

**Permission for Irene Hung to reproduce 55000 copies
within three years of February 28, 2020**

Maslach Burnout Inventory™

Instruments and Scoring Keys

Includes MBI Forms:

Human Services - MBI-HSS

Medical Personnel - MBI-HSS (MP)

Educators - MBI-ES

General - MBI-GS

Students - MBI-GS (S)

Christina Maslach
Susan E. Jackson
Michael P. Leiter
Wilmar B. Schaufeli
Richard L. Schwab

Published by Mind Garden, Inc.

info@mindgarden.com
www.mindgarden.com

Important Note to Licensee

If you have purchased a license to reproduce or administer a fixed number of copies of an existing Mind Garden instrument, manual, or workbook, you agree that it is your legal responsibility to compensate the copyright holder of this work — via payment to Mind Garden — for reproduction or administration in any medium. **Reproduction includes all forms of physical or electronic administration including online survey, handheld survey devices, etc.**

The copyright holder has agreed to grant a license to reproduce the specified number of copies of this document or instrument **within three years from the date of purchase.**

You agree that you or a person in your organization will be assigned to track the number of reproductions or administrations and will be responsible for compensating Mind Garden for any reproductions or administrations in excess of the number purchased.

This instrument is covered by U.S. and international copyright laws. Any use of this instrument, in whole or in part, is subject to such laws and is expressly prohibited by the copyright holder. If you would like to request permission to use or reproduce the instrument, in whole or in part, contact Mind Garden, Inc.

MBI-General Survey: Copyright ©1996 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

MBI-Human Services Survey: Copyright ©1981 Christina Maslach & Susan E. Jackson.

MBI-Educators Survey: Copyright ©1986 Christina Maslach, Susan E. Jackson & Richard L. Schwab.

All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

Note to Survey Administrators

Avoid Sensitization to Burnout. People have widely varying beliefs about burnout. To minimize the reactive effect of such personal beliefs or expectations, it is important that respondents be unaware that the MBI is a burnout measure and that they not be sensitized to the general issue of burnout. For this reason, the labels used on the survey do not include the word “burnout”. You will often see survey administrators use one of the following acceptable terms or similar wording on the survey or referring to it:

- MBI Assessment
- Wellness Survey
- Job Attitudes Assessment
- Employee Well-Being Survey

The scale should be presented as a survey of job-related attitudes and not be linked to burnout in any way. Of course, once the measure has been administered to all respondents, then an explanation about burnout and the use of the MBI to assess it is appropriate.

MBI Human Services Survey

Christina Maslach & Susan E. Jackson

The purpose of this survey is to discover how various people working in human services or the helping professions view their job and the people with whom they work closely.

Because people in a wide variety of occupations will answer this survey, it uses the term *recipients* to refer to the people for whom you provide your service, care, treatment, or instruction. When answering this survey please think of these people as recipients of the service you provide, even though you may use another term in your work.

Instructions: On the following page are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about *your* job. If you have *never* had this feeling, write the number "0" (zero) in the space before the statement. If you have had this feeling, indicate *how often* you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

Example:

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often
0-6

Statement:

1. _____ I feel depressed at work.

If you never feel depressed at work, you would write the number "0" (zero) under the heading "How often." If you rarely feel depressed at work (a few times a year or less), you would write the number "1." If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number "5."

MBI Human Services Survey

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often 0-6	Statements:
1. _____	I feel emotionally drained from my work.
2. _____	I feel used up at the end of the workday.
3. _____	I feel fatigued when I get up in the morning and have to face another day on the job.
4. _____	I can easily understand how my recipients feel about things.
5. _____	I feel I treat some recipients as if they were impersonal objects.
6. _____	Working with people all day is really a strain for me.
7. _____	I deal very effectively with the problems of my recipients.
8. _____	I feel burned out from my work.
9. _____	I feel I'm positively influencing other people's lives through my work.
10. _____	I've become more callous toward people since I took this job.
11. _____	I worry that this job is hardening me emotionally.
12. _____	I feel very energetic.
13. _____	I feel frustrated by my job.
14. _____	I feel I'm working too hard on my job.
15. _____	I don't really care what happens to some recipients.
16. _____	Working with people directly puts too much stress on me.
17. _____	I can easily create a relaxed atmosphere with my recipients.
18. _____	I feel exhilarated after working closely with my recipients.
19. _____	I have accomplished many worthwhile things in this job.
20. _____	I feel like I'm at the end of my rope.
21. _____	In my work, I deal with emotional problems very calmly.
22. _____	I feel recipients blame me for some of their problems.

(Administrative use only)

EE Total score: _____

DP Total score: _____

PA Total score: _____

EE Average score: _____

DP Average score: _____

PA Average score: _____

MBI Human Services Survey for Medical Personnel

Christina Maslach & Susan E. Jackson

The purpose of this survey is to discover how various people in the human services or the helping professions view their job and the people with whom they work closely.

Instructions: On the following page are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about *your* job. If you have *never* had this feeling, write the number “0” (zero) in the space before the statement. If you have had this feeling, indicate *how often* you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

Example:

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often 0-6	Statement:
------------------	------------

1. _____ I feel depressed at work.

If you never feel depressed at work, you would write the number “0” (zero) under the heading “How often.” If you rarely feel depressed at work (a few times a year or less), you would write the number “1.” If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number “5.”

MBI Human Services Survey for Medical Personnel

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often
0-6

Statements:

1. _____ I feel emotionally drained from my work.
2. _____ I feel used up at the end of the workday.
3. _____ I feel fatigued when I get up in the morning and have to face another day on the job.
4. _____ I can easily understand how my patients feel about things.
5. _____ I feel I treat some patients as if they were impersonal objects.
6. _____ Working with people all day is really a strain for me.
7. _____ I deal very effectively with the problems of my patients.
8. _____ I feel burned out from my work.
9. _____ I feel I'm positively influencing other people's lives through my work.
10. _____ I've become more callous toward people since I took this job.
11. _____ I worry that this job is hardening me emotionally.
12. _____ I feel very energetic.
13. _____ I feel frustrated by my job.
14. _____ I feel I'm working too hard on my job.
15. _____ I don't really care what happens to some patients.
16. _____ Working with people directly puts too much stress on me.
17. _____ I can easily create a relaxed atmosphere with my patients.
18. _____ I feel exhilarated after working closely with my patients.
19. _____ I have accomplished many worthwhile things in this job.
20. _____ I feel like I'm at the end of my rope.
21. _____ In my work, I deal with emotional problems very calmly.
22. _____ I feel patients blame me for some of their problems.

(Administrative use only)

EE Total score: _____

DP Total score: _____

PA Total score: _____

EE Average score: _____

DP Average score: _____

PA Average score: _____

MBI for Educators Survey

Christina Maslach, Susan E. Jackson & Richard L. Schwab

*The purpose of this survey is to discover how educators view their job
and the people with whom they work closely.*

Instructions: On the following page are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about *your* job. If you have *never* had this feeling, write the number “0” (zero) in the space before the statement. If you have had this feeling, indicate *how often* you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

Example:

How often 0-6	Statement:
------------------	------------

1. _____ I feel depressed at work.

If you never feel depressed at work, you would write the number “0” (zero) under the heading “How often.” If you rarely feel depressed at work (a few times a year or less), you would write the number “1.” If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number “5.”

MBI for Educators Survey

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often
0-6

Statements:

1. _____ I feel emotionally drained from my work.
 2. _____ I feel used up at the end of the workday.
 3. _____ I feel fatigued when I get up in the morning and have to face another day on the job.
 4. _____ I can easily understand how my students feel about things.
 5. _____ I feel I treat some students as if they were impersonal objects.
 6. _____ Working with people all day is really a strain for me.
 7. _____ I deal very effectively with the problems of my students.
 8. _____ I feel burned out from my work.
 9. _____ I feel I'm positively influencing other people's lives through my work.
 10. _____ I've become more callous toward people since I took this job.
 11. _____ I worry that this job is hardening me emotionally.
 12. _____ I feel very energetic.
 13. _____ I feel frustrated by my job.
 14. _____ I feel I'm working too hard on my job.
 15. _____ I don't really care what happens to some students.
 16. _____ Working with people directly puts too much stress on me.
 17. _____ I can easily create a relaxed atmosphere with my students.
 18. _____ I feel exhilarated after working closely with my students.
 19. _____ I have accomplished many worthwhile things in this job.
 20. _____ I feel like I'm at the end of my rope.
 21. _____ In my work, I deal with emotional problems very calmly.
 22. _____ I feel students blame me for some of their problems.
-

(Administrative use only)

EE Total score: _____

DP Total score: _____

PA Total score: _____

EE Average score: _____

DP Average score: _____

PA Average score: _____

MBI – Human Services, Medical Personnel, and Educators Scoring Key Emotional Exhaustion (EE) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on EE items # 1, 2, 3, 6, 8, 13, 14, 16, and 20 that correspond to the unshaded areas on this scoring key. Enter this EE total score on the survey form. Divide the EE total score by the number of answered EE items for an EE average score. Research usually reports the average score.

How Often 0-6
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____
22. _____

MBI - Human Services Survey - MBI-HSS: Copyright ©1981 Christina Maslach & Susan E. Jackson.

MBI - Human Services Survey for Medical Personnel - MBI-HSS (MP): Copyright ©1981, 2016 by Christina Maslach & Susan E. Jackson.

MBI - Educators Survey - MBI-ES: Copyright ©1986 Christina Maslach, Susan E. Jackson & Richard L. Schwab. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

MBI – Human Services, Medical Personnel, and Educators Scoring Key Depersonalization (DP) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on DP items # 5, 10, 11, 15, and 22 that correspond to the unshaded areas on this scoring key. Enter this DP total score on the survey form. Divide the DP total score by the number of answered DP items for a DP average score. Research usually reports the average score.

How Often 0-6
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____
22. _____

MBI – Human Services Survey - MBI-HSS: Copyright ©1981 Christina Maslach & Susan E. Jackson.

MBI - Human Services Survey for Medical Personnel - MBI-HSS (MP): Copyright ©1981, 2016 by Christina Maslach & Susan E. Jackson.

MBI - Educators Survey - MBI-ES: Copyright ©1986 Christina Maslach, Susan E. Jackson & Richard L. Schwab. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

MBI – Human Services, Medical Personnel, and Educators Scoring Key Personal Accomplishment (PA) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on PA items # 4, 7, 9, 12, 17, 18, 19, and 21 that correspond to the unshaded areas on this scoring key. Enter this PA total score on the survey form. Divide the PA total score by the number of answered PA items for a PA average score. Research usually reports the average score.

How Often 0-6
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____
22. _____

MBI – Human Services Survey - MBI-HSS: Copyright ©1981 Christina Maslach & Susan E. Jackson.

MBI - Human Services Survey for Medical Personnel - MBI-HSS (MP): Copyright ©1981, 2016 by Christina Maslach & Susan E. Jackson.

MBI - Educators Survey - MBI-ES: Copyright ©1986 Christina Maslach, Susan E. Jackson & Richard L. Schwab. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

MBI - General Survey

Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson

*The purpose of this survey is to discover how staff members
view their job, and their reactions to their work.*

Instructions: On the following page are 16 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about *your* job. If you have *never* had this feeling, write the number “0” (zero) in the space before the statement. If you have had this feeling, indicate *how often* you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

Example:

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often
0-6

Statement:

1. _____ I feel depressed at work.

If you never feel depressed at work, you would write the number “0” (zero) under the heading “How often.” If you rarely feel depressed at work (a few times a year or less), you would write the number “1.” If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number “5.”

MBI - General Survey

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often 0-6	Statements:
1. _____	I feel emotionally drained from my work.
2. _____	I feel used up at the end of the workday.
3. _____	I feel tired when I get up in the morning and have to face another day on the job.
4. _____	Working all day is really a strain for me.
5. _____	I can effectively solve the problems that arise in my work.
6. _____	I feel burned out from my work.
7. _____	I feel I am making an effective contribution to what this organization does.
8. _____	I have become less interested in my work since I started this job.
9. _____	I have become less enthusiastic about my work.
10. _____	In my opinion, I am good at my job.
11. _____	I feel exhilarated when I accomplish something at work.
12. _____	I have accomplished many worthwhile things in this job.
13. _____	I just want to do my job and not be bothered.
14. _____	I have become more cynical about whether my work contributes anything.
15. _____	I doubt the significance of my work.
16. _____	At my work, I feel confident that I am effective at getting things done.

(Administrative use only)

EX Total score: _____

CY Total score: _____

PE Total score: _____

EX Average score: _____

CY Average score: _____

PE Average score: _____

MBI - General Survey for Students

Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson

The purpose of this survey is to discover how university students view their studies, and their reactions to their academic work.

Instructions: On the following page are 16 statements of university-related feelings. Please read each statement carefully and decide if you ever feel this way about *your* academic work. If you have *never* had this feeling, write the number “0” (zero) in the space before the statement. If you have had this feeling, indicate *how often* you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

Example:

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often 0-6	Statement:
------------------	------------

1. _____ I feel depressed by my studies.

If you never feel depressed by your studies, you would write the number “0” (zero) under the heading “How often.” If you rarely feel depressed by your studies, (a few times a year or less), you would write the number “1.” If your feelings of being depressed by your studies are fairly frequent (a few times a week but not daily), you would write the number “5.”

MBI - General Survey for Students

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How Often 0-6	Statements:
1. _____	I feel emotionally drained by my studies.
2. _____	I feel used up at the end of the day at the university.
3. _____	I feel tired when I get up in the morning and have to face another day at the university.
4. _____	Attending classes all day is really a strain for me.
5. _____	I can effectively solve the problems that arise in my studies.
6. _____	I feel burned out from my studies.
7. _____	I feel I am making an effective contribution in class.
8. _____	I have become less interested in my studies since my enrollment.
9. _____	I have become less enthusiastic about my studies.
10. _____	In my opinion, I am a good student.
11. _____	I feel exhilarated when I accomplish something at the university.
12. _____	I have accomplished many worthwhile things in my studies.
13. _____	I just want to get my work done and not be bothered.
14. _____	I have become more cynical about whether my university work contributes anything.
15. _____	I doubt the significance of my studies.
16. _____	While working at the university, I feel confident that I am effective at getting things done.

(Administrative use only)

EX Total score: _____	CY Total score: _____	PE Total score: _____
EX Average score: _____	CY Average score: _____	PE Average score: _____

MBI – General Survey and General Survey for Students Scoring Key Exhaustion (EX) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on EX items # 1, 2, 3, 4, and 6 that correspond to the unshaded areas on this scoring key. Enter this EX total score on the survey form. Divide the EX total score by the number of answered EX items for an EX average score. Research usually reports the average score.

How Often 0-6
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____

MBI - General Survey – MBI-GS: Copyright ©1996 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

MBI - General Survey for Students – MBI-GS (S): Copyright ©1996, 2016 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

All rights reserved in all media. Published by Mind Garden, Inc. www.mindgarden.com.

MBI – General Survey and General Survey for Students Scoring Key Cynicism (CY) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on CY items # 8, 9, 13, 14, and 15 that correspond to the unshaded areas on this scoring key. Enter this CY total score on the survey form. Divide the CY total score by the number of answered CY items for a CY average score. Research usually reports the average score.

How Often 0-6
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____

MBI - General Survey – MBI-GS: Copyright ©1996 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

MBI - General Survey for Students – MBI-GS (S): Copyright ©1996, 2016 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

All rights reserved in all media. Published by Mind Garden, Inc. www.mindgarden.com.

MBI – General Survey and General Survey for Students Scoring Key Professional Efficacy (PE) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on PE items # 5, 7, 10, 11, 12, and 16 that correspond to the unshaded areas on this scoring key. Enter this PE total score on the survey form. Divide the PE total score by the number of answered PE items for a PE average score. Research usually reports the average score.

How Often 0-6	
1.	_____
2.	_____
3.	_____
4.	_____
5.	_____
6.	_____
7.	_____
8.	_____
9.	_____
10.	_____
11.	_____
12.	_____
13.	_____
14.	_____
15.	_____
16.	_____

MBI - General Survey – MBI-GS: Copyright ©1996 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

MBI - General Survey for Students – MBI-GS (S): Copyright ©1996, 2016 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson.

All rights reserved in all media. Published by Mind Garden, Inc. www.mindgarden.com.

For Publications:

We understand situations exist where you may want sample test questions for various fair use situations such as academic, scientific or commentary purposes. No items from this instrument may be included in any publication without the prior express written permission from Mind Garden, Inc. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

For Dissertation and Thesis Appendices:

You may not include an entire instrument in your thesis or dissertation, however you may use the three sample items specified by Mind Garden. Academic committees understand the requirements of copyright and are satisfied with sample items for appendices and tables. For customers needing permission to reproduce the three sample items in a thesis or dissertation, the following page includes the permission letter and reference information needed to satisfy the requirements of an academic committee.

Online Use of Mind Garden Instruments:

Online administration and scoring of the Maslach Burnout Inventory is available from Mind Garden, (<https://www.mindgarden.com/117-maslach-burnout-inventory>). Mind Garden provides services to add items and demographics to the Maslach Burnout Inventory. Reports are available for the Maslach Burnout Inventory.

If your research uses an online survey platform other than the Mind Garden Transform survey system, you will need to meet Mind Garden's requirements by following the procedure described at [mindgarden.com/mind-garden-forms/58-remote-online-use-application.html](https://www.mindgarden.com/mind-garden-forms/58-remote-online-use-application.html).

All Other Special Reproductions:

For any other special purposes requiring permissions for reproduction of this instrument, please contact info@mindgarden.com.



To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Maslach Burnout Inventory forms: Human Services Survey, Human Services Survey for Medical Personnel, Educators Survey, General Survey, or General Survey for Students.

The three sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument form may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

Citation of the instrument must include the applicable copyright statement listed below. Sample Items:

MBI - Human Services Survey - MBI-HSS:

I feel emotionally drained from my work.
I have accomplished many worthwhile things in this job.
I don't really care what happens to some recipients.

Copyright ©1981 Christina Maslach & Susan E. Jackson. All rights reserved in all media.
Published by Mind Garden, Inc., www.mindgarden.com

MBI - Human Services Survey for Medical Personnel - MBI-HSS (MP):

I feel emotionally drained from my work.
I have accomplished many worthwhile things in this job.
I don't really care what happens to some patients.

Copyright ©1981, 2016 by Christina Maslach & Susan E. Jackson. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

MBI - Educators Survey - MBI-ES:

I feel emotionally drained from my work.
I have accomplished many worthwhile things in this job.
I don't really care what happens to some students.

Copyright ©1986 Christina Maslach, Susan E. Jackson & Richard L. Schwab. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

Cont'd on next page

MBI - General Survey - MBI-GS:

I feel emotionally drained from my work.
In my opinion, I am good at my job.
I doubt the significance of my work.

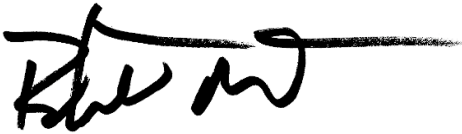
Copyright ©1996 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson. All rights reserved in all media. Published by Mind Garden, Inc.,
www.mindgarden.com

MBI - General Survey for Students - MBI-GS (S):

I feel emotionally drained by my studies.
In my opinion, I am a good student.
I doubt the significance of my studies.

Copyright ©1996, 2016 Wilmar B. Schaufeli, Michael P. Leiter, Christina Maslach & Susan E. Jackson. All rights reserved in all media. Published by Mind Garden, Inc.,
www.mindgarden.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Robert Most', with a long horizontal line extending to the right.

Robert Most
Mind Garden, Inc.
www.mindgarden.com