

CHRISTINA MASLACH

General:

1971 to present Professor of Psychology, University of California, Berkeley [now emerita]
Professor of the Graduate School (2013 to present)
Birthdate: January 21, 1946

University Address:

Department of Psychology
2121 Berkeley Way
University of California, Berkeley
Berkeley, CA 94720-1650
email: maslach@berkeley.edu

Degrees:

A.B., Social Relations, *magna cum laude*, Harvard-Radcliffe College, 1967
Ph.D., Social Psychology, Stanford University, 1971

Principal Research Interests:

Job burnout and work engagement

- Several decades of research on job burnout, has led the World Health Organization to recognize burnout as an occupational phenomenon in the 11th Revision of the International Classification of Diseases (ICD-11).

Health psychology

Individuation and social influence

Professional Service:

Founder and Co-Editor-in-Chief, *Burnout Research* (an e-journal), 2014–2017
Member, Board of Directors, The Myers Briggs Company (formerly CPP Inc.), 1988–2020
Commissioner, Western Association of Schools and Colleges (WASC), 2003–2008
President, Western Psychological Association, 1988-89; 2019-2020
Editorial Board, *Psychology, Health & Medicine*, 1995-2005

Association Memberships:

American Psychological Association (Fellow, Div. 8, 9, 14, 38)
American Association for the Advancement of Science (Fellow)
Association for Psychological Science (Charter Member, Fellow)
American Association of University Professors
American Association of University Women
European Academy of Occupational Health Psychology (Fellow)
International Association of Applied Psychology (Fellow)
Sigma Xi
Western Psychological Association (Fellow)

Honors and Awards:

- 2021 Business Insider annual list of “100 people transforming business”
- 2020 National Academy of Sciences Award for Scientific Reviewing
- 2019 DevOps Presentation of the year (“Workplace engagement and countering employee burnout”)
- 2019 Marquis Who’s Who Lifetime Achievement Award, and Who’s Who of Professional Women
- 2018 Edward A. Dickson Emeriti Professorship research award, University of California, Berkeley
- 2018 Peder Sather research award, University of California, Berkeley
- 2018 Lifetime Achievement Award, Western Psychological Association
- 2017 The 2017 Application of Personality and Social Psychology Award, Society for Personality and Social Psychology
- 2017 Honorary Member in Phi Beta Kappa (“In recognition of high attainments in liberal scholarship”), presented at the 50th Reunion of the Harvard-Radcliffe Class of 1967, Cambridge, MA.
- 2016 Honorary doctorate, University of Valparaiso, Chile
- 2014 Citation of Excellence Award for one of the 35 most outstanding award-winning articles published in the past 15 years (JAP, 2008), Emerald Management Review.
- 2014 Fellow, European Academy of Occupational Health Psychology
- 2013 Lifetime Career Achievement Award; Work, Stress, and Health 10th International Conference.
- 2012 Citation of Excellence Award for one of the 50 most outstanding articles published by the top 300 management journals in the world (JAP, 2008), Emerald Management Review.
- 2011 Distinguished Service Award in Industrial/Organizational Psychology, California Psychological Association
- 2010 Berkeley Faculty Service Award, University of California, Berkeley
- 2009 Berkeley Citation (the University’s highest award for achievement and service), University of California, Berkeley
- 2009 Journal of Organizational Behavior award for two (of the eight) most influential articles in its 30-year history
- 2008 Distinguished Teaching Award, Western Psychological Association
- 2001 Faculty Award for Outstanding Mentorship of GSIs, University of California, Berkeley
- 1997 USA Professor of the Year (research and doctoral university), Council for the Advancement and Support of Education (CASE) and the Carnegie Foundation for the Advancement of Teaching
- 1997 Distinguished Service Award, Social Sciences, University of California, Berkeley
- 1995 Journal of Organizational Behavior best paper award for 1994
- 1991 Fellow, American Association for the Advancement of Science (“For groundbreaking work on the application of social psychology to contemporary problems”)
- 1987 Distinguished Teaching Award, University of California, Berkeley
- 1980 Henry Guze award for best research paper in 1979, Society for Clinical & Experimental Hypnosis

University Service:

Member, Board of Directors, Women's Faculty Club, 2015 – present
Member, Campaign Committee for the WFC New Century Campaign, 2014 – present
Core Researcher, Healthy Workplaces: An Interdisciplinary Center, University of California, Berkeley, 2014 – present
Chair, Academic Senate, University of California, Berkeley, 2000; 2012-2013
Vice-Chair, Academic Senate, University of California, Berkeley, 1999-2000; 2011-2012
Vice Provost, Teaching and Learning, University of California, Berkeley, 2008-2009
Interim Dean of the Undergraduate Division, College of Letters & Science, University of California, Berkeley, 2006-2008
Member, Board of Trustees, Berkeley Art Museum and Pacific Film Archive, 2003-2017
Vice Provost, Undergraduate Education and Instructional Technology, University of California, Berkeley, 2001-2008
Faculty Assistant on the Status of Women, University of California, Berkeley, 1994-1997
Vice-Chair, Psychology Department, University of California, Berkeley, 1993-1998
Chair, Commission on Responses to a Changing Student Body, University of California, Berkeley, 1988-91

Publications:

a. Papers in journals and chapters in books

- Maslach, C. (1971). The "truth" about false confessions. *Journal of Personality and Social Psychology, 20*, 141-146.
- Zimbardo, P. G., Marshall, G., & Maslach, C. (1971). Liberating behavior from time-bound control: Expanding the present through hypnosis. *Journal of Applied Psychology, 1*, 305-323.
- Maslach, C., Marshall, G., & Zimbardo, P. G. (1972). Hypnotic control of peripheral skin temperature: A case report. *Psychophysiology, 9*, 600-605.
- Zimbardo, P. G., Maslach, C., & Marshall, G. (1972). Hypnosis and the psychology of cognitive and behavioral control. In E. Fromm & R. Shor (Eds.), *Hypnosis: Research developments and perspectives* (539-571). Chicago: Aldine-Atherton.
- Maslach, C., Tashiro, C., & Gergen, K. J. (1972). A cultural analysis of the role of reciprocity in social attraction. *Proceedings of the XXth International Congress of Psychology, Tokyo*, 652.
- Zimbardo, P. G., Marshall, G., White, G., & Maslach, C. (1973). Objective assessment of hypnotically induced time distortion. *Science, 181*, 282-284.
- Maslach, C. (1974). Social and personal bases of individuation. *Journal of Personality and Social Psychology, 29*, 411-425.
- Gergen, K. J., Ellsworth, P. C., Maslach, C., & Seipel, M. (1975). Obligation, donor resources, and reactions to aid in three cultures. *Journal of Personality and Social Psychology, 31*, 390-400.
- Maslach, C. (1975). The social psychologist as an agent of change: An identity crisis. In M. Deutsch & H. A. Hornstein (Eds.), *Applying social psychology: Implications for research, practice, and training* (237-246). Hillsdale, NJ: Erlbaum.
- Maslach, C. (1976, September). Burned-out. *Human Behavior, 9* (5), 16-22.
- Maslach, C., & Pines, A. (1977). The burn-out syndrome in the day care setting. *Child Care Quarterly, 6*, 100-113.
- Garber, R. M., & Maslach, C. (1977). The parole hearing: Decision or justification? *Law and Human Behavior, 1*, 261-281.
- Pines, A., & Maslach, C. (1978). Characteristics of staff burn-out in mental health settings. *Hospital & Community Psychiatry, 29*, 233-237.

- Maslach, C., & Jackson, S. E. (1978, Spring). Lawyer burn-out. *Barrister*, 5 (2), 8, 52-54.
- Maslach, C. (1978, Spring). Job burn-out: How people cope. *Public Welfare*, 36, 56-58.
- Maslach, C. (1978). The client role in staff burn-out. *Journal of Social Issues*, 34, (4), 111-124.
- Maslach, C. (1979). The emotional consequences of arousal without reason. In C. E. Izard (Ed.), *Emotions in personality and psychopathology* (565-590). New York: Plenum.
- Maslach, C., Zimbardo, P. G., & Marshall, G. (1979). Hypnosis as a means of studying cognitive and behavioral control. In E. Fromm & R. Shor (Eds.), *Hypnosis: Developments in research and new perspectives* (649-683). (2nd ed.) Hawthorne, NY: Aldine.
- Maslach, C., & Pines, A. (1979). Burn-out: The loss of human caring. In A. Pines & C. Maslach (Eds.), *Experiencing social psychology: Readings and projects* (246-252). New York: A. A. Knopf.
- Maslach, C. (1979). Negative emotional biasing of unexplained arousal. *Journal of Personality and Social Psychology*, 37, 953-969.
- Maslach, C. (1979). The burn-out syndrome and patient care. In C. Garfield (Ed.), *Stress and survival: The emotional realities of life-threatening illness* (111-120). St. Louis: Mosby.
- Maslach, C., & Jackson, S. E. (1979, May). Burned-out cops and their families. *Psychology Today*, 12 (12), 59-62.
- Pines, A., & Maslach, C. (1980). Combatting staff-burn-out in a day care center: A case study. *Child Care Quarterly*, 9, 5-16.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2, 99-113.
- Maslach, C. (1981). Burnout: A social psychological analysis. In J. W. Jones (Ed.), *The burnout syndrome* (30-53). Park Ridge, IL: London House.
- Maslach, C., & Garber, R. M. (1982). Decision-making processes in parole hearings. In V. J. Konecni & E. B. Ebbesen (Eds.), *The criminal justice system: A social psychological analysis* (337-366). San Francisco: W. H. Freeman.
- Jackson, S. E., & Maslach, C. (1982). After-effects of job-related stress: Families as victims. *Journal of Occupational Behavior*, 3, 63-77.
- Santee, R. T., & Maslach, C. (1982). To agree or not to agree: Personal dissent amid social pressure to conform. *Journal of Personality and Social Psychology*, 42, 690-700.

- Maslach, C. (1982). Understanding burnout: Definitional issues in analyzing a complex phenomenon. In W. S. Paine (Ed.), *Job stress and burnout* (29-40). Beverly Hills, CA: Sage.
- Maslach, C., & Jackson, S. E. (1982). Burnout in the health professions: A social psychological analysis. In G. Sanders & J. Suls (Eds.), *Social psychology of health and illness* (227-251). Hillsdale, NJ: Erlbaum.
- Maslach, C. (1984). Personal strategies for managing burnout. In R. W. Thoreson & E. P. Hosokawa (Eds.), *Employee assistance programs in higher education* (159-168). Springfield, IL: Charles C. Thomas.
- Maslach, C., & Jackson, S. E. (1984). Burnout in organizational settings. *Applied Social Psychology Annual*, 5, 133-153.
- Maslach, C., & Jackson, S. E. (1984). Patterns of burnout among a national sample of public contact workers. *Journal of Health and Human Resources Administration*, 7, 189-212.
- Maslach, C. (1984). Das problem des "Ausbrennens" bei professionellen belfern. In E. Wacker & J. Neumann (Eds.), *Geistige behinderung und soziales leben* (249-265). Frankfurt: Campus Verlag.
- Maslach, C., & Jackson, S. E. (1985). The role of sex and family variables in burnout. *Sex Roles*, 12, 837-851.
- Maslach, C., Stapp, J., & Santee, R. T. (1985). Individuation: Conceptual analysis and assessment. *Journal of Personality and Social Psychology*, 49, 729-738.
- Maslach, C. (1986). Burnout research in the social services: A critique. *Journal of Social Service Research*, 10, 95-105.
- Maslach, C. (1986). Stress, burnout, and the workaholic syndrome. In R. Kilburg, R. Thoreson, & P. Nathan (Eds.), *Professionals in distress: Issues, syndromes and solutions in psychology* (53-75). Washington, DC: American Psychological Association.
- Maslach, C., Santee, R. T., & Wade, C. (1987). Individuation, gender role, and dissent: Personality mediators of situational forces. *Journal of Personality and Social Psychology*, 53(6), 1088-1093.
- Maslach, C., & Florian, V. (1988). Burnout, job setting, and self-evaluation among rehabilitation counselors. *Rehabilitation Psychology*, 33(2), 85-93.
- Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, 9, 297-308.

- Zedeck, S., Maslach, C., Mosier, K., & Skitka, L. (1988). Affective response to work and quality of family life: Employee and spouse perspectives. *Journal of Social Behavior and Personality*, 3, 135-157.
- Carlson, H. M., Fellows, M. A., & Maslach, C. (1989). Unemployment in Ireland: A review of psychological research. *The Irish Journal of Psychology*, 10, 394-410.
- Skitka, L. J., & Maslach, C. (1990). Gender roles and the categorization of gender-relevant behavior. *Sex Roles*, 22, 133-149.
- Zimbardo, P. G., & Maslach, C. (1992). Cognitive effects of biased time perspective. *International Journal of Psychology*, 27, 167.
- Maslach, C. (1993). Burnout: A multidimensional perspective. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research* (19-32). Washington, DC: Taylor & Francis.
- Maslach, C., & Schaufeli, W. B. (1993). Historical and conceptual development of burnout. In W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research* (1-16). Washington, DC: Taylor & Francis.
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- Maslach, C. (1998). Chronic outcomes: Burnout. In J. M. Stellman (Ed.), *Encyclopedia of Occupational Health and Safety*, Vol. 2 (34.64). Fourth edition. Geneva: International Labour Office.
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- Maslach, C. (1998). A multidimensional theory of burnout. In C. L. Cooper (Ed.), *Theories of organizational stress* (68-85). Oxford, England: Oxford University Press.
- Maslach, C. (1999). Progress in understanding teacher burnout. In R. Vandenberghe & A. M. Huberman (Eds.), *Understanding and preventing teacher burnout: A sourcebook of international research and practice* (211-222). Cambridge: Cambridge University Press.
- Maslach, C., & Leiter, M. P. (1999). Teacher burnout: A research agenda. In R. Vandenberghe & A. M. Huberman (Eds.), *Understanding and preventing teacher burnout: A sourcebook of international research and practice* (295-303). Cambridge: Cambridge University Press.
- Maslach, C., & Leiter, M. P. (1999, October). Take this job and love it!: Six ways to beat burnout. *Psychology Today, 32* (5), 50-53, 78, 80.
- Maslach, C., & Leiter, M. P. (1999). Burnout and engagement in the workplace: A contextual analysis. In T. Urdan (Ed.), *Advances in motivation and achievement* (Vol. 11, 275-302). Stamford, CT: JAI Press.

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- Maslach, C., & Leiter, M. P. (2000). Burnout. In G. Fink (Ed.), *Encyclopedia of stress*. Vol. 1 (358-362). San Diego, CA: Academic Press.
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- Maslach, C. (2001). What have we learned about burnout and health? *Psychology and Health, 16* (5), 607-611.
- Reevy, G. M., & Maslach, C. (2001). People's use of social support: Gender and personality differences. *Sex Roles, 44*, 437-459.
- Maslach, C. (2001). Psychology of burnout. In N. J. Smelser & P. B. Baltes (Eds.), *International encyclopedia of the social and behavioral sciences* (Vol. 2, 1415-18). Oxford: Elsevier.
- Kwan, V. S. Y., Bond, M. H., Boucher, H., Maslach, C., & Gan, Y. (2002). The construct of individuation: More complex in collectivist than in individualist cultures. *Personality and Social Psychology Bulletin, 28*, 300-310.
- Maslach, C. (2002). Burnout assessment. In R. Fernandez-Ballesteros (Ed.), *Encyclopedia of psychological assessment*. London: Sage.
- Maslach, C. (2003). Job burnout: New directions in research and intervention. *Current Directions in Psychological Science, 12*, 189-192.

- Leiter, M. P., & Maslach, C. (2004). Areas of worklife: A structured approach to organizational predictors of job burnout. In P. L. Perrewe & D. C. Ganster (Eds.), *Research in occupational stress and well-being* (Vol. 3, 91-134). Oxford: Elsevier.
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- Maslach, C. (2004). Different perspectives on job burnout. *PsycCRITIQUES* [formerly *Contemporary Psychology*], *49*, 168–170. [Review of the book, *Burnout Across Thirteen Cultures: Stress and Coping in Child and Youth Care Workers*, by V. Savicki].
- Maslach, C. (2005). Understanding burnout: Work and family issues. In D. F. Halpern & S. E. Murphy (Eds.), *From work-family balance to work-family interaction: Changing the metaphor* (99-114). Mahwah, NJ: Lawrence Erlbaum.
- Leiter, M. P., & Maslach, C. (2005). A mediation model of job burnout. In Antoniou, A. S. G., & Cooper, C. L. (Eds.), *Research companion to organizational health psychology* (544-564). Cheltenham, UK: Edward Elgar.
- Maslach, C. (2005). Entendendo o burnout [Understanding burnout]. In A. M. Rossi, P. M. Perrewe, and S. Sauter (Eds.), *Stress e qualidade de vida no trabalho - Perspectivas atuais da saúde ocupacional* (41-55). Sao Paulo, Brazil: Editora Atlas.
- The English translation of this volume is:
 Maslach, C. (2006). Understanding job burnout. In A. M. Rossi, P. Perrewe, and S. Sauter (Eds.), *Stress and quality of working life: Current perspectives in occupational health* (37-51). Greenwich, CT: Information Age Publishing.
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- Dupuis, E. A., Maslach, C., Schragger, C. D., & McDaniel, S. (2007). Information literacy and undergraduate research: Meeting the challenge at a large research university. In T. E. Jacobson & T. P. Mackey (Eds.), *Information literacy collaborations that work* (5-18). Neal-Schuman Publishers.
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- Leiter, M. P., & Maslach, C. (2009). Burnout and workplace injuries: A longitudinal analysis. In A. M. Rossi, J. C. Quick, & P. L. Perrewe (Eds.), *Stress e qualidade de vida no trabalho: O positivo e o negativo* (3-17). Sao Paulo, Brazil: Editora Atlas S.A. [published in Portuguese].
- The English translation of this volume is:
 Leiter, M. P., & Maslach, C. (2009). Burnout and workplace injuries: A longitudinal analysis. In A. M. Rossi, J. C. Quick, & P. L. Perrewe (Eds.), *Stress and quality of working life: The positive and the negative* (3-18). Greenwich, CT: Information Age.
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- Maslach, C. (2011). Burnout and engagement in the workplace: New perspectives. *European Health Psychologist, 13* (3), 44-47.
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b. Books and monographs

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- Pines, A., & Maslach, C. (Eds.). (1979). *Experiencing social psychology: Readings and projects*. New York: A. A. Knopf.
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- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout*. San Francisco, CA: Jossey-Bass.
[Translated into Dutch, Swedish, Japanese, Chinese, Portuguese, Italian, German, Slovenian, Greek, Estonian, Polish, French]
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Selected Professional Presentations for 2001-2020:

Presidential address, “Burnout in the 21st century: Past history and future progress.” Western Psychological Association, San Francisco, October 2020.

Keynote address, “Understanding job burnout,” DevOps Enterprise Summit, London, June 2019.

“Intervention strategies for healthier workplaces.” Presentation at the Well-Being at Work conference, Paris, May 2019.

“Burnout: An occupational hazard for physicians?” Presentation at the American Psychiatric Association convention, San Francisco, May 2019.

“Burnout: What it is and what to do about it,” Invited address, Western Psychological Association, Pasadena, April 2019.

“Stress, burnout, and you: Fireside chat with Dr. Christina Maslach,” RSA Conference 2019, San Francisco, March 2019.

Keynote address, “New perspectives on burnout,” Coaching in Leadership and Healthcare, Harvard Medical School and Institute of Coaching, Boston, September 2018.

Invited address, “Understanding burnout,” The World Bank Group, Washington DC, September 2018.

“Improving burnout interventions,” European Academy of Occupational Health Psychology, Lisbon, September 2018.

Keynote address, “New perspectives on burnout,” Austrian Psychological Association, Vienna, September 2018.

Keynote address, “New directions 3.0,” WELL-Med, Third International Meeting on Wellbeing and Performance in Clinical Practice, Olympus Riviera, Greece, May 2018.

Invited address, “Making a significant difference,” Western Psychological Association, Portland, April 2018.

Keynote address, “Meeting the challenge of burnout,” Beyond Resiliency Training conference, The University of Texas System, Houston, September 2017.

Keynote address, “Finding solutions to the problem of burnout,” International Stress Management Association, Porto Alegre, Brazil, June 2017.

“Why MBI profiles matter,” Work, Stress and Health conference, Minneapolis, June 2017.

“Analysis of new burnout profiles,” (with Michael P. Leiter), International Convention of Psychological Science, Vienna, March 2017.

Plenary address, “Job burnout in professional and economic contexts,” The Asia-Pacific Research in Social Sciences and Humanities – Universitas Indonesia Conference, Depok, Indonesia, November 2016.

Keynote address, “Understanding burnout,” Chilean Congress of Psychology, Santiago, Chile, October 2016.

Keynote address, “New directions 2.0,” WELL-Med, Second International Meeting on Wellbeing and Performance in Clinical Practice, Chalkidiki, Greece, May 2016.

Keynote address, “Finding solutions to the problem of burnout,” Western Psychological Association, April 2016.

Keynote address, “The challenge of burnout in contemporary society,” European Academy of Occupational Health Psychology, Athens, April 2016.

Keynote address, “New insights into burnout and health care,” CENTILE Conference to Promote Resilience, Empathy and Well-Being in Health Care Professions, Georgetown University, Washington DC, October 2015.

Invited address, “Burnout in professional and economic contexts,” World Psychological Forum, Prague, Czech Republic, September 2015.

Keynote address, “Finding solutions to the problem of burnout,” Occupational Health Psychology Summer Institute, Halifax, Canada, July 2015.

“Strategies for dealing with burnout,” Work, Stress, and Health conference, Atlanta, May 2015.

Keynote address, “New directions for dealing with burnout,” WELL-Med, First International Meeting on Wellbeing and Performance in Clinical Practice, Alexandroupolis, Greece, May 2014.

Keynote address, “The problem of burnout in the contemporary world,” Brazilian Association of Occupational Medicine, Sao Paulo, Brazil, May 2013.

Invited address, "Burnout in the workplace: A global problem in need of solutions," International Congress of Psychology, Cape Town, South Africa, July 2012.

Keynote address, "Burnout and engagement in the workplace: New perspectives," European Health Psychology Conference, Crete, Greece, September 2011.

Keynote address, "Burnout and engagement," First International Conference on Occupational and Environmental Health, Cuzco, Peru, July 2011.

Keynote address, "Burnout and engagement in the workplace: New perspectives," Croatian Psychological Association and the University of Zagreb, April 2011.

Keynote address, "Prevention of burnout," XV FeNaSTAC Congress on Occupational Health, Ixtapa, Mexico, September 2010.

Keynote address, "Research on burnout and engagement," at conference on job burnout, Tsinghua University, Beijing, July 2010.

Keynote address, "The Berkeley model for undergraduate education," Education Innovation Summit, Tsinghua University, Beijing, July 2010.

Keynote address, "Burnout: An important professional challenge for physicians," at conference of the Portuguese Medical Association, Lisbon, March 2010.

Keynote address, "Understanding job burnout," The Americas Second Conference on Occupational Psychosocial Factors, Stress, and Mental Health, Guadalajara, October 2008.

"The role of value congruence in the burnout process" (with Michael P. Leiter), International Congress of Psychology, Berlin, July 2008.

Invited address, "A significant difference: Reflections on a psychology career," American Psychological Association, August 2007.

Keynote address, "Job burnout: New directions in theory, research, and intervention"
University of St. Petersburg, September 2006
Moscow State University, October 2006

Keynote address and workshop, "Understanding job burnout," International Stress Management Association in Brazil, June 2006.

"Burnout and change," Work, Stress and Health conference, March 2006.

Keynote address for workshops on "The truth about burnout," Copenhagen, Helsinki, Oslo, and Stockholm, May 2003.

Invited address, "Burnout research," Nordic Institute for Advanced Training in Occupational Health, Finland, September 2002.

Invited address, "New directions in burnout research and intervention," American Psychological Association, Chicago, August 2002.

Invited address, "Burnout and health," International Association of Applied Psychology, Singapore, July 2002.

"Understanding job burnout." Keynote address, Karolinska Institute, Stockholm, January 2001.