

6 Burnout signals
engineering
managers notice
too late.



01

They stop pushing back.

When seasoned engineers no longer question plans, it's often a sign that something in the environment has shifted.



02

They shift from ownership to execution.

“Just tell me what to build” starts to replace ‘Here’s a better way,’ signalling a move from proactive problem-solving to passive execution.



03

They become
reliable but
invisible.

Delivers work consistently, though their impact rarely extends beyond the assigned tasks.



04

Feedback becomes neutral.

No complaints and no enthusiasm — simply
low-energy participation.



05

They avoid
future-focused
conversations.

Conversations about career development are
delayed or met with vague responses.



06

They stop mentoring others.

Teaching takes extra energy — burnout drains it away.



Why engineering managers miss these signals –

- Delivery metrics still look good
- Stand-ups still happen
- No explicit complaints are raised
- Performance reviews stay positive
- The engineer doesn't look stressed