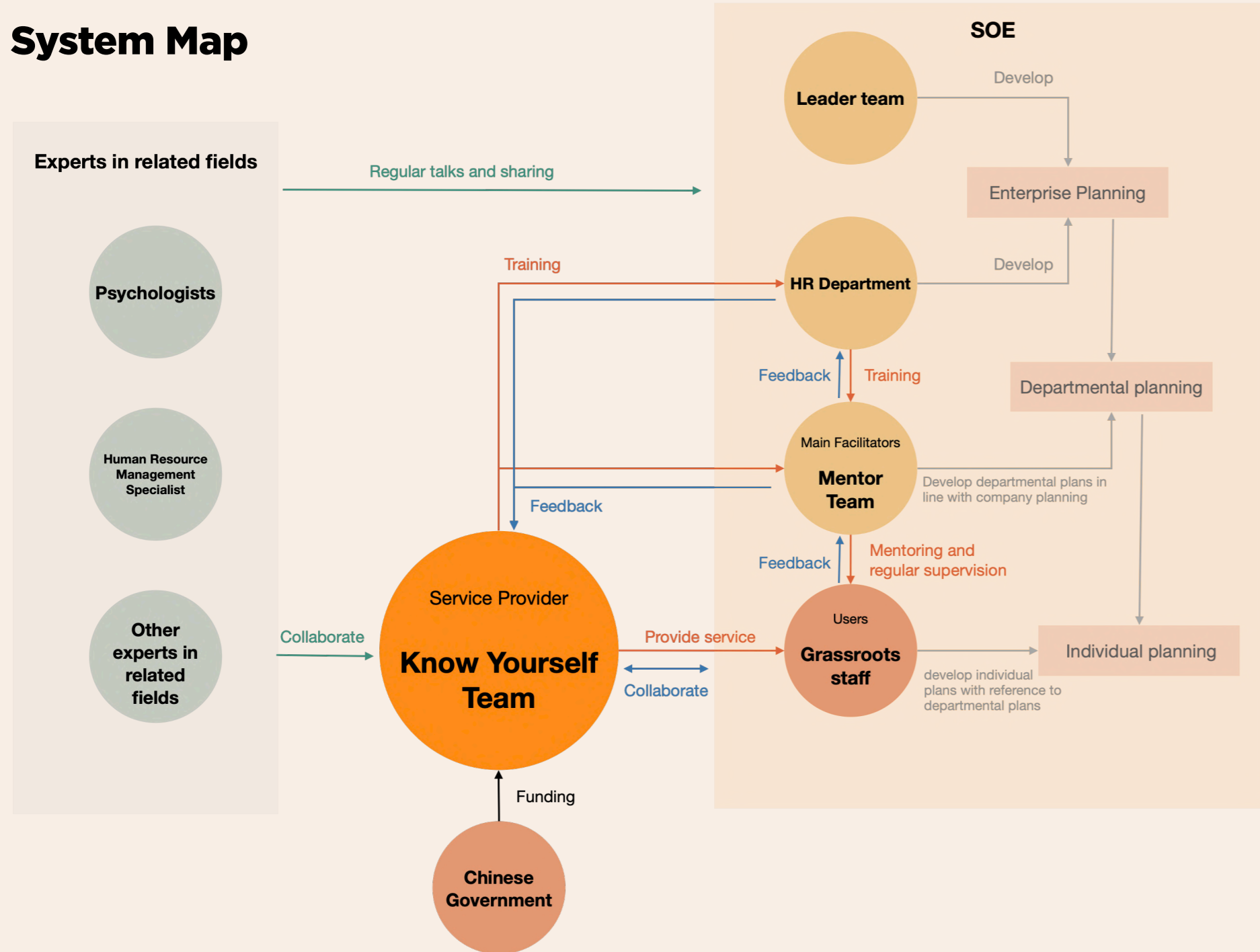


Regular follow-up with staff and timely adjustment of planning if necessary



Regular feedback on progress with HR department and Know yourself team

System Map



Strengths

- Easy to access, easy to operate for users
- No additional company staff is required, and low financial commitment
- Can make the most of the company's available resources, such as training, events, competitions, etc.
- In line with national policies and social trends
- Professional training is provided to ensure the service is as effective as expected.

Weakness

- Risk of limited adoption
- The service is highly web-dependent, and the full-service experience will not be available to those without access to the web
- Risk of not fully following procedures within the company
- Risk of users abandoning the service halfway

SWOT












Opportunities

- Explore the implementation of this service system in other types of businesses
- Explore the possibility of providing physical tools to benefit people who do not have access to computers and the internet
- Extend the content offered on the website, for example, by adding social modules and counselling sessions
- Explore ways to minimise the staffing of facilitators to reduce the company's staffing costs

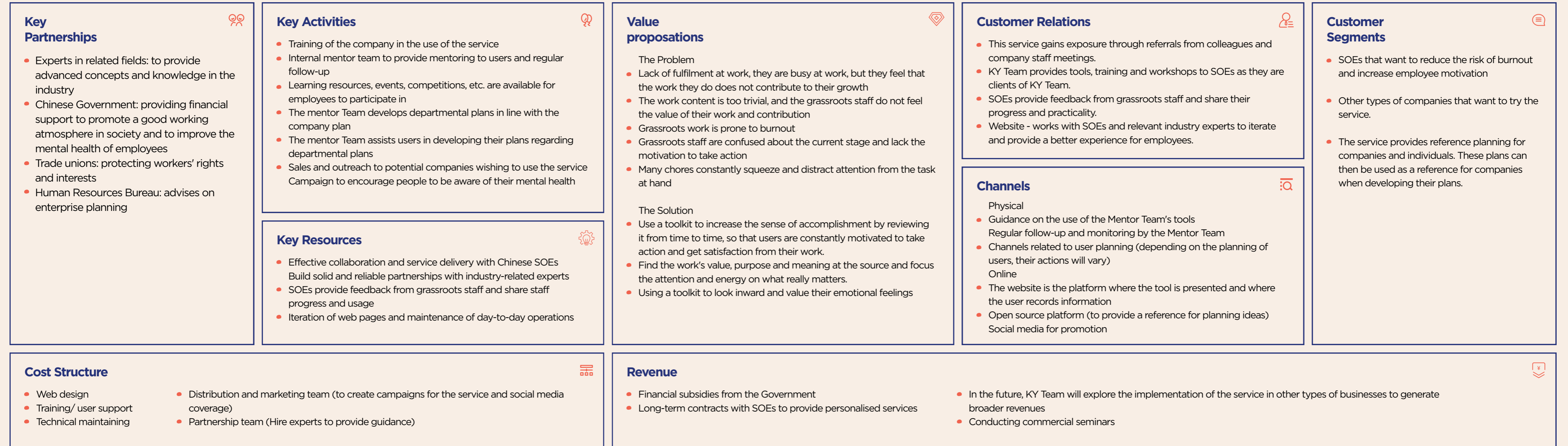
Threats

- Too little government subsidy is available and SOEs are not paying enough to keep the program running sustainably.
- Too many competing products are dedicated to the employee mental health market, and competition is fierce.
- Companies willing to adopt the service cannot provide a stable team of facilitators.
- The mental health system has not received enough attention, and the service lacks recognition.

Service Blueprint

	Pre-Service	In-Service							Post-Service
User Actions Touch Points <small>Line of interaction</small>	Join programme   Casual Talk Meeting	Self-analysis with assistance   In-person Conversation Web	Set Long-term tasks and goals with assistance   In-person Conversation Web	Set Short-term tasks and goals  Web	Working towards the goal  Events, competitions, courses, etc. (different touchpoints depending on goals)	Record their achievements and moods daily  Web	Regular supervision with the mentor team  In-person Conversation	Regular review of the Museum of Achievements and Mood Curve  Web	Develop a mindset and gain the motivation to make lasting efforts to live a more fulfilling life
Front-End <small>Line of visibility</small>	Recommendation by colleagues, promotion by the company	The mentor team guides the user in self-discovery	The mentor team guides the user in goal setting	Users break down long-term planning into short-term ones	Staff working towards their goals	Staff record their achievements and moods daily	The mentor team regularly supervise and follow up with staff	Users regularly review achievement museums and mood curves	Users gain the motivation to make lasting efforts to live a more fulfilling life
Back-End <small>Line of internal interaction</small>	<ol style="list-style-type: none"> Each department set up a mentor team KY Team and HR department provide training for the mentor team Mentor Team makes departmental planning Read the manual 	Function Software	<ol style="list-style-type: none"> Function Software mentor team adapts the departmental plan to the staff situation 	<ol style="list-style-type: none"> Function Software mentor team adapts the departmental plan to the staff situation 	Depending on the touch points	Function Software	Mentor Team: <ol style="list-style-type: none"> recording user feedback adjust planning in a timely manner if necessary provide feedback to hr department and KY Team on project progress 	Function Software	<ol style="list-style-type: none"> Mentor team provides feedback to the company and KY Team on the implementation of the project. KY Team constantly improves its services based on feedback KY Team holds regular seminars with industry experts to enrich expertise
Support Process	User support, Content support	User support, Tech support	User support, Tech support	Tech support	User support	Tech support	User support, Content Support	Tech support	

Business Model Canvas



Reflection & conclusions

The main purpose of this report is to demonstrate my research into how to reduce the likelihood of burnout among grassroots employees in SOEs by promoting a sense of achievement. Know Yourself Team, as a service provider, aims to build a partnership with SOEs to provide employees with the tools to gradually develop a mindset that values their achievements, with the assistance of an internal mentor team. This leads to continuous self-motivation and a sustained effort to lead a more fulfilling and enriching life.

This project is my attempt to explore the application of service design in the Chinese SOE mental health market. My personal power is limited, and I may not be able to fundamentally alleviate the burnout problem of SOE staff through this project. However, I hope that through this project, more and more companies will pay attention to the management of their employee's mental health, so that people can understand the phenomenon of burnout and pay attention to their own mental health at the same time. I established partnerships with a Chinese SOE during the project exploration, so the project and exploration are still ongoing, and the service prototype is being developed iteratively.

This project put into practice the service design thinking and methodology I have been learning throughout the year. Coming from an industrial design background, I was finally able to understand seeing things through a service lens by the end of this project. My design journey has not been a linear process but rather an iterative, cyclical one. This project has given me the freedom to experiment and gain experience in doing so. The experience gained through this project has sharpened my design thinking skills and encouraged me to take advantage of every possible opportunity.

One small non-project-related discovery I found during my research was that when I introduced my background, no one had heard of the field of service design and was confused about what a 'service designer' does. Compared to the reactions of the people in the UK when I did my research, there is still a lot of space for the service design sector in China to develop. This project is just the beginning of my exploration of the application of service design in the Chinese context, and there are many opportunities to explore the future of service design in China with more like-minded people.

Throughout the writing of the report, I kept asking myself why I had adopted this methodology. What happened as a result of using it? How can I better tell the story of design values in a way that makes sense to people? The process of Reflecting on this project experience and writing this report has aided me in gathering my ideas, and I will continue to do so in the future to improve myself.

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Interview highlights



Zhuang, 39,

HR staff at the power supply company

We are constantly thinking about how to make the most of available resources to bring a more fulfilling and enjoyable working atmosphere to our employees, and to bring them a sense of freshness and satisfaction without adding too much burden to the company. At present, the main measures are to provide our staff with opportunities for professional competitions, skills training and other upgrading opportunities, so that they can fully develop their potential and maintain a positive working attitude. At the same time, the company provides a number of ways for employees to regulate their emotions, such as group activities and psychological lectures, and employees can choose to participate in the activities that they are interested in.

From my point of view, **the most effective way to motivate staff is the company's staff incentive scheme, which is divided into three parts: promotion, salary increase and honorary awards.**

Promotion: The Human Resources department is responsible for developing the company's structure and job descriptions, which are detailed in the staff manual.

Raise salary: Employees can increase their salary with no change in their position by winning activities and competitions, obtaining professional certificates, receiving honours, etc.

Awarding of honours: The company recognises the efforts of its employees by awarding them with honours

Often companies recognise the contribution of their employees by rewarding them in these three areas. However, in terms of implementation, salary is still closely linked to position, which may have some impact on the psychological state of grassroots staff who do not hold leadership positions.



Wang, 55,

Water company leader

I have been in a leadership position for more than ten years and I think it is normal to have stress or low moods at work. **Nowadays, state enterprises are not the same as they used to be, and the workload is huge.** Last year, there was an employee in the company who could not even work properly because of his psychological condition, so he took a year's leave and has not come to work yet.

In the staff meeting held a few days ago, many employees expressed their expectation that the company would pay more attention to the mental health of its employees, so I think your project is quite in line with the company's current needs.

At present, due to various reasons such as budget and staffing, the company does not have a dedicated psychological counsellor or counselling department. However, we regularly invite psychologists to give talks at the company.

As a leader, I would also like to be able to address the psychological needs of our employees in multiple dimensions. But to be honest, I am limited in my ability to do so. **The company has a fixed annual budget and does not have much financial resources to invest in staff mental health.**

In recent years, we have started to pay more attention to the mental health of our employees, but there are no mature methods for companies to reduce employee burnout, and we are still exploring them. We will take into account the needs of our employees and will adopt them if they are feasible.



Zhao, 50,

Local SOE leader

Our company is special in nature, with relatively permanent staff and a low turnover rate, so I think we should pay more attention to the psychological health of our employees.

Nowadays, the government is calling on enterprises to strengthen humanistic care and psychological guidance for employees, and we have also increased our support and humanistic care measures in the hope of increasing employees' sense of belonging.

In my experience, employees need encouragement, and by recognising their value, we can boost their motivation and keep them motivated to work. So I do try to recognise the work of my staff as much as possible in my work.

We have a variety of recreational activities for our staff, such as staff sporting events and group-building activities. We encourage our staff to relax by participating in these activities as much as possible while completing their work tasks. However, these activities are optional and the company does not force employees to participate. **So very often, all the company can do is to provide some platforms and methods, and it is up to the individual to decide whether they will adopt or participate.**



Jonty Rose,

Mental Wellbeing Business Psychologist

Burnout is a relatively common phenomenon and is a complex issue that needs to be considered in multiple dimensions. **Burnout is usually characterised by low employee engagement, lack of motivation and, in severe cases, even depression.** If burnout is not relieved and mitigated in time, it will not only affect employees' normal life and interpersonal relationships, but will also further affect their long-term development and corporate performance and corporate identity.

Reducing burnout cannot be done from the employee's perspective alone. Some employees will see their work as a burden, which can easily lead to burnout in the long run, and **it is essential to change the mindset of employees at the company level.** However, for employees experiencing moderate or severe burnout, it is not possible to solve the problem from the corporate and personal side, they need more professional psychological guidance. In many cases, employees feel burned out because they feel that the job does not meet their professional needs. **When they understand the value and importance of their work, they are less likely to feel burned out even when they are busy and will instead feel fulfilled every day.**

The psychological problems of employees mainly come from family and external environmental pressures, and relying solely on individual employees and ignoring the environmental factors is not a fundamental solution to the problem. Moreover, everyone has a different threshold of mental capacity, and there is no uniform way to reduce burnout.

Burnout consists of emotional exhaustion, depersonalisation and low personal fulfilment, and I would suggest that you try to think of ways to reduce burnout in these three areas.



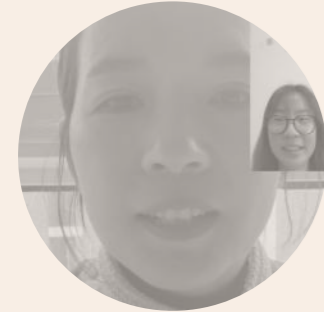
Zheng, 25,

Communications company technical department staff

I commute an hour or so to work by bus in the morning, then have a morning meeting for half an hour to summarise the previous day's work, give feedback on problems encountered, receive the day's work or make plans for the project's progress. In the morning, the more urgent work is carried out. In the afternoon, I spend most of my time in meetings, liaising with the project divisions to which I belong and communicating with them about the main points of the project.

As I have only just come to the new department, I am still in the stage of adapting to the pace of work, and often have unclear requirements and unclear review recommendations. **In some projects, poor communication can lead to frequent overtime work, which greatly saps the motivation for the work. I hope that the company will optimise the workflow, reduce communication costs and improve efficiency,** as the current work involves the interface of many departments. In terms of work content, some adjustments need to be made and more innovative projects need to be added to facilitate the growth of staff.

I am currently working very hard to learn about the products, and I have conducted detailed research on the market. I have also summarised some of my previous effective work processes and communication experiences, which I hope will help me in my current work and improve the efficiency of my work and communication. **For me, work is no longer just a means of earning a living, a profession, but I hope to realise the value of my life through the big platform of the company. I am placing more emphasis on career growth issues in order to keep myself competitive in the company.**



Sun, 37,

**Structural Engineer
at City Construction Group**

I've been with this company for 12 years, since I graduated. I've been in this position for five years. There are times when I feel that the work is very passive and lacks initiative. Also after working for a long time I would feel a lack of freshness and passion.

I think we need to adjust our mindset in time, find the meaning of our work and let ourselves feel what we can contribute to the company or department by what we do. At the same time, employees can develop some hobbies and do something they enjoy to distract themselves when they feel stressed or in a bad mood.

A lot of problems at work are caused by poor communication between colleagues or departments. I think that communication between colleagues can be enhanced in general, for example, by organising group activities or departmental competitions.

Sometimes the lack of fairness at work makes people helpless and discourages them from working. The last time the company held a skills competition, a colleague in our department clearly performed very well, but did not win in the end. The person who won the competition was not skilled at all and I was furious, but I could not change anything.

I hope that the company can draw up career plans for its employees so that they can understand where they are in their careers and will not be so confused about their current jobs. At the same time, employees can also use the career plan to see where they can advance in their careers and increase their motivation to work and learn. The company has some platforms available for employees to improve themselves, such as skills competitions, training courses, etc. Although I am aware that the company provides these platforms, I rarely participate in them. **If employees can be clear about their career planning and ways to progress, I think it will increase their motivation to attend these trainings and make their daily work more fulfilling.**



Han, 40,

Water Company Office Clerks

My daily work is mainly responsible for writing reports and doing miscellaneous tasks such as setting up meeting rooms and running errands for the head of the department. **So sometimes my work day seems to be very busy, but at the end of the day I feel that I haven't done anything.**

From my personal point of view, my job doesn't bring me a sense of achievement, which is why I get burned out. It would be more motivating if I could combine a task I've completed with something I'm interested in, like setting myself a goal and I reward myself with a meal when I've completed it, reward myself with something to buy, or something like that.

I read someone on the internet the other day saying that **stress can't become motivation, enthusiasm can become motivation, and stress will only become a medical prescription. Sometimes I feel anxious because it feels like I have a lot to do but I don't know how to start. It would be much better to write down these things to do, set a ddl and then complete them piece by piece. Then set an added bonus to the goal and combine that work with enthusiasm and it feels more motivating. I think your idea is quite good and is a method I would actually adopt.**



Sun, 36,

Environmental department staff

As a structural engineer, my daily workflow is as follows: in the morning, I organise what needs to be done to progress the project that day, and after that, I start drawing up the plans, and in the afternoon, I have meetings with the project partners to discuss the progress of the project. In addition, I need to sort out the current problems of the project and consider solutions. This is pretty much my daily workflow and I don't even have time to eat lunch when I'm busy.

I am pretty concerned about my mental health at the moment. **In my current job, the work is intense, but I get relatively little promotion or reward, so sometimes I get a slight burnout in my mind.**

I have tried some ways to relieve stress, but regular reflection works best for me. At regular intervals each month I reflect on my mental state, do a simple self-assessment of my state and think about the reasons for my current state. **This helps me to look at my emotional problems in a rational way.** I believe that in the current environment where work is becoming more and more intense, **it is very normal to feel stressed or burned out at work, but the most important thing is to learn how to face them properly.**



Ming, 30,

Water Company Office Clerks

There was a time when I would arrive at the office every day, turn on the computer and a mountain of tasks would flash through my mind. It was as if I would never get over it. I wanted to learn something after work, to do something, but I couldn't get up the energy. I know I can't put it off any longer when I'm faced with a deadline, but I can't type a word on an empty screen. I even question myself: What is the value of what I am doing now? Was I wasting my life? It was a low point in my life and **I looked for many solutions to improve my mood. I exercised, talked to friends, took a sabbatical and even went to see a therapist.**

Then I came across yoga and I went to yoga every day after work, which helped me relax a lot and gradually I was able to face my work in a calm way. Later on, **I started to try to attend some skills training courses in the company, which on the one hand helped me to improve my abilities and on the other hand made me feel more fulfilled at work.** Now I hardly ever have a breakdown like I did before.

So I think the project you are working on is very interesting, there are many people who have been through or are going through these "dark" times and it would be great if you could help them get through this period, or try to avoid it.

Questionnaire

第1题：您是否有听说过“职业倦怠”？（单选） [\[单选题\]](#)

选项 #	小计 #	比例
从未听说过	39	20.42%
好像听过，但具体定义不太清楚	119	62.3%
我清晰的了解“职业倦怠”这个概念	33	17.28%
本题有效填写人次	191	

倦怠是一种由长期的过度的压力导致的情绪、精神和身体的疲劳状态，是个体不能顺利应对工作压力时的一种极端反应，是个体伴随于长时期压力体验下而产生的情感、态度和行为的衰竭状态。

第2题：“倦怠是一种由长期的过度的压力导致的情绪、精神和身体的疲劳状态，是个体不能顺利应对工作压力时的一种极端反应，是个体伴随于长时期压力体验下而产生的情感、态度和行为的衰竭状态。”该定义是否与您所想相符（单选） [\[单选题\]](#)

选项 #	小计 #	比例
完全不一样，我认为的“职业倦怠”是 [详细]	3	1.97%
差不多相同	149	98.03%
本题有效填写人次	152	

第3题：您在工作过程中是否经历过以下一些困扰（单选）

- 身心遭受折磨
- 对工作不感兴趣
- 失去前行的动力
- 对工作或同事漠不关心
- 感到孤立无援，甚至出现难以控制的行为
- 逃避社交活动 [\[单选题\]](#)

选项 #	小计 #	比例
一个都没经历过	21	10.99%
经历过其中一个	50	26.18%
经历过2-3个	86	45.03%
经历过4-5个	17	8.9%
全部都经历过	17	8.9%
本题有效填写人次	191	

第4题：在遇到上述问题时您是否会寻求帮助？（单选） [\[单选题\]](#)

选项 #	小计 #	比例
从来没有	31	18.24%
很少寻求帮助，取决于当时的心情	106	62.35%
定期会寻找帮助	33	19.41%
本题有效填写人次	170	

第5题：当您在工作中遇到这些困扰时，主要通过什么方式来寻求帮助（多选） [\[多选题\]](#)

选项 #	小计 #	比例
与同事交流	72	51.8%
向亲人诉说	68	48.92%
向朋友倾诉	91	65.47%
寻求专业的帮助（例如心理咨询师、心理专家等）	11	7.91%
本题有效填写人次	139	

第6题：您不寻求帮助的原因是？（多选） [\[多选题\]](#)

选项 #	小计 #	比例
我认为在工作中情绪或者心理问题出现是正常的，不需要寻求帮助	75	54.74%
我害怕在寻求帮助时被他人评头论足	49	35.77%
即使向他人诉说也会觉得自己不被理解	53	38.69%
不知道如何获得专业帮助	42	30.66%
觉得专业人士帮助的费用过于昂贵	16	11.68%
<input checked="" type="checkbox"/> 其他 [详细]	7	5.11%
本题有效填写人次	137	

第7题：作为一名员工，您是否希望您所在的企业关注员工的心理健康情况？（单选） [\[单选题\]](#)

选项 #	小计 #	比例
无所谓，只要工资符合期待值就可以了	30	15.71%
如果企业能够关注是最好的	109	57.07%
较为迫切希望企业可以关注员工的心理健康状况	52	27.23%
本题有效填写人次	191	

Questionnaire survey on psychological conditions in the workplace

Question 1 Have you ever heard of "burnout"? (Multiple choice) [\[Single choice\]](#)

Options	Subtotal	Proportion
Never heard of	39	20.42%
I think I've heard of it, but I'm not sure of the exact definition	119	62.3%
I have a clear understanding of the concept of "burnout"	33	17.28%
This question is valid for the number of people who filled in the question	191	

Burnout is a state of emotional, mental and physical fatigue caused by prolonged and excessive stress, and is an extreme reaction to an individual's inability to cope successfully with work stress.

Question 2 "Burnout is a state of emotional, mental and physical fatigue caused by prolonged and excessive stress, an extreme reaction to an individual's inability to cope successfully with work stress, and a state of emotional, attitudinal and behavioural exhaustion that accompanies the experience of prolonged stress." Does the definition match what you think it does (optional) [\[Single-choice\]](#)

Options	Subtotal	Proportion
It's not the same at all, what I think of as 'burnout' is	3	1.97%
Almost identical	149	98.03%
This question is valid for the number of people who filled in the question	152	

Question 3 Have you experienced some of the following distress in the course of your work (single choice)

- Physical and mental suffering
- Not interested in work
- Loss of motivation to move forward
- indifferent to work or colleagues
- Feeling isolated and even exhibiting uncontrollable behaviour
- avoiding social activities [\[单选题\]](#)

Options	Subtotal	Proportion
None of them have been experienced	21	10.99%
Experiencing one of the	50	26.18%
Experienced 2-3	86	45.03%
Experienced 4-5	17	8.9%
All have been through	17	8.9%
This question is valid for the number of people who filled in the question	191	

Question 4 Do you seek help when you encounter any of the above problems? (Multiple choice) [\[Single choice\]](#)

Options	Subtotal	Proportion
Never	31	18.24%
Rarely seeks help, depending on the mood at the time	106	62.35%
Help will be sought on a regular basis	33	19.41%
This question is valid for the number of people who filled in the question	170	

Question 5 What is the main way you seek help when you encounter these problems at work (multiple choice) [\[multiple choice\]](#)

Options	Subtotal	Proportion
Networking with colleagues	72	51.8%
Talking to loved ones	68	48.92%
Talking to a friend	91	65.47%
Seek professional help (e.g. counsellor, psychologist, etc.)	11	7.91%
This question is valid for the number of people who filled in the question	139	

Question 6 What is your reason for not seeking help? (Multiple choice) [\[Multiple choice\]](#)

Options	Subtotal	Proportion
I think it's normal to have emotional or psychological problems at work and not to seek help	75	54.74%
I am afraid of being judged by others when I ask for help	49	35.77%
Feeling unappreciated even when talking to others	53	38.69%
Don't know how to get professional help	42	30.66%
Find the cost of professional help too expensive	16	11.68%
Other	7	5.11%
This question is valid for the number of people who filled in the question	137	

Question 7 As an employee, do you want your company to be concerned about the mental health of its employees? (Single-choice) [\[Single-choice\]](#)

Options	Subtotal	Proportion
Doesn't matter, as long as the salary meets expectations	30	15.71%
It is best if companies pay attention	109	57.07%
A more urgent desire for companies to pay attention to the mental health of their employees	52	27.23%
This question is valid for the number of people who filled in the question	191	

Workshop Learning Card

Test card - example

Use 1 test card per test. Copy and paste this slide to add more tests.

<p>1 Hypothesis What are your concept's critical aspects? State your most critical assumptions, the ones that would make the concept fail if they aren't proven right. Fill in one test card per critical assumption and run tests starting from most to least critical assumptions.</p> <p>Type here</p> <p>A clear sense of accomplishment after using the tool</p>	<p>3 Pass/fail criteria What test outcomes will you be looking for? What result will show evidence that your hypothesis was correct (validate it)? And what will show evidence that your hypothesis was wrong (invalidate it)?</p> <p>We are right if the user understands the concept and is engaged.</p> <p>1. The tools are easy to use and there are no points that are difficult to understand or find cumbersome to use 2. They found the tool helpful in increasing the sense of achievement</p>
<p>2 Test How will you verify if this hypothesis is true? Define a low-cost test that doesn't require a lot of effort.</p> <p>Type here</p> <p>Visualising the tool and testing it through a workshop</p>	

Learning card template

Use 1 learning card per insight. One test can derive several insights. Copy and paste this slide to capture more insights. Make sure to fill in this card immediately after the test ends. Base on these learnings to define what's the next thing you'll need to iterate on your concept and test.

<p>1 Insight no. and name Name: Yuanyuan Zheng</p>	<p>"I think by setting long term goals and short term goals allows me to have a very clear plan, there are many times when I feel anxious because I have a lot of things to do but I don't know how to start. If I write these things down that I have to do, it gives me the motivation to finish."</p>	
<p>2 Hypothesis What hypothesis did you test? (Copy it from the corresponding test card.)</p> <p>Type here</p> <p>A clear sense of accomplishment after using the tool</p>	<p>4 Learnings & insights What did you learn from your observations during this test? Explain what conclusions and insights you derived from your observations stated in point 3.</p> <p>"For me, sometimes work doesn't give me a sense of achievement and I would like to focus more on non-work related directions. For example, I've been working out recently and by doing it every day I can also increase my sense of achievement and put me in a good mood for work the next day."</p>	
<p>3 Observations (evidence)</p> <p>Overall the process is smooth</p>	<p>5 Decisions & next actions What's next? Describe actions you'll take based on the learnings and insights stated in point 4.</p> <p>When guiding users to set goals, the supervisor should also guide them to think in terms of other areas, such as interests, family, community, etc., in addition to setting work-related goals.</p>	

Learning card template

Use 1 learning card per insight. One test can derive several insights. Copy and paste this slide to capture more insights. Make sure to fill in this card immediately after the test ends. Base on these learnings to define what's the next thing you'll need to iterate on your concept and test.

<p>1 Insight no. and name Eg. Insight #1: Persona X is most motivated towards Y when they can track their personal impact. Name: Xuefeng Zhao</p>	
<p>2 Hypothesis What hypothesis did you test? (Copy it from the corresponding test card.)</p> <p>Type here</p> <p>A clear sense of accomplishment after using the tool</p>	<p>4 Learnings & insights What did you learn from your observations during this test? Explain what conclusions and insights you derived from your observations stated in point 3.</p> <p>Type here</p>
<p>3 Observations (evidence)</p> <p>Overall the process is smooth, but it takes a long time to operate the first and second steps</p>	<p>5 Decisions & next actions What's next? Describe actions you'll take based on the learnings and insights stated in point 4.</p> <p>Type here</p>

1. the first step and the second step order should be changed, the user only first fully know themselves can more clearly develop task planning.
2. The step of knowing yourself is not comprehensive enough for your own excavation. Developing strengths, making up for weaknesses and developing interests can all enhance the sense of achievement. What you want to develop can be a weakness or an interest, and the process of filling it out needs to be guided by a variety of aspects.
3. the sense of achievement can be divided into work-related direction and non-work direction, when using the tool should be divided into what is related to work-related content, which is related to interest, family, social these factors.
4. Only a museum of achievement after the completion of the daily record, no mood summary
5. The mood of the day module should allow users to add detailed descriptions to keep a daily record in the form of a diary.
6. The third step should be to set short-term goals first, and then set short-term tasks by short-term goals, which is more in line with the logic of user use.

1. Switching the order of the first step and the second step
2. Supervisors should guide the user in many aspects of their own excavation (from strengths, weaknesses, interests, etc.) in the session on understanding themselves
3. While guiding users to think about their work goals, supervisors should also guide them to think about directions unrelated to their careers, such as personal interests, family, society, etc.
4. Add a mood summary module to visualise users' daily mood changes
5. In addition to filling in the mood of the day module, users can add detailed descriptions to keep a daily record in the form of a diary
6. The third step is to first set short-term goals and then set corresponding short-term tasks