



RESTORING THE SUSTAINABILITY OF WORK

Understanding Real Work to Prevent
Burnout and Transform Organisations

When work
loses its meaning,
organisations pay the price.

The urgency is real.

Prolonged absences, scarce teams, and rising organisational costs: work-related strain can no longer be ignored.



11.131

New burnout cases

Inflow into work disability
in Belgium in 2024, compared
to 5,738 in 2018 (+94%)

Source: Mutualité Libres, 2025



€23,677

Average total cost

Per employee absent due to
burnout, including replacement,
training and indirect costs

Source: Securex, 2024



60%

Without a prevention plan

Of organisations have no plan
to address long-term absences

Sector			Main contributing factors
	Education	>	Work intensification, loss of meaning, conflicting demands
	Healthcare	>	Emotional demands, staff shortages, time constraints
	Social work	>	Ethical dilemmas, workload overload, lack of resources



Understanding the Priorities

HR directors and/or the management of small companies are currently facing growing pressures in the workplace.

Their central concern: *'How can we maintain effective operations without burning out our teams?'*

Key Pressures



Increased long-term absenteeism



Difficulties with recruitment and retention



Team burnout and disengagement



A rise in complex individual cases



Regulatory pressure regarding psychosocial risks

What Organisations Are Really Trying to Achieve



Ensure business continuity



Maintain employee engagement



Limit human and organisational costs



Meet legal obligations regarding well-being at work



Avoid crises (burnout, conflicts, disorganisation)





A Problem Deeper Than Burnout

“Burnout is often presented as an individual problem. But in practice, it usually reveals a wider imbalance. It is an organizational warning signal.” — Patrick Demaret



Increasing
work
demands



Insufficient
resources



Conflicting
objectives



A loss of
professional
bearings



Difficulty in producing quality work

“

The symptom is people burn-out. The problem is that work is no longer sustainable in certain organisations.



5 Invisible Warning Signs of an Organization Burning Out

Burnout rarely appears out of nowhere. It is often preceded by subtle organisational warning signs.

1

Inability to do good work

Teams can no longer complete their work to the expected standard.

2

Silent compensation

Teams absorb systemic failures without those failures becoming visible.

3

Silence around real work

Open conversations about how work actually gets done begin to disappear.

4

Eroded recognition

Effort is no longer acknowledged or valued.

5

Concentrated absences

Sick-leave clusters emerge in specific teams or departments.

Why Prevention Plans Often Miss the Mark



Many initiatives remain disconnected from how work is really organized. They focus on individuals, while the system underneath stays unchanged.



Too focused on the individual

Responsibility is placed on people while the system itself does not change.



Acting too late

Interventions often start only when warning signs have already become severe.



Missing the organizational causes

Workload, conflicting priorities, silos, and loss of meaning remain untouched.



Weak implementation

Communication, listening to teams, and giving managers the right tools are often insufficient.



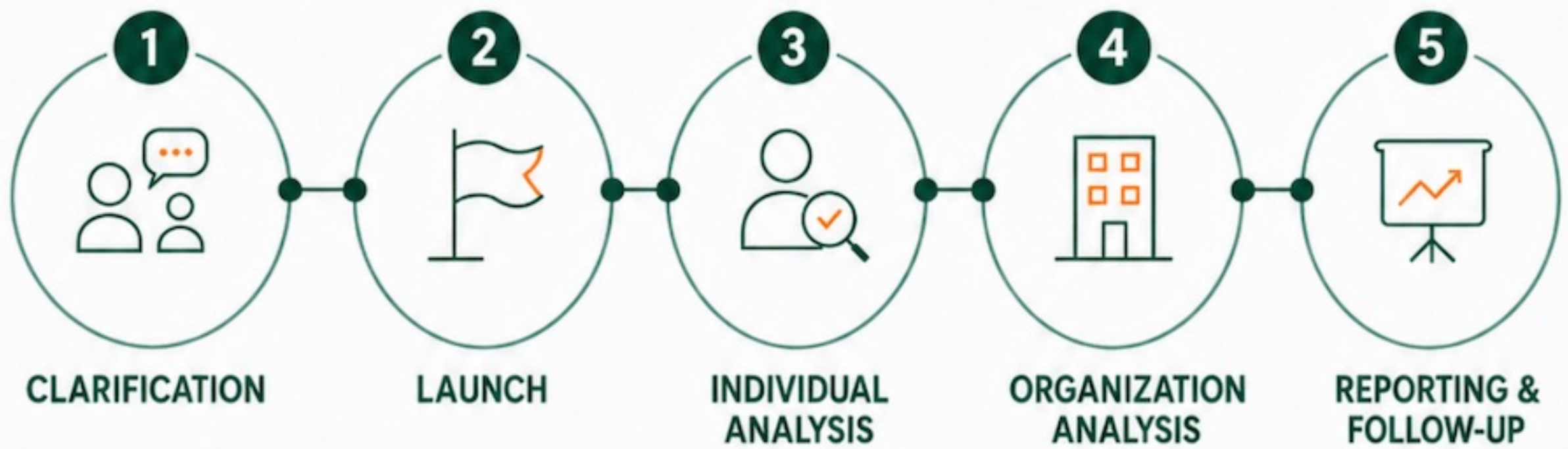
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Long-term
absence is not
inevitable; it is
the result of a
system that has
stopped breathing.

Patrick Demaret

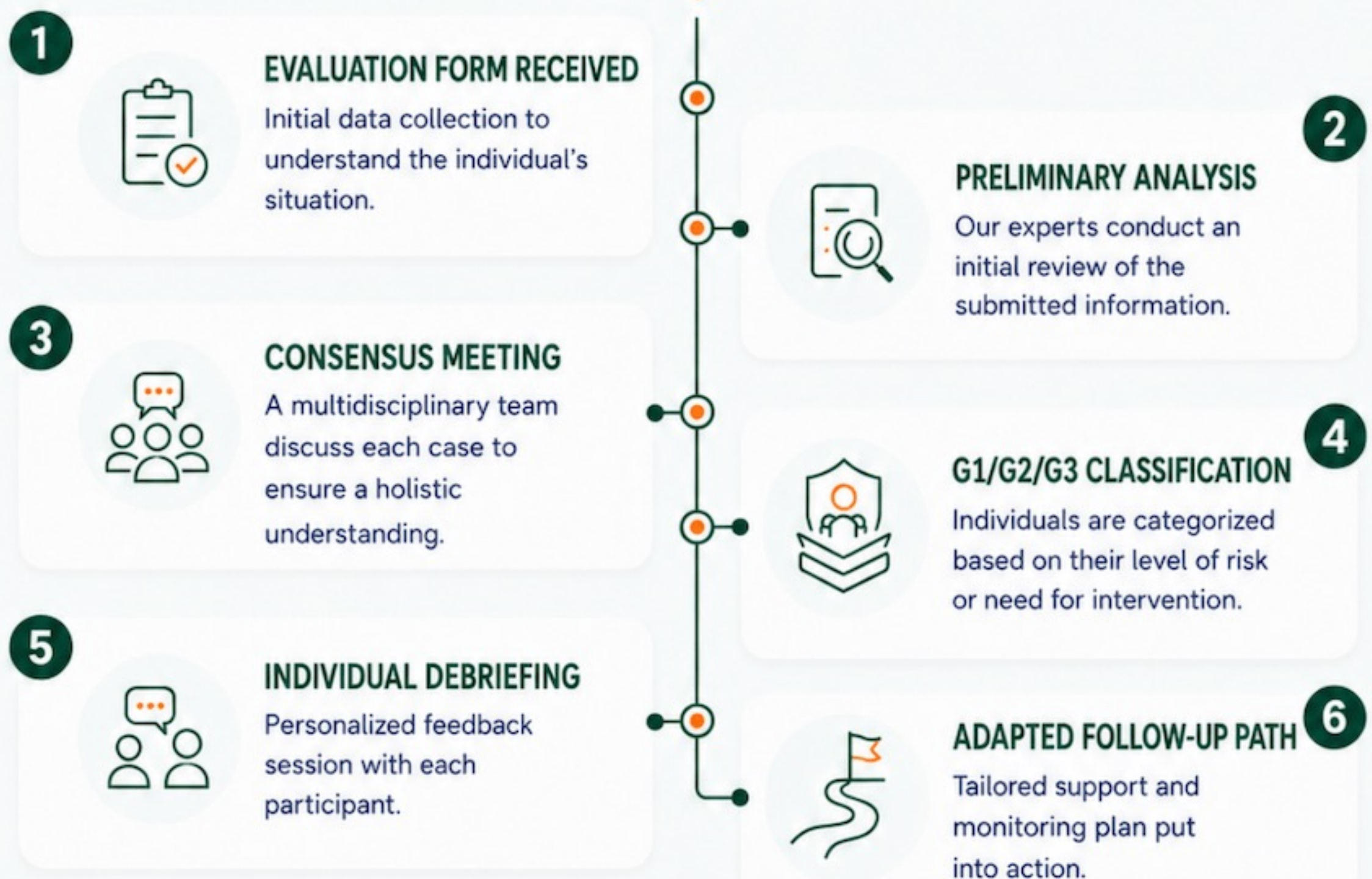


HOW DO WE WORK?



A structured, transparent process co-built with internal stakeholders — to reassure and engage leadership from the very start.

INDIVIDUAL ANALYSIS & FOLLOW-UP PROCESS

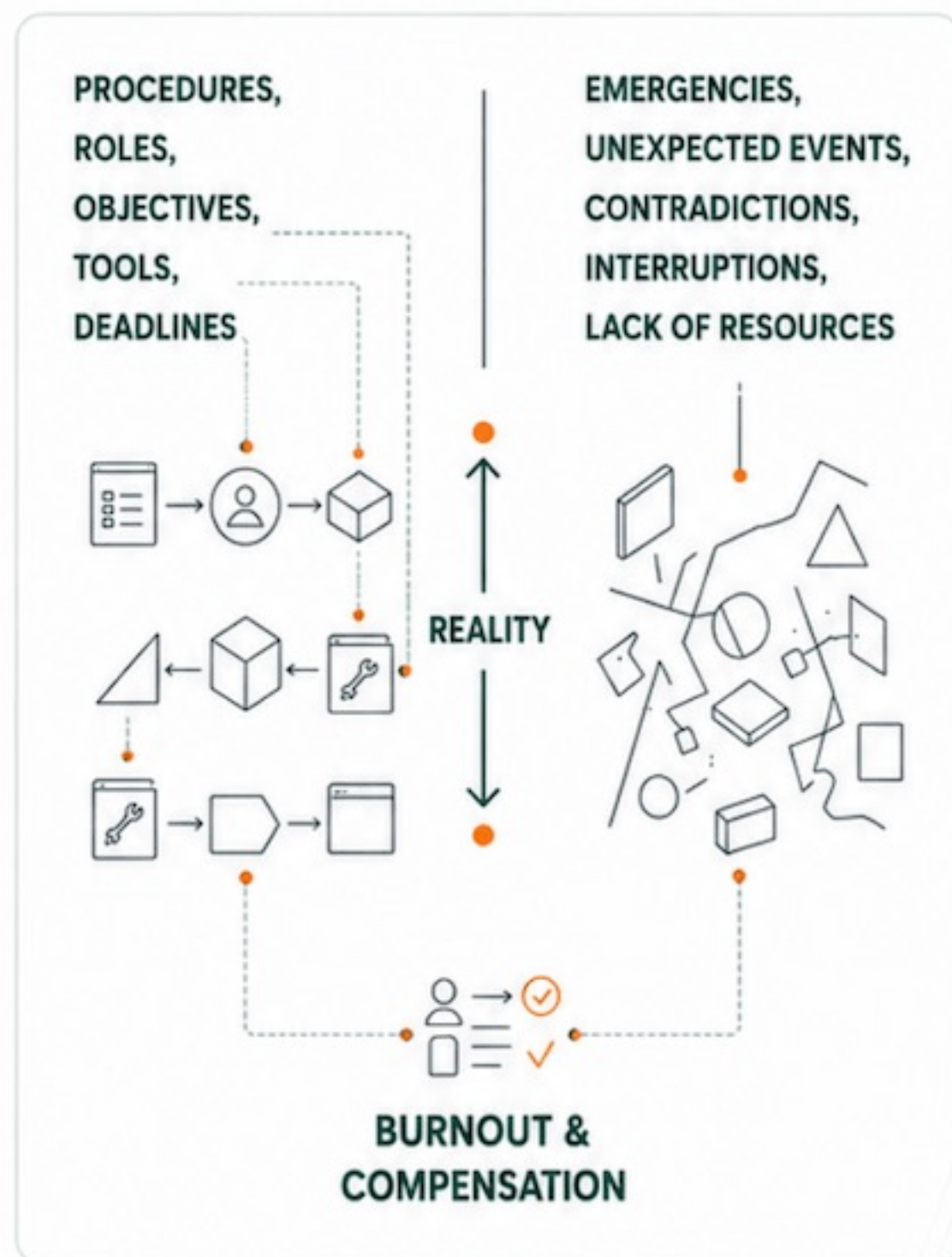


HOW DO WE DIFFERENTIATE & CREATE IMPACT?

The gap between what is planned and what is actually done is not abnormal. The risk appears when this gap becomes **too large, too frequent, too invisible** — and always falls on individuals alone to bridge.



"THE PRIMARY CAUSE OF BURNOUT IS ALWAYS PROFESSIONAL." —
PSYCHODYNAMICS OF WORK (PEZÉ)



WHAT OTHERS DO

- STRESS MANAGEMENT TRAINING
- WELLBEING PROGRAMMES
- INDIVIDUAL SUPPORT
- SATISFACTION SURVEYS



WHAT SETS US APART

We intervene at the heart of the work, drawing on:

- ✓ ANALYSIS OF ACTUAL WORK (BEYOND PROCEDURES)
- ✓ IDENTIFICATION OF INVISIBLE CONSTRAINTS
- ✓ HIGHLIGHTING CONFLICTS OF VALUES
- ✓ UNDERSTANDING GROUP DYNAMICS



**BASED ON THE
PSYCHODYNAMICS OF WORK**



**COMBINES INDIVIDUAL AND
ORGANISATIONAL ASPECTS**



**PART OF PSYCHOSOCIAL RISK
PREVENTION INITIATIVES**



**AIMS FOR SUSTAINABLE
TRANSFORMATION OF WORKING
CONDITIONS**



The Experience. The Impact.

Here is what employees and leaders say about our approach — and the difference it makes.



“

“The questionnaire helped me put words on what I was experiencing. It made me take a step back and understand what I was going through.”

EMPLOYEE

Participant in the survey



“

“By answering the survey, I realized I wasn't simply tired. It was a real turning point. It helped me focus on what truly mattered.”

EMPLOYEE

Participant in the survey



“

“We finally understood where the organizational tensions were. It gave us clarity to act where it really matters.”

LEADER

Member of the management team



Impact in Action

Organizations that have implemented our approach report:



71%

participation
in debriefings



67%

coaching
acceptance



72%

psychological
follow-up



Real insights. Meaningful conversations. Lasting change.
That's the power of understanding work as it really is.



LET'S NOW TALK ABOUT YOUR ORGANIZATION

The aim of this process is not to provide a standard solution.

Every organisation has its own specific characteristics: history, culture, constraints, and operating methods. The first step is simply to take the time to understand your situation.



AN EXPLORATORY DISCUSSION

to listen and understand your context



AN ANALYSIS OF YOUR CURRENT CHALLENGES

to identify what is really at stake



A DISCUSSION ON POSSIBLE COURSES OF ACTION

tailored to your organisation

Let's take the time to understand your situation — together.



Our approach is fully compatible with the requirements of ISO 45001 and ISO 45003. It makes them concrete by building on the analysis of real work, the participation of workers, and the identification of organisational causes of psychosocial risks.

In Belgium, the prevention of psychosocial risks is part of the employer's general obligations under the Code on Well-being at Work.



THE FOUNDERS

**We are here to listen,
understand and help you move forward.**



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Developed in collaboration with a multidisciplinary team of physicians, occupational psychologists, lawyers and coaches specialising in burnout.



Let's continue the conversation. | Lateral