

Burnout Webinar

📅 Wed, 7/28 12:55PM ⌚ 1:51:09

SUMMARY KEYWORDS

burnout, people, question, work, team, leaders, happening, important, dealing, workplace, talk, managers, teammates, charlie, conversation, burn, lead, hard, organization, culture

SPEAKERS

Charlie Gilkey, Angela Wheeler, Osheyana Martinez



Angela Wheeler 00:24

Yeah, please feel free to hop into the chat and say hello. We have a couple of minutes before the hour. So we're going to wait until the hour to actually get started with the content. But we're happy you're here. We're excited to see some new names, new faces, as well as people that we've known for a while. So Hello, and welcome.



Charlie Gilkey 00:50

And if you're here early, don't be apologizing. We love it. Right that You're here early? Yes, we do. And we'll just talk about what happened about the green room? I don't know You started the webinar. I don't know what house. I just went to have the green room anyway. We're all good. We're all getting Yes, yeah. And so what I would really like to know to get things started is and those of you who are familiar with zoom, you don't necessarily need to walk through, please change your settings. So that chat is for panelists and attendees. I'm really curious about why you're here today and what you most want to get out of today's webinar that would be really useful for us to know as we're hanging out here. And as we're warming up, also to share what people are sharing. So, they wonderful Oceana Martinez is going to be dropping prompts and questions into the chat window. I think we might have a few new places that would normally show up for some of our things. So Hello, everyone. Hello, and welcome. And so a lot of says, dude, I really need this seminar. I told myself, I would stop working an hour or two before this, so I could click my mind and dang it. If I didn't just peevishly work up until about five minutes ago. Sigh. You know,

that's fantastic. Because as we were talking about prepping today, and I was like, Well, do you want to, like go ahead and shower and shave early? I was like, Nope, I know myself. What I will do is work right up until the last minute, and then be scrambling. So I like did all of that to take a forced recovery break to get away from something. So I didn't show up scrambling as well. Because sometimes as we know, the computer is the devil. Let's blame it on the computer. Right. That's the easy thing to do here. What's cool, Charlie? Yeah, the computer is a demo. So let's see what else we got going on here. So I in my whole team feel like we're on the verge of burnout, hoping for some actionable shareable tips to prevent that. We hope that you get that as well. Let's see, we have I want to learn how to recognize, protect and heal myself, my loved ones, and my colleagues from the adverse effects of burnout. Thanks so much, Natalie. Stacy says hi, and tips on what to do about a team that feels pretty darn world weary. I love that. Not that they're world weary. But I love the way that you've said that. So I think we're gonna go ahead and get this mug started.

A

Angela Wheeler 03:25

Let's get started. Absolutely. All righty. So um, as as we are getting started here. Oh, she would you mind just in case in case anyone is not familiar with zoom? Just letting everyone know how they can interact with one another today.

O

Osheyana Martinez 03:49

I would be happy to thank you. Yeah. Hi. Welcome, everybody. It's very nice to see all of you here. All what 6061 and climbing. That's exciting. Um, we are here to talk about burnout. And to get yourself familiar with zoom. You have questions?

A

Angela Wheeler 04:07

Or even use the q&a today. That would be great. Yeah.

O

Osheyana Martinez 04:10

Excellent. Yeah. So today, if you have questions for Charlie and Angela, go ahead and use the q&a function. There'll be at the bottom of the screen. bottom of your video. If you're on mobile, hit the q&a and type directly to Charlie and Angela and myself. We'll be going through those and making sure to answer any questions if you would like to chat with other people on the call. The chat button if you don't already have it pulled up will be at the bottom of your video as well. You just hit chat and make sure that it is sending to all panelists and attendees. If you just send it to all panelists, you're just sending it to the four

of us. And we want to share what you have to say with everybody. Unless of course you don't and then you can type adjust to us. I think so far that's good. Are we going to use any raised hand functions today Sure, yeah, why not? And in addition to q&a, if you have any questions or comments that you need to make, and you think that maybe we lost your question, use the raise hand function at the bottom of the video as well, it should just say raise hand, if you have any trouble with that you can type into the chat and I will be catching that. Be on the lookout for any links or resources that I'll be passing over, there will be plenty of worksheets and things that I will send out to you here in just a few minutes. So if that's it, let's get started. All right, thank



Angela Wheeler 05:35

you, Oh, she. So a couple more housekeeping things. And then we're going to roll right on into content, I want to give a quick shout out and thank you to pf teammates oshi Steve and Jess isn't here, because she's on vacation, good job just by the way, but to all three of them for helping us get everything gathered resources out there on the website and things like that, for this webinar. It's always a team effort. So thank you all for doing that. We are going to be trying to stay kind of at a broader level here during this portion of it where Charlie and I are talking, talking teaching, webinar arising whatever you want to call it. And then we're going to try to use at least half of this time for q&a. So we do want you as oshi mentioned, to be putting any questions that are coming up for you into that question and answer down there so that we can get to those when it's time for q&a. And Charlie, and I love question and answer. So we like, hopefully, we're not going to zoom so fast through all the contents that were just like, yeah, let's talk to people. But you know, don't be surprised if we kind of stay at that broader higher level perspective, as we're talking in teaching here at the beginning. And also, because we know ourselves, we are not able to pay attention to the chat. While we were up here talking. So our teammates oshi, Steve and Cory are around, they will be helping out if you run into any issues or have questions. If you don't already have the worksheet, Oh, she will share that with you all here in the chat. So you have access to that. It did go out as pre work. But it's not something that you have to have done. Before we have started here, Charlie, you want to say anything, and then we'll



Charlie Gilkey 07:28

Yeah, I'm pretty usual, we're going to be fairly conversational with each other. The other thing is, because we do want you to share these slides with your teammates, and we have more text on slides than all of the TEDx speakers would want us to do. Right. So we're just not going to be the inspirational picture, where three weeks later, you have to figure out what we said. So there's going to be a lot of text on the slides, we're not going to read to

the slides. But we did want to at least acknowledge that. And again, once the resource page is up, oshi we'll link that up there. We'd love for you to share there to share the content because we want people to be doing better about navigating, and really overcoming burnout and not being stuck with it. All right.

A

Angela Wheeler 08:10

Yeah. So it shows on our end that we are screen sharing. Oh, she can I can Okay, from you that you're seeing the screen as well. Yeah, looks great. Perfect. All right, then let's get going. So, hello, welcome, um, for those of you who are not as familiar with myself, and Charlie will want to take just a minute here at the beginning to let you know just a tad about who we are, and why this matters to us this topic of burnout. So I am Angela, and I am the CO owner and co founder of productive flourishing, Charlie. My background, is in sociology, specifically social psychology and mental health. And so while I have been out of academia for well over a decade now, it's definitely still a big piece of the work I do here at productive flourishing. And it guides everything that I do with our community and with our team. And it, it obviously doesn't take a rocket scientist to figure out that the last 18 months or so, since COVID, really, really came into our lives has caused a huge amount of disruption not just in the workplace, but in the world at large. And so, I will talk here in a few minutes, just a bit about burnout and what it actually is, but I did want to start with letting you know why it matters. And it's obviously because of my background in social psychology. But I am very dedicated to the health of work organizations, and making sure that teams are being taken care of. And that is the part of why this matters to me. And on a personal note, I have been dealing with a fair amount of burnout myself in the last few months and I've been doing a lot of work. on getting myself through that into a healthier place so that I can be a better leader in our own team.



Charlie Gilkey 10:09

Okay, pretty normal, I'm going to be much more brief about it. A lot of folks know me for my work on productivity through like start finishing, when maybe people don't know is actually for the last decade, most of my day in day out coaching work has been with executives and small business owners growing their teams. And so most of my work as a coach is actually in strategy, execution and team development. So I'm seeing the effects of burnouts The road to burnout every day. And prior to doing this work, I was, you know, I'm a near PhD in philosophy, but also I was an army, Joint Force military logistics coordinator around the time of Iraqi Freedom, so deployed and just saw a lot of what happens with when you have high up tempo teams in a very volatile, uncertain, chaotic and ambiguous environment, which is the world we live in right now. So that's where minds

coming from just day in day out working with leaders and teams, and navigating, negotiating and overcoming burnout. All right.



Angela Wheeler 11:11

All right. So we wanted to start with a little bit about our perspective, again, those of you who have been with us for a while or know us know that we have some pretty strong opinions about things when it comes to work, and how important it is to have healthy workplaces. And safe, safe spaces for our teams. So one of the things I wanted to start with, and this may be one of those where some of you are just exiting, and this is the perfect time to do it at the beginning. But we did want to lay it out there and let you know that we think that work and life are not separate. They never have been and they certainly are not now. And if you happen to be one of those leaders or managers that do believe that's the case, this is definitely probably not going to be the best webinar for you.



Charlie Gilkey 11:59

Well, it won't be the best webinar for you. But if you're not paying attention to that, that's probably why you have the burnout problem to start with. So even if you don't like the idea, the reality, the reality is, especially with things going on, we have not been able to compartmentalize home, and work and things like that, because they've been mashed together. And they always have been. And burnout is at epidemic levels. We're seeing it all over the place. And it's not just frontline workers not going to steal that from you. But as leaders, we have to remember with great power, comes great responsibilities. But it's not just about getting people to do the work, but building teams that you have high belonging and high performance, which means really understanding the emotional reality that your people are going through. And looking at that as not something you have to deal with, but that you get to deal with and it is a part of the work itself.



Angela Wheeler 12:51

Absolutely. All right. So just starting very broadly with what I cannot imagine that any of us have not heard about burnout from friends from family on news headlines, or whatever it might be. But just to kind of start with a broad overview. My my short definition is that burnout is just extreme exhaustion from prolonged stress. Obviously, if you start getting into medical and whatnot, there's, you know, more nuance there. But it's really important for us to recognize as leaders that this shows up, in all ways in ourselves and in our people in our teams. It shows up physically, mentally, emotionally, spiritually, all different ways. You know, things from tension, exhaustion, poor productivity, cynicism, frustration among

team members, there's just so many different ways this shows up. And it's just important for us to be aware that it's an all encompassing thing.



Charlie Gilkey 13:57

And it also comes on due to long periods of stress. And I want to state here that I think a lot of times we leaders and managers look at the intense periods of time, and we're like, oh, well, we understand why people might be burned out from those times where you're up tempo, super high, and you're running, you're launching, you're doing all the things. But you have to remember that a high degree of anxiety and exhaustion going on over a long amount of time can also lead to burnout too. And the other thing that we want to say on this one is it can take people longer to burn down as it were, or to overcome burn out than we think and so for from a lot of individual, individual contributors, perspectives or our team's perspectives, it feels like to them just as soon as you're not burned out. The next thing is upon them. were the leaders and managers perspectives like what you guys have three weeks what's going on. And so just keep in mind is that prolonged duration of stress and ambiguity and uncertainty that can lead to burnout. And it does sneak up on you overtime.



Angela Wheeler 15:02

Yeah. And you know, I'll also just say before moving on to the next slide that for those of you who, if you're a leader or manager, there's a very good chance that you yourself are a high achiever. And if you have high achievers in your workplace and on your team, burnout is seen all across the board now, but really be on the lookout for folks who tend to be more of those high achievers as well. Because it may be hidden for longer periods of time, then it may for others. You know,



Charlie Gilkey 15:37

one thing we didn't start really by laying here is when we use burnout, obviously, it has some of the definitions, we want to say burnout is like being tired in the sense of we want to de stigmatize it. Right. So if someone says, Hey, I'm getting close to burnout, it's not one of those things that, you know, like, if they speak up about mental health things, that's a whole other conversation, maybe we'll have that of the day. But we want to say like, Hey, I'm getting a little bit of burned out here without it being one of those character, you know, traits that come up against people. So that's why we're trying to normalize its use, because when we normalize its use, and we talk about what's happening, and we can actually see how prevalent it is, and working in work to make that less.



Angela Wheeler 16:21

Um, and so just a little bit of background. Burnout first started, first became a thing and coined and started out being studied in the 70s. So back in the 1970s. And in general, it started out really being looked at just within the workplace. And even still, to this day, actually, the World Health Organization came out not too long ago, and actually said it was a medical thing now, but they still think it should just be associated with jobs, which I disagree with. But that doesn't, we don't need to get into that today. What I'm saying is that, for a very long time, burnout was really associated with the caregiving professions. That has never actually been the case. It makes sense, of course, that that is where it was seen most. You know, some people call it compassion, fatigue, and whatnot. And the research has really broadened a lot, there is still not consensus about what what it is. And so when we're talking about it today, I just want to like, put it out there that we're just talking about it very broadly, in the way of burnout. And it's not necessarily a medical diagnosis or anything like that with the way that we're talking about it. And obviously, 18 months of a global pandemic, is extreme stress for everyone. And so, it wasn't that we came into this pandemic with a clean slate already. We were already a burnout culture. And it has really accelerated because of so much uncertainty and change and shifts in the last 18 months.



Charlie Gilkey 18:04

Yeah, I think we can say the period from 2016 to 2020, was already a period of heightened anxiety for a lot of people dependent, but like, no matter where you were on the political spectrum, so we came into that with, you know, a global pandemic, which only heightened the fun. The other thing about it is, you know, we focus so much about work here on work here at productive flourishing, because work is where we spend a significant portion of our time, right, it's the organizing principle for so many people's days. And, you know, if we really want to help people thrive, we have to look at where they're spending a lot of their time and how to help in those contexts. And, frankly, the health of our work organizations matters. And we know that especially when we talk about physical health, we're talking about the emotional, mental and spiritual health and as well as the social health of our organizations, that broader notion of health of which burnout, we're seeing, you know, taking a toll on some of those other dimensions of health.



Angela Wheeler 19:03

Absolutely. Um, and this, you know, I Charlie will speak more to this, but I just wanted to point out this screenshot that I grabbed actually on Friday. I don't pay much attention to keeping up with news because it causes me a lot of anxiety. But I was doing a little bit of a

little bit of research on Friday about burnout related things at work and it just so happened that cnn at the time when I was on there, and I just grabbed this that all of their top stories were about work and how work is changing and or things related to, you know, workers being dissatisfied burnt out, things like that. So, um, you know, it's been on our minds in our faces in the news for 18 months or more depending on where you Live about COVID we had to work together, we're still having to work together to try to slow COVID and figure things out. And we need to put even a portion of that attention, those of us in organizations into helping to spread, or slow the spread of burnout as well.



Charlie Gilkey 20:24

Yeah, sort of the headline here is COVID was the first pandemic, burnout is the second pandemic, right? And so just as we had to rally around that first one, we're now having a rally around the second one.



Angela Wheeler 20:35

Yeah. Okay, more of an epidemic. True. Getting into words, that sociologists and the philosopher talking about the meaning of a word. All right, we'll keep going. So, um, you know, burnout is present in your organization. And one of the things that I also think is very important, even though we're not talking about trauma informed workplaces here necessarily. And I'm not going to dive deep into that at all. I do think that as leaders and managers, it is imperative for us to acknowledge the reality of what we have been living with and through as well as what our teams have, and come into our workplace, from a trauma informed approach. Realizing that no matter the resilience of a single person, in a team, or on an organization, or in an organization, that we have all dealt with a collective trauma, we're going to deal with it differently individually. But it's important that we show up knowing that our people are dealing with a lot. And we use that as a context for how we're shaping how we work together in our teams now.



Charlie Gilkey 22:00

Yeah, and, you know, burnouts, a complex issue, and what's going on is complex, but we have to remember, just because people walk through the door doesn't mean that all of the reality that exists outside of your workplace, is left at the door to it all shows up, where you know, work as an energy factory as much as it is anything else. So all the energies we carry with us show up there as well. So that's why we're really wanting to look at the multiple multi dimensionality of it. Okay.



Angela Wheeler 22:30

And so we're gonna talk just a little bit, you know, about some broad studies, broad research, we're not going to get, we're not going to talk near as much about that, as we have some other things as far we're going to try to keep it more at the high level. And Charlie's gonna get a chance to talk to you more about the leaders perspective here moving forward. But I do really want to reiterate that we went into this pandemic last year, you know, the end of 2019, early 2020. And it's not like we started with a clean slate. We live in a very, a hustle culture, in a lot of ways, even those of us who tried to kind of go against that or go against the grain, that is a part of who like our our DNA as a society or culture. And so it's not as if we started into this pandemic, with a clean slate, and nobody was already burnt out or feeling the effects of burnout. So it's really important to understand that that we ourselves individually, as well as our teams and our workers went into this, with levels of stress already happening in our lives. It's been compounded exponentially over time over the last year and a half. And one of the things I wanted to point out because I'm part of this Gen X generation, which is sometimes called the sandwich generation as well, is that not surprisingly, the biggest increase in burnout has been seen in that generation, at least with the studies we're seeing thus far. So these are the folks that are dealing with both kids at home, you know, the schooling are we in school? Are we out of school, having to homeschool as well as aging parents, and everything else. But it is also important to recognize that burnout is increased in every single generation. That is with us still today. So the millennials, Gen Z, all of these, there's just been a dramatic increase in burnout in the last year and a half.



Charlie Gilkey 24:35

Yeah, there's two levels of things going on here. One when you look at the age brackets of the generations, Gen Xers and early millennials, meaning those that are closer to 1981 are now these the manager and senior manager core most organizations and we've seen across teams and as different individual contributors go different way as people are laid off managers and senior managers I've taken on more and more of the job responsibilities of everyone else up and down. And so that's part of why we're seeing so much of the burnout crunch. For that age group is largely managers of senior managers. What I do want to note though, is, many of us remember the Great Recession, because we were entering the job market for real at that time. And that colored what work was for so many people. Keep in mind, all of the people, all of the younger ones that are joining this time of work, it's actually coloring what works looked like for them, too. So we've had two of our later generations that have gotten this very dark and chaotic period as their first introduction into the workforce, which is what's leading to some of the issues of burnout and some of the other things we'll talk about about down the road. So, you know, How

bad is it really, we're still talking about this. Mo, a lot of people more employees than ever are choosing not to go back to work, rather than going to work in a environment that's got burnout, and where they're worried about their health. So we've got that going on. And looking at the emergence of leaders wanting to pull people back into the office 40% of employees said they would consider quitting if they were forced to completely give up working from home 40%. So we have people choosing not to go back to work. And we have people who are threatening or actively considering quitting, if they do have to go back to work from home. And so these are really, you know, bellwethers of what's going on, and how seriously we need to take it going forward.



Angela Wheeler 26:39

Yeah. And, you know, an important thing to note is that, we were already seeing a lot of changes in the landscape of work. It has been happening quickly, more and more quickly, as technology changes as things change in society so quickly now. And COVID, has just exasperated or exacerbated, pardon me, the already changing landscape of work. So we've had a younger workforce that was already more accustomed to being able to work remotely, and also having more choices about how they work. And what works look looks like, you know, starting their own businesses, working different gigs, and things like that. And COVID has really increased that even more. And so as companies and organizations who want to keep good talent, we need to be aware of what what it looks like out there now.



Charlie Gilkey 27:43

Yeah. And that's why there's such an increased desire for purpose and work. Depending upon your age bracket, and where you live and your access to technology. 20 years ago, 30 years ago, if you needed a job, it was all local, like hidden, so there was much more focused around pay, and pay was the great equalizer or transformer when it came to work. That's not the case anymore. because more people have figured out that with the different choices with working remotely with the gig economy, that there are all sorts of ways in which they can make money. They're looking for ways to make money. And that's really aligned with who they are. And we on the for profit side especially have to do a better job of speaking to that nonprofits got a good job going on their public sector has going on there. But on the for practice, size is about more than money. And we're seeing more and more for profit, and especially large organizations and losing their best talent, who are taking a pay cut, to work at places where it's more purpose driven, and more lifestyle friendly.



Angela Wheeler 28:48

And so, you know, I'm going to talk for just a minute here about some of the research. Some of this is coming from Gallup, but it's, you know, take a look at the statistics. Before COVID, about 4% of people were working full time at home during COVID. That increased 12x. So 48% of people went to working full time at home and almost three quarters working at least part time at home.



Charlie Gilkey 29:18

Yeah, and we've had in many ways and you know, across the landscape of work, we've had fast evolutions, but not that fast, not where you know, to use the language of my upcoming book. We had all of our work ways, whether it's around meaning work ways, collaboration, work ways, goal setting, work ways, belonging work ways. All of those were just basically thrown up in the air and said, figure it out again, right? It's not happening that fast, except for maybe in the 40s when there's the big shift and World War Two in American society where many men went to war and then many women went into the office like that. That's the level of ever And then degree of evolution that we're talking about. So it's not really been since then, yeah, this fast, I want to be clear, this facets change slowly, but not in a year.



Angela Wheeler 30:11

Um, so, you know, thinking about how this happens in the workplace, one of the, you know, important things, and it's kind of going back to the purpose piece of this that Charlie mentioned. But even for those who love their work, so they they are finding purpose in their work, they love their work environment, the people they work with, even a majority of those workers are actually dealing with burnout now. So purpose is important, fulfillment is important. And we have to be even more aware now. Because even people who love the work they're doing, are dealing with this at some pretty extreme levels. And another important piece of this is, you know, think about the level of, you know, at times, think about some of the worst times, and I hate to take you back there, but when you felt just the least amount of power or control, when all of this has been happening out in the world with pandemic, right, and everybody has been dealing with that, and facing that. And then take that, and then you're feeling, you know, the lack of empowerment in your workplace as well, that is just going to add more and more on to those layers of burnout that your people are dealing with. So it's really important, I think we were actually talking about, we had an academy call earlier with our productive flourishing Academy, you know, talking to a member about, you know, making sure that you're setting up for lack of better words, the game, I won't go into it, because it was kind of a long discussion in a way

that's winnable for your teams, right. And that's what we need right now. We need that cohesiveness and that that shared perspective about how we can win together.



Charlie Gilkey 32:01

Now, while we're talking about this, we have to realize, especially with the nature of many of Americans business, but if you're on here, you're probably in this category, the thing about creative knowledge work and service work, which is what so many of us is in is the a lot of the work is emotional work and emotional labor. It's not the physical aspect of what you do, right. And so that's where all these elements of, you know, the stress from the pandemic, the stress from the pace of work, so on so forth, all that emotional stress. And compression is actually what's leading to the burnout, because that's really what we do right is deal with a lot of the emotions of other people, to the degree that 70% professionals believe that their companies don't do enough to keep burnout from happening. And that's really thinking about how much management puts it on the table, we're gonna start transitioning a little bit, as far as vibe and actionability goes. But you're on the call, because you're either in a team, or you're the manager, the leader of a team. And so first off, thank you for showing up. And taking this seriously, I hope that everything we've shared thus far, affirms that it's not just you, this is going on across everyone, but it is also you, which means you have a responsibility and a privilege to be able to make a change happen going forward. Few things that lead to that we've sort of danced around this already. So I'm going to be brief here, I'm only going to pull out things, excessive demands. I mentioned earlier, that managers and senior managers are both the recipient of excessive demands, but they're also needing to get the same amount done with fewer people. So if you're one of the people who are still around, you're getting more accepted demands put on you. And at the same time, constant shifts and uncertainty. So just as soon as you get that next project, or you hand off the next project, somewhere along the line, it changes and you get to go back and chase it down again. And our lack of clarity on success metrics. I think a lot of times last year, we have survival metrics. How do we get through? How do we keep people employed? How do we keep them safe? How do we keep revenues coming in? They're largely survival metrics. As we're starting to get used to a new normal, we're starting to switch and have more thriving metrics, meaning what does it take first to really excel and really grow and scale and things like that, depending upon what that looks like for your organization? And I think we're in this interim stage, where it's not clear whether we're using survival metrics, merely using survival metrics, or whether we're shifting to thriving metrics. And if you know, people can't see how their work relates to things that actually are mattering and being tracked, that can lead to a lot of stress, and overwhelm and frustration.



Angela Wheeler 34:53

Absolutely. And then obviously, one of the big ones that we're dealing with now is that lack of boundaries between work in home, you know, thinking back to the fact that pre COVID, we had a statistic of about 4%, working full time from home, and then up to 70%, working at least part of the time at home. Those folks who had not been used to working at home, didn't have to have those same boundaries in place when your laundry is sitting next to your laptop is and your kid is screaming across the dining room table, you have, you have a lot more that you're having to deal with.



Charlie Gilkey 35:36

Yeah. And since you were already talking about it, I decided to advance the slide because this is what we're talking about here.



Angela Wheeler 35:41

Yeah, yeah. And the truth is, actually, you know, one of the things I've, I've heard at times, not not for many, but you know, at times is, you know, our people just aren't working as much. And that that may be the case on an individual level here and there. But what I will say is that research has shown us new research, that most employees are working more hours now with what is happening, not less, there are fewer people who are taking care of all the jobs that were there before. And all the additional jobs that have like had to come about to keep people safe, or to implement new policies or procedures, or, you know, all the different things that have had to come about. So our people are working more, not less.



Charlie Gilkey 36:31

Yeah, and I, what I've seen more working with teams and leaders is that they're working more, but they're working less efficiently. And they're working with less focus, because of you know, everything going on. And when we talk when we did the remote working webinar last year, which is also going to be part of the resource page, I think OSHA will be able to link, one of the things that we really stress to people is that when you work from home, you don't have the natural breaks, that keep you functioning well, you don't have a commute, you don't have the random pop in that they give your brain a break, and you don't have a lunch break. And people have had a harder time scheduling those things, working from home. So again, they might work 10 hours a day. But you don't get those hyper focus sessions, 90 minutes in between breakfast and lunch. And you know, lunch and after work, because it's just one long, amorphous day of chores and email and

meetings and doesn't work very well for us.

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Angela Wheeler 37:29

No, not at all. You know, and I want to just stress one more, you know, once again, that our people are working longer hours, and it's not necessarily as effective. And so I think it's incredibly important for us to be very amenable to and responsive to not more work but better work. Right. That's, that's what we need. We need better work for from people when they are doing better.



Charlie Gilkey 38:04

Absolutely. Alright, so how to spot burnout in your teammates and in yourself. A few fairly easy ones to start keeping your eye on Think of these as canaries in the mine, the starting tell you something's wrong. So if you see a dramatic change with deadlines missed might be a sign if you see slower results, people, you know, it used to take them three days to get it down. Now it's three weeks, or if they're just at a different level of excellence, when it comes to reaching goals, like they're just way off the mark, you start to see a lot of these across your team, you're probably dealing with burnout. And why we want to talk about the behaviors to look at is because it's still very difficult for people to talk about what's going on in their internal world when it comes to burnout and mental health and things like that. And so it's just not, there's not the psychological safety, even when you try your butts off to do it. Trust me, guys, I get it. Even when you try for people to be like, I'm just wiped out. Right? I'm burnt out. You're not gonna say that. But you can look at these behaviors and use them to say, hey, maybe we need to have this conversation and make it safe. So that we can reevaluate, because what will happen and kind of get ahead of myself, if you don't have the conversation at this level, you're going to be having much harder conversations. If this goes on for two or three months. all y'all leaders know what I'm talking about, about why people aren't hitting those deadlines and why they're going so slow, not reaching goals, you could get ahead of it, and really help people and help your team or you can let it simmer and then have the firing and pit conversations that no one wants to be having.

A

Angela Wheeler 39:47

And so this is for those of you who have already taken a look at the worksheet. This is you know, kind of looking at those three different areas is what we're talking about. You're kind of spotting when and how it may be happening. Another one of those is decrease in morale. And so this can show up in a lot of different ways. we've, we've added some some

examples here, there tends to be growing agitation and frustration among employees and between them. You know, it may be that people start to isolate more from one another as well start to pull away, and not wanting to engage May, if they were maybe engagers, before, you might be seeing less and less engagement from them. And it can be things like snide remarks, you know, negativity, one of these things, you know, cynicism is one way to think about that. But one of the things that can be incredibly toxic in our teams, is the slow creep of negativity, that can happen over time, even with just one teammate one employee, and, and it can grow and really become an issue in our teams. So it's important for us to just kind of keep keep an eye on that, you know, and keep a lookout for that kind of thing. Because these are just, you know, indicators that there may be something more going on.



Charlie Gilkey 41:13

Yeah, and cynicism can sometimes look like passive aggressiveness as well, I want to say that, like, you can get the direct cynicism, you can also get the passive aggressiveness. Now, as leaders, we're always having the balance to toxicity, you know, different different toxicities. On the one hand, we don't want the culture of toxic positive positivity, where it has to be all good. And everybody's great. And you know, things are awesome when you're part of a team, right? We don't want that to be what has to be. But we also can't let linger, just this air of cynicism and passive aggressiveness, and things like that. So you know, a little bit of gallows humor, y'all know, my military background, there's a lot of gallows humor, there's a lot of sort of stuff that happens in the trenches, as it were. That's just a natural, healthy part of the work environment. But when it boils over is where you start having issues. And another way you think about it is I decrease, excuse me an increase in disciplinary actions when you haven't put people on pips personally, you know, professional improvement plans. So you have to start really counseling people on showing up to work on time, so and so forth, you might actually not be dealing with a someone who's globally a pain in the butt, they might just be burnout and doing the best they can. And that's what's going on there. Like a fundamental belief we didn't say earlier, is that unless you're dealing with people who are bad, all for different reasons, most people want to show up and do a good job with their team at work. There are very few people that like, I'm gonna screw everybody over today. That seems like fun, right? That's not what happens. And so if you're starting to see some of the decrease in productivity, and decrease in morale, understand that there are some countervailing pressure on your teammate, that's leading to that because our more natural state is positive. You know, interrelate, interrelated, collaborative, so on so forth. Yeah.



Angela Wheeler 43:05

And then another, you know, another area to look at is kind of a decrease in energy. And this also can show up in a lot of different ways. Employees taking more sick days or showing up sick, you know, being unfocused. This is you know, you've got the worksheet, you can take a look at it, no reason for us to, to dig into it. But surely want to talk about that, you know, potentially like the unfocused piece of this. Yeah.



Charlie Gilkey 43:36

Emotion drives action. Yeah, we know this. And when you're distracted by everything else going on that can make you unfocused. But also, if you just can't get right, you just can't shift into that higher gear, right? That's the audit piece, it's sometimes hard to set up the environment such that you can focus, right. And that's kind of one of the scenarios if they set up the environment so that they can focus, they will be focused. But what happens when you're so burned out and tired that you can't even set yourself up to be focused, right, that's where you're going to see some of that going on. And it's, you know, they might work longer and sort of trudge through, where previously or if they're not when they're not burned out, they get it done in a third or half the time. I mean, and the thing is, we need healthy leaders. So our thesis here is that you always start with yourself. It's not just self centeredness, but it's what's your axis of change. It needs we need healthy leaders because you are carrying a lot of the emotion and responsibility of your organization in different ways. And so that's where, you know, just gonna ask that instigated question that many leaders get mad about when asked and this like when was the last time you took a vacation that did not include any work? No, check on your cell phone to make sure Everything's okay. No meetings, no, like, call me like if I'm gone, but like you were just able to fully unplug. No shame, you know, with your answer, but I want you to know that a lot of leaders, a lot of managers, especially in certain age brackets have never actually done that. And there are many that struggle with doing that. So it's not just you think about the long term cost of you, essentially, always being on. Remember burnouts, not just about the intense periods, it's about the prolonged periods of always being on the pulse here. This is supposed to be a short one, whatever. We leaders and managers need to understand that sometimes it's not the amount of work that you're doing. It's the amount of responsibility that you're carrying, that can lead to the burnouts, all you know, the decisions that some of us make, affect whether people are going to have jobs three or four months from now. There's a high like, people eat or not eat, not that they might not eat, but you get what I'm saying, right. And so carrying that responsibility, for years on end has a toll. And I just want to acknowledge that it's not just us not that you're weak, it's not that if you were just better or stronger, smarter, you'd figure it out. It just takes a lot. I'm always talking to a client about this yesterday. And we floated the concept of in house deployments of

getting off track. But basically, she's been really pushing hard for a while. And I told her like, you know, hey, when soldiers deploy, there's an r&r period where they go home for a bit. Because you can't go at that rate, that level of stress that level of speed, forever, you got to go home, so she needed to take an r&r break, many of us have been going so long that we need an r&r break, and we need to have a homecoming that's away from work. Already, I'm going to hang out here for a minute. Everybody sort of shake off what's happening in the world? What's happening with the team, I want you to focus on you where you are. I'm going to slow down here. So you can think about these questions. Maybe write them down. If you've got this printed out, or you got your worksheet. The slides will be available to you, by the way guys will be available now. Are you completing your own projects? What percentage of the projects that you can that you commit to do you actually complete? Are you feeling more or less fulfilled by your work than you were a year ago? Maybe two years ago? fulfilled? Is the key word there? Not whether you can do it fulfilled? How's your mood at work? find it harder to keep your equanimity and your composure? Are you you know, half a second from biting someone's head off? You generally pretty buoyant. How you feeling about working with your colleagues and teammates? Does that make you feel like yay? Or does it make you feel like do I got it? How's your focus? Thinking about all those What is your own level of burnout on a scale of zero to 1010 being high? Be honest with yourself. Remember, this is not a character judgment. This is just an evaluation of how much load you've been carrying. over a certain amount of time in the intensity of that load. Okay, we can come back to this we went on, absolutely let more give more room up for q&a. But we start with you. You're the axis of change here.

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Angela Wheeler 48:55

gonna, I'm gonna say that part again. Because that that can be really challenging for a lot of folks, and especially for good leaders, honestly, good leaders, good managers who who really want to take care of their people who want to have healthy organizations, it is really easy to want to help your people first. And I get that and that's that's a big part of the heart of being, you know, a good leader and being of service and leading well. But, you know, you've heard you've heard it talked about so many times about you got to put your own oxygen mask on first. And it's, you know, this is just another example of that. And so, while it may be hard to do, especially if you're seeing struggles in your own workplace already, I'm not saying to ignore them. Definitely not saying that. There are definitely things that can be done simultaneously. However, you're not going to be able to lead your company away from and or out of burn. out if you are in it yourself and are barely making it. So it's hard, but you do you have to start with yourself.



Charlie Gilkey 50:10

Yeah. Just some things to think about what if were already there? whose responsibility is it to address burnout company wide, because that person you've talked to. And I know a lot of the work that I do, I have managers and team managers really focus on their team of four to eight people, four to eight people that they work with day in and day out. And the reason I have them do that is because when we look at company wide, it's always somebody else's, like if the higher ups or if this person or the board, there's always someone else, to point to, to say that it's their job to figure this out. But really, when you look at your team, see your job, to work with them, right to figure that out, the bosses are not going to come down from wherever they are, and be like, Hey, your four people, they seem to be doing pretty rough, that's probably not going to be what shows up. So regardless of whose responsibility it is to address it company wide, I want you to think about what you can do to start addressing it in your team. Because it will get worse if you don't address it. We all know. And unfortunately, some of us can look back and think of people who, you know, didn't have a job because they were probably burned out. And we didn't catch it. And we didn't have the conversation. And it'll lead to a place of no return. Right? projects that ended up in a ditch that you couldn't pull them out of. Right, we can go down and list all the different things that happens when you don't pay attention to it. No way around this. And lastly, as you start making a plan, don't make a plan for your team. Make a plan with your team, right, pull them out on a table as normalized, let's get where people actually are. Because you will find when I've done this time and time again, that your team can be incredibly smart about addressing this problem, when given the permission, and the prioritization to do so. So you don't have to figure this out managers and leaders you don't, you have to hold the space and be accountable and responsible for seeing that it happens. Okay. So some starting points for your plan. The worksheet that we created, we want to we would encourage you to use that with your teammates as well, and allow people the psychological safety of being honest about where they are. Also, don't begrudge anyone because they're not burnout, right? don't begrudge someone because they figured out resiliency and coping strategies such that they're not in that place. But a lot of those folks be like, you know what, like, I'm like 42, or I'm six out of 10, or whatever you want to use to make that happen. So you can get a gauge of it, and start load sharing, or even better load eliminating, so that you can really see what's going on with that. As I said earlier, make a plan with your team. It's going to be a process when you get people down at the table. And it's going to take time for you to renegotiate usually what this looks like y'all is recalibrating timelines and punting some projects that are on deck to later or killing them completely. Right? It's really looking at how can we decrease the load. So I've weighed you know, usually when we talk about overwhelm, and overload, we talked about at the individual level, when we look at team burnout, burnout, a way to think about that is it's team overload. And what we normally talk about when we

talk about overwhelm, it's like, well, we can talk about being overwhelmed, but it's better to talk about being overloaded. Because we can solve against the load, we can't really solve against the well the one was what happens because of the load. So as managers, what I would be asking you is how can you recalibrate the load in your team, such that it's not just taking 72 units of work and redistributing it amongst different people? What can you do to make that 72 units of work, come down to 50 and then redistribute it, as opposed to, you know, assuming that your team can operate at full capacity, it's like, y'all know, I'm a logistics planner. Anytime that we were planning work, especially planning for convoys, and things like that, we never planned that 100% of our trucks were going to be available to any amount of time, because they're never going to be available. They're going to be in maintenance, and be blown up. They're going to be hit like stuck. They're gonna be all sorts of different things. So if you plan against 100%, you're always going to be stretched too thin. So we had a planning factor of 80 85% depending on the unit, right? Your team when we look at their load, we look at Their trucks as it were, they're not even at 85%. Right? They might be at 60%. And until you address that, you're going to have issues. And as I say, on the personal front, you can't stuff 14 units of stuff in a 10 unit back doesn't work. So how do you get down to the 10 units? Or even better? How do you get down to the eight units? So that there's some margin and flexibility? When whatever happens, happens, and you can adjust to it? Okay, I'm sure we'll have a lot of questions about that. So I'm gonna leave it there. I think there's, there's, I mean,

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Angela Wheeler 55:40

much. So, um, I don't want to get too far into this. But, you know, going along with this idea of making a plan with your team, it's important to remember that this is a dialogue. It's not a one time thing. And that those open lines of communication need to be throughout the company over time. And, you know, one of the things that I've hoped had a chance to write more about, but I just haven't lately, I have some very strong ideas and thoughts about hiring conversations. And I do, and I'm, I'm gonna not get off on that, because it can be a bit tangential. But where I do think it's important here in this conversation with healthy workplaces in dealing with burnout, is we know now, what this level of burnout is, as leaders as managers. And when we are bringing new people into our companies and into our teams. I think that the hiring conversations can and should be more personalized. And you know, starting with good communication with people, when they're coming onto the team is only going to be helpful for the rest of the time that they are with the team. So being open, engaging with new people, learning about them, being curious about them, you know, how they work well, what what is stressful for them, you know, how they do well with rewards. And you know, what is good feedback, just all of these things, it doesn't have, again, not a one time conversation, dialogue. But it's super important, I think, for us to be very human, with our people from the very beginning. So

that the healthiest workplace can start and continue to grow and flourish together. So that when we hit these hard trying times, we already have that rapport established



Charlie Gilkey 57:47

along those same lines. Touching conversations can and should be more personalized. And by that we mean that not a one size fits all communication, I'll take tPf For example, one of the people that I work with day in day out, we get more burned out, if he didn't have a bunch of things to do, and things to get into, then then where he currently is that might have another teammate that would actually love to be able to focus on one project, I really dig into that one project. If I try to encourage one to bring the burnout down in one way, he's gonna rebel. And if I try, or it's not gonna work for him, it's really what's gonna happen if I, you know, tried to have the same approach for both people doesn't work. Now. There's some of y'all who are like, I can't I got too many people, your team, four to eight people, four to eight people like and if you're not doing this, you're going to be dealing with the consequences of it anyway. So what makes those four to eight people tick? Where are they at with that? What does pulling down burnout look like? For them, it's going to be very individualized. And that's what's gonna make it work. So I can't tell you exactly what your solution is going to be. But I can suggest that the approach to it being personalized and very tailored to the individual, what is the approach to do to come up with that solution? We've talked about a lot of heavy things. So it's time



59:13

for the puppy



Angela Wheeler 59:14

the puppy, yes, some more ways to help. And we're going to kind of speed through this so that we can get to the q&a portion. So one of the things I think is incredibly useful and helpful is if we as leaders and managers, make sure that our teams No, it is not shameful to talk about and take mental health days. And they need to see that from us. So we need to be modeling that as we're going through through our own days, and weeks and months.



Charlie Gilkey 59:48

Already. This will be a structural issue for some folks, but encourage your employees to use all of their vacation time. don't penalize your teammates, from thinking about taking

time off and use some of the passive aggressive things that we can do like oh, well, you can't take this time off, like, really encourage them to use your their vacation time and learn how with your team to cross load and cross share that work. So that we can do this. Now I'm going to pause here super quick, the more you actually make your team versatile, where people can cover in for each other one, the more you have a cross functional team that is able to be more resilient to the more you're able to cross load projects. And three, the better business you make long term. So sometimes mental health days and vacation days are a forcing function to make sure that your team can be cross functional and cross load. And it does work for you every time it happens. So in case you needed, the the manager's perspective, the why you should do it. There's very strong reasons why you should make these in. But there's just the human reasons of giving people the space to take care of themselves. And lastly, flexibility in the workday. four to eight people can figure out how to have meeting schedules that work for them how to check out for a little bit how to cover for each other. And much like I talked about on the remote working thing, one of the things is burning people out is things like Slack, which I think Basecamp did a great job of calling the all day meeting with no agenda, right? You're just stuck on, you're stuck on slack all day waiting on that ping, not really being able to focus. That doesn't work well for humans, y'all, like let people figure out how to encourage people, I don't want to say let encourage people to take those dark hours to get off slack to not be stuck in front of a screen all day. And you'll see their burnout improve, mean get better. And you also see the productivity improve. So as we wrap up, these are some things that we'll we'd like you to sort of muddle through and maybe, you know, get some ask some questions about. So what burnout, causing issues are most prevalent in your organization? Think of the top three, think of those top three? Which ones are easiest most likely for you to change? Is it just a mountain that you know you're not planning well enough? And so everyone's scrambling all the time? Is it your level of expectations? Like what's going on there? Which ones are just part of the fabric of your company? Like you just have a wholesale company culture? And that's part of the problem, right? Are you have a company culture that just says you have to work 100 hours a week, but get paid for 40? That's a problem that you're gonna have to address in one way or the other. Really focus what can you do to address these issues at your team level. And which are the ones that would require, you know, more buy in from upper leadership? Usually what I've seen is when teams increase their belonging, and how well they're working together, they increase their performance because of that, the rest of the organization starts to pay attention. And so there's that effect of when you're winning and your team, people want to know how you're doing it, that gives you an edge and say, Well, how we're doing it is we're working in this specific way, and that's getting this result, while you're not getting it is because you're working in this way that's getting you this other result. So that's another issue of why it's great to work at your team level. As far as pushback goes, you're likely to get it from someone, especially people who may be well resourced enough to really be

able to take care of their emotional stress and mental and so on so forth. You're probably gonna find some pushback there. And one of the reasons we started with so much of the data upfront, is because if you need an additional wedge for your C suite, we wanted to sort of stack the deck for you to make to show them that it's not just you, it's not just your team. This is the world of work right now. And we need to do something about it.

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Angela Wheeler 1:04:15

Yep. And if you you know, if you're already saying, you know, I call them, case studies, but success stories that have happened, either, you know, in adjacent workplaces, or even within your own workplace, maybe on a different team or yours, share though, you know, talk about like this team did this, and this, this is what came from it. And, you know, I hope for many of you it never comes to this. But we all have to make that decision about how far are you willing to go? And what are you willing to accept when it comes to what your organization your team, your workplace, looks like? And whether you're able to get the people who need to be on board on board, you can read this, you will check out the slides, the slides will have all of the resources and data we have used. But you know, the one thing I will say is that you need to know your C suite, if that's not you, what they need to see, to be able to be convinced of how you need to take care of your people. And there's absolutely no denying this data and this information. And if you just take a look around you at the real world, and what is happening, the face of work has change. We need to change the way we're doing work.



Charlie Gilkey 1:05:51

So just wrapping up in case, you know, you got distracted along the way.

A

Angela Wheeler 1:05:57

Okay, yeah, so ending here. And then moving into the q&a. We know that burnout is at epidemic levels, and it is impacting our workplaces. It's happening everywhere, at home, in the world. And at work, but they're all coming together. And we see it as our people are showing up to work, it all matters. And it can't be left at the door at the door if there's even a physical door anymore. And that worksheet will help out if you're wanting to kind of take an assessment of your own team. But in general, we tend to see a decrease in productivity and morale, and an increase in exhaustion among our teammates when burnout is becoming an issue,



Charlie Gilkey 1:06:49

and I'll summarize my three start with you. And then work with your team. This is something that it's you can't avoid the conversation anymore. So it's how you approach this conversation. And lastly, every day as managers and leaders we have the opportunity to build the team and the business we want to be a part of which includes taking care of people. And so us doing that takes care of people, which is the human element, but it also takes care of the business. With that we're gonna open up for q&a. If you want to do this here. You want to go to your office? That's a great question. I'll just I'll just hang up here with you. Okay. And or would it be better You mean, even while I go to your office, we're gonna do some transitions. I'm shaking the boots. She's getting the boot. You want to take your slides with you. Want to take this with you too? Yeah. Okay. Give me a second to transition y'all.



Osheyana Martinez 1:07:44

While they're transitioning. Thanks for sticking around you guys. We it looks like we've added the slide deck to the burnout resources web page. So if you go there to download all of the worksheets, and now our slide deck is available while you transition, if you have any questions, or if you may be asked a question earlier and in the chat and you want to make sure it doesn't get lost. Slide it over to the q&a and type in there. I'll be scrolling back through to make sure that we've got questions answered and whatnot. But yes, please if you have any questions or if you'd like any want to talk about something, put it in the q&a and trailhead. Charlie and Angela will address it here in just a few last thing though, I did want to just mention if it's approaching the hour and you're looking like you've got to head out, go to another meeting. Maybe go get some sunshine, some lunch, some dinner, whatever you need for you. This webinar is being recorded and we will process that and put it up on that burnout resources webpage for you to enjoy and watch the replay of whenever you're ready. That should be up soon.



Charlie Gilkey 1:09:13

Yeah, enjoy might be a stretch there. Oh she but I appreciate the the attempt. Alrighty everybody drink water. If you got it. See, we have



Angela Wheeler 1:09:28

just a reminder that since I just logged on, I don't see any of the chat or questions.



Charlie Gilkey 1:09:36

Alrighty, so let's start with Terry. I think Terry was jumping on and off throughout our presentation and I'd love to hear from them. OCR Are you working on that are



Angela Wheeler 1:10:10

all right, Terry, if you'd like to ask a question, you should have permission now to talk.



Charlie Gilkey 1:10:30

Okay, it looks like we're, they're muted. And we might need to come back to mental. All right, so who who's up next, Charlie? Or oshi?



Osheyana Martinez 1:10:49

Just one second. I changed Terry's permission really quick. And that might change whether or not we're able to hear them.



Angela Wheeler 1:11:12

Terry, if you're not able to, to talk, that's okay. But if you do have a specific question, if you could drop it in the q&a, just so we make sure that we get to that, if we're not able to get to a place where we can hear you.



Osheyana Martinez 1:11:34

All right, um, was there a next question? Oh, actually, yeah. Um, it looks like violet and asked a question. I'll turn my video on. Hi. You can see me now. Yes. It looks like violet asked a question a little ways back about burnout when we were talking about just kind of character traits. She says. So burnout is not a character trait. She assumed it would be like backache, it may go away, but it shows you have a susceptibility to it recurring.



1:12:03

We could talk about that.



Charlie Gilkey 1:12:05

Yeah. So violet, go ahead and jump on. What else say briefly about that is by character trait I mean, like a deficiency in temperance or, you know, courage or tenacity or grit or anything like that. I can't speak to whether burnout is much like concussions where when you get one, you get me, you're more, you're more prone to them. But that's what I meant by it's not a character trait. It's not a character flaw, I should say. So let's go ahead and get violet on those in case he wants to talk.



1:12:40

Hi, I think I just I appreciated that. That is because I think mental health seems like it's something that is with you all the time. And it is a permanent part of you, for the most part. And it's just nice to know that it's burnout is a fixable and temporary state is what you're saying.



Charlie Gilkey 1:12:58

Yeah, I think what we can say there is we may have dispositions that lead us to making choices over and over again, that leads us to burnout. So we might be people pleasers, or we might be the person that chronically takes on too much, or that chronically overrides how they're feeling. And those things will lead to burnout itself. So but you can change those keratin, those predispositions and get better about setting expectations and boundaries, that will make it easier for you to avoid the burnout bus, you know,



Angela Wheeler 1:13:33

hey, you know, I would just speak more. I am not a practicing social psychologist. So I want to say that I don't I don't think we should, you know, go into any diagnostics or anything like that. But, you know, I will say that I do think it's also important for us to recognize when we're talking about burnout, that a lot of the symptoms of burnout can be very similar to what we see with like depression, and anxiety and things like that. So it's definitely, you know, something that can be coexisting for sure. But, you know, just the truth is that with the world as it is today, and what what we've all endured, that burnout is just, it's extreme. Depending on what you know, the medical profession decides it wants to do with classifications or definitions is they can do what they're going to do. I just think that as leaders, we need to be aware, you know, and being able to spot it, but that we do, we can impact it and we can make some really important decisions in our workplace. To really just stay on top of it.



Charlie Gilkey 1:14:46

Yeah, and the second thing violet is you asked and the first thing on the plan B vacation then would be easier to do to do then to do that then the hard work. I think what you have to be able to look at is how do you, as a manager or leader, get to a place to where you can really advance these conversations and hold the space that it's going to take. And if that means you need to take a little bit of a break, to recharge, and be prepared for the project ahead of you that I think that can be a way to go. And just don't use the vacation. I'm not saying you would ever do this violet, but don't use the vacation as the band aid for the team burnout as opposed to using it as a recharge project or recharge activity for you. So you can take that on. Thank you, Coco. Any other questions? I that's it. Alrighty, thanks so much. Awesome. Thank you so much. While it looks like



Angela Wheeler 1:15:50

gray had a question I believe he does. Perfect. Amanda, Oh, she work her magic with getting people on and off. Because?



Charlie Gilkey 1:16:12

Hey, I think it's working. Yeah, it is.



1:16:15

Alright, cool. And, yeah. I'm so surprised that I had a question. We definitely, especially after watching this, I know that we've had definite burnout at our at our company. And for some people that did show up earlier than others. And at the time, we we tried to, you know, we made as many accommodations as possible, in order to try and make things better for them. And to some extent it worked. They are we took on some of their responsibilities and change their job description, music, that problem is now their back. And they do seem more energetic, they seem to have, you know, not full capacity, but definitely more more capacity. The problem is, they are very reluctant to do the take back the responsibilities that they had before they took the time to take care of things. And on the one hand, I don't want to just say, hey, you need to go back to this job, because I don't want them to have burnout again. But also, the members of the team that are picking up the slack are sort of noticing and sort of saying, Hey, you know, this is we're still doing this person shop as well as others. And so, you know, as we start this conversation, I'm wondering how to handle that, and and what might work out for that?



Charlie Gilkey 1:17:42

Yeah, so I would think about it in terms of a responsibility portfolio on gray, and you took that piece of their portfolio and either gave it to someone else, or split it up amongst other people exactly what we did. And so my first question is, is that piece that was given up actually part of that job? And if so, then we have a question about whether they can be a fit long term for the organization. And that's the unfortunate side of this conversation. Now, if it is one of those, like, a lot of our job responsibilities can be quite fungible, right? Like it's this person has that portfolio, but it could slide into another position just as well. In which case, we'd need to look at the musical chairs effect. So I'll speak very, very concretely here. If I if I give you 10 hours of work on top of you, and you're already at full capacity, that means that 10 hours of work you were already doing is not going to happen or that 10 hours of work has to find a home somewhere else. Right. So there is a bit in the musical chairs there. I think the question I would be having with him is what was it about that portfolio whatever piece get get off, get offloaded on to someone else that was leading to burnout was that they were like they didn't have the competence to do it. Well? Is it that the expectations on them were not clearly laid out? Was it that the amount how quickly everybody else thought it should get done? And how long it actually takes is out of alignment? Like there's something in that in that piece that led to the emotional compression that led to the stress that I'd want to diagnose first, because you may find that even if you know, it turns out they weren't a fit you hiring someone else to do that same thing is going to lead them to the same thing over and over again. Does that help?



1:19:35

Yeah, give me some other questions to look at. And yeah, that does it. You didn't solve my problem for me. I don't know what you know, I think I want my money back for this webinar. But no, it's a it does help a lot. Greg, you're



Charlie Gilkey 1:19:49

probably always going to be mad at me for not solving your problem. Giving you ways to solve it yourself as part of what we can do here. And I would say So I am curious about this. Is it that that portfolio got split amongst two other three people? Or did this one person pick it up



1:20:12

two or three other people and then got reshuffled as they do burn, you had different

things. So it's definitely split between several people. Okay.



Charlie Gilkey 1:20:25

Yeah, I would as much as possible. This is one of those, like, pull the players in the room and talk about the hot potato. You know, and what is it about this potato, that's so damn hot. And you might find that, it seemed easier for three people to do, but you three people get, you know, 10 hours apiece to do it, where this one person was expected to do it in 10 hours, you know, whatever that case may be, you can see what I'm talking about there. But I think, really having an on table psychologically safe conversation about what makes it a hot potato. And what makes it so difficult, will be eliminated for everybody, because it'll help you figure out which pieces people can do and not do.



1:21:06

Cool, that actually does have a lot because we were already planning having a meeting about it next week. Now I have a different title for the meeting. Not how do we do this, but why is this so difficult?



Charlie Gilkey 1:21:18

Yeah. Why is it so difficult? What's great,



Angela Wheeler 1:21:22

what a great practice to walk together through as a team?



Charlie Gilkey 1:21:26

Yeah, especially great if you acknowledge that it is difficult, as opposed to assuming that it's just the one teammate that can't get Right.



Angela Wheeler 1:21:36

Right. Okay, cool. Thanks so much. Thank you. Thanks, Greg. Great question. All right. I think my apologies if I if I mispronounce this, but I believe is a hue that is up next. Let's hear from them. Hi, I think I'm Yes, yeah. Hello.



1:22:08

That's how you pronounce it. Yeah, you got all right. Um, so my question was, so I'm in the San Francisco Bay Area. Tech culture is huge here, especially in newer startups, where there's like, like this hyper emphasis on gogogo. If you're not working 60 hours, you're not worth the job. And it's changing now, kind of as we're shifting throughout the pandemic, but there's still within management, you know, even even when it's not an official practice, you know, in the handbook or whatever, they're still within management, just this like, tough shit. You can't handle it. There's 100 other people who want your job. So how do you approach these conversations? In a in this kind of like macho male culture,



Charlie Gilkey 1:23:09

bro culture, I get it. Yeah. Yeah. Is this the same hue that left a comment on the digital reading post? Oh, my God, so embarrassed that. So you're so sweet. That was such a great comment. So thanks so much for



Angela Wheeler 1:23:21

a great comment. Yeah, no problem.



Charlie Gilkey 1:23:24

Yeah. So I'm glad Corey mentioned it, you know, as a tech veteran itself, they're blown up their lives to burnout is part of the tech startup culture, which is one of the reasons why I both rail against it and stay out of it, or at least adjacent like close to it. So first off you it's not just you, right, it's a cultural element. It's a known issue in startup culture. Now, one of the ways that you can get some purchase is actually getting them to start thinking about the turnover cost, right? A bunch of people coming back and forth. So you have to speak metrics and money in the startup culture, because that's what they're gonna start watching. Like, how long does it take to fill a seat and get someone up to speed and how much inefficiencies in the system, because no one knows what the hell they're doing, because they've only been there for six months, because they burn out on that amount of time. Right. And so you have to approach it more from the metric side of things for it to have any purchase. And understand that. And I understand it's not always easy to go get another job and things like that. But it's one thing you have to look at what you're going to what you're going to accept is whether that job in that sector, is something that you're going to want to do for long term or whether you need to be choosier about finding great tech startups that also have a great culture and what you might be willing to negotiate on

that so would you rather have no life and work for \$200,000 a year? Or would you rather have some life and work for 120 you know, Those might be some conversations you need to go through. But data, if people begin that culture, they can't argue with the data. They might say the data doesn't apply to them. But the more you show that the data does apply, then you're going to go against their hyper, you're going to go up against that hyper rational side of them, that looks at that, and you'll probably get more purchase. So it's less about you, unfortunately, more about the system and the numbers and what's happening. And you might be able to get some purchase on that way. And that at least that's how I do it, I just asked them how much it's costing them every year to burn through people. And when it starts getting to 400 \$450,000 a year, I'm like, so you're trying to raise against this amount, knowing that you're just wasting that amount of time. And it starts to be different. But again, I'm normally being hired at a different level to ask those questions and have them pay attention to me. So whew, I would say sharing some of the data that we've got there, starting with your team leader, if you're not the team leader, or starting, whoever your manager is the place to go, don't run it up the chain, as it were, and really build a coalition. And at a certain point, what I've seen time and time, again, is if a certain number of people start saying this is a real problem. And a good bit of your workforce may be in jeopardy of leaving, people will start paying attention. So but as long as it's the isolated and it's an N of one meaning you it's hard to win that battle. Does that help you?



1:26:30

It's very helpful. I'm wondering now, like I've read crucial conversations and like how to, but I don't know how to how do I approach this conversation while holding higher ups with care and like, bringing psychological safety and emotional safety for them so that there's not this immediate resistance?



Charlie Gilkey 1:26:52

Yeah, I think it's looking at it from their shoes, I can say this pretty quickly. They're under a lot of pressure to write, they have funders who are squeezing them to get as fast as results as possible. They're moving in a dynamic environment in which they really is a fear that if they're not a month ahead two or three years behind, right, and that's their reality, right, and understanding that it may not be that the draconian overlords, it's just they're dealing, unfortunately, their burnout is making burn out for you. And how do we bring that down and hit the right metrics without it being a, you know, gauntlet every day. And typically, if you can show them to, you know, show them different ways, you might be able to get the same results with less effort. They're gonna like that. But that's how you can

have the sympathy with them, just understand that they're facing the amount of pressures you might be facing, with what seems like a lot more zeros behind it, and a lot more career pressure behind it. Does that help?



1:28:00

That's very helpful. Thank you so much. Both Angela and Charlie for this. Thanks.



Angela Wheeler 1:28:06

Thank you. Thank you for the question. And speaking to that, I just, you know, I just want to echo what Charlie said that there's so much amazing progress that comes out of that, you know, that area, that culture, that that work, workspace, and it's also known to really burn people out, left and right. And so it is, you know, it can sometimes come down to a matter of thinking about what benefits are most important to you to live and thrive the kind of life you know, and have the kind of life you really need. And want. You know, I'm hoping that it won't come down to something like that for you. But I do know, quite a few people who have had to make that, you know, that decision, or they have been able to move over into a similar tech space with, with founders, or managers who are a little more progressive about how they're taking care of their teams. Yeah,



Charlie Gilkey 1:29:17

yeah, here, there's a whole other conversation, maybe we'll have it in another day as a company. But we know that the tech startup space needs to do a lot of work to be more inclusive and understanding of people who don't fit the typical tech startup norm. Right. And that's a broad thing that we're working on multiple levels that it sounds like you're you're working on with yours as well.



Angela Wheeler 1:29:42

Yeah. I'm very interested to see more. Thank you again. Yeah. Thank you. Thank you. All right. So it looks like we have at least two more questions. I do want to acknowledge that we are at 227 and our official And time is 230. So we are likely to go over just a little bit. But again, I wanted to acknowledge that. And we would love to have you stick with us for the remainder of the q&a if you were able to. Okay, so it looks like our next question is from Caroline, and then olana. So Caroline will pull you on. Oh, hey, Hi. Welcome. How can we help you?



1:30:41

So I am mentoring to startup founders, to women's startup founders. And we do have to deal immediately with some personnel issues like that definitely has to happen first. And then they're onboarding new people. So you know, that's a process. But what my bigger question is, I see them heading towards burnout. And I see kind of early signs of it, I don't think they're aware at all that that's happening within them. And so I was curious how to have a delicate conversation, while still being mindful that we need to get through some of these, like, you know, putting out some of these fires without igniting them to become defensive when I bring that up.



Charlie Gilkey 1:31:26

Yeah, I love this question, Carolyn, because I work with so many powerhouse women. That what I can say here are powerhouse founders, what I can say here is your your task will be to approach it such that it's their idea that they might be dealing with it as opposed to you telling them and so it's really part of the questions. And it might be you know, you're saying, Hey, I took this, I was at this webinar and I did this worksheet and you know, really revealed a lot about me, are you are you too open to doing that and seeing where you are. And it might surprise them. Right? And especially, I'm speaking in sociological terms here. So I hope I don't get into much trouble. The feeling that women carry which is true in the in the space that they have to work harder and do more and win win at a higher level. makes it such that it can be harder for them to acknowledge how hard it is and to take a break. And there are also sociologically speaking, probably doing a second shift at home as well. So I'm curious, why do you think they will act defensively?



1:32:37

Um, they, whenever I bring up a recommendation, or like, Hey, I'm noticing this, I can kind of feel that like, defensiveness come through, and they'll either, you know, why did you answer questions with questions? Like, did you say that? Why do you think that? You know, so I just want to make sure that when I approach them, they they feel like, it's it is psychologically safe? Yeah.



Charlie Gilkey 1:33:00

I think it's just the question. I mean, one way, you know, your relationship with them betters like, Hey, you know, I've been reading been paying attention to a lot of things. And we're starting to see a lot of burnout, and a lot of, you know, world weariness amongst

some of our leaders. How are you all doing on that? And then if they say, Fine, like, no, how are you really doing? Right, and getting a gauge of that, so that you get below the fine. And so I think that the questioning and probing what you're seeing, and how it might be true for them is probably better than telling them how they're doing.



1:33:33

I really like that. And if they ask for specific recommendations, I mean, we talked about vacation, we talked about, you know, time off being really truly off, even on weekends, or even at night, like you talked about the second shift. Other things that you can think of,



Charlie Gilkey 1:33:51

um, I would say, given this work is really helping them figure out how much they can be out of day to day ops of their business, and not being the walking decision maker for everything. Which is really a toll for a lot of founders and elda. Yes, that is the crux of the issue. Yes, yeah. If they see it, they can't not decide on it. So the trick is, how do you get them not seeing it? So that they don't feel like they have to make a decision on it, or their version of right is the only version of right, and so many more leaders need to be out of the business for extended periods of time and understanding that if the business depends upon them day to day in that way, that's chronically going to be a systemic issue in their team. It's not just about them, it's about their team. I is brilliant. I've goosebumps. Thank you. Thanks so much, Carolyn.



Angela Wheeler 1:34:47

Yeah, and I'll just, you know, on that just a tad bit more, Caroline. I will. I'll reiterate a bit what Charlie said. That really coming at it and and I can tell from how you're even out ask him a question that it is about care and concern. But you know, even just mentioning about how much you've been reading and seeing about, you know, how leaders and founders are dealing with this now and more 18 months into it, and, you know, talking, maybe talking about your own experiences with it, and just making it as safe and comfortable as possible is definitely a good way to bring that kind of thing up, especially for people who feel like they, you know, they have a lot on their shoulders, or they may feel like they have a lot to prove. And people are looking at them, and to them to really step up. You know, that safety piece of it really is incredibly important. So I want to say thank you to you for recognizing that and for being willing to open that conversation with them when the time is right.



1:35:55

Thank you, Angela. I think that's such a good point about normalizing the experience. Absolutely. Yeah. It's,



Angela Wheeler 1:36:01

it's everywhere. And unfortunately, it is everywhere. Yeah,



Charlie Gilkey 1:36:06

yeah. Thanks so much, Karen.



Angela Wheeler 1:36:08

Thanks, Caroline. All right. I think our last question that we had, hopefully I'm not forgetting anything. Oh, she you can remind me if I am is from Alanna. So let's pull Ilana on and see if we can help out.



Charlie Gilkey 1:36:22

Yeah, one of the while we're waiting in line on one of the challenges I have for some of my CEOs and founders who who respond to challenges in that way is to go see a Wednesday matinee. And the amount of hackles and fighting and thrashing that goes up about that Wednesday, matinee. Because Wednesday, middle of the day, you're watching a movie, right? And they're like, Ah, there's no way it was like, really, your business can't survive you watching. That's what you're building. You can't go alpha on that sort of scenario. And so evokes a lot of this very thing that really gets them to see how embedded they are, and how that might be stifling the growth of their business or stifling the development of their team.



Angela Wheeler 1:37:10

We need to get ourselves out of the way. alanna, how can we help you? Hello,



1:37:16

how are you guys doing? Good, how are you? I am Alright, this is a really timely seminar. And I thank you guys for putting it together. Um, so my deal is I think I fall into the

category of people that you guys work with extremely well, which is entrepreneurial, overachievers, little bit of neuro divergence in my life. unorthodox, I'm working on breaking glass ceilings. I'm a female martial arts school owner. So I have all this responsibility that I'm already carrying, I'm raising two teenagers that and about half of the martial art schools in America went out of business in the last 18 months. And so I've spent the last 18 months I run to locations, I also opened a kickboxing gym, kind of had my arm twisted, I already had leases, like, you know, a range. So I am overachieving, left and right, and that's sort of my status quo. That's my Mo. And I am very resilient. And I have a lot of coping strategies. And so I matched really well. And I definitely have run into a place where I'm, I've hit a wall and run into a flare up of my thyroid issues. And so my body has forced me to slow the heck down. And I'm doing so. But I am recognizing that in all these things, I need to just fundamentally get back to basics. And honestly, that feels really hard for me, I feel like I need like a rest and relaxation for dummies guide. Um, and like, a chart, like a follow up, you know, a color in the numbers like, Yeah, really basic tutorial on how to restore for a person with my constitution.



Charlie Gilkey 1:39:16

I get to a lot so you need the you know, hardcore elite guide to relaxation?



Angela Wheeler 1:39:21

Yes. A hardcore hardcore guide. Yeah. Yeah.



Charlie Gilkey 1:39:28

So, thanks. Thanks so much for this question. olana. I love how you bracket so many major projects with data data. Right? Like, it's just a small thing, right? I'm getting that. I was talking to an overachiever recently. And I told her, you know, next summer, like if you really want to learn how to chill like you have to make that a project. Like it's not something that is just going to happen on its own. You really are going to have to really think about what it means to that I'm making a project in that same way. So a lot of for you like, and I think you've, you know, you've been around as we've talked about the five projects rule. Yeah, like actually down cycling for your constitution is itself a project. Yeah. Right. What does that look like? I had another client that I was talking to yesterday about this. And turns out, she had no idea what it was like to do something just for pleasure. And that was a project she had to work in. So I think you learning how to chill without making it, you know, extreme concoction level is one of the things and I wouldn't say necessarily go back to basics, because you can go back to basics, but still be doing 17 different things and

stretching yourself too thin. Yeah, right. And so unless we include going back to basics, meaning learning how not to how to decide what not to do right now. That would be the basic that I would do. So what would it feel like for you to do two thirds as much as you've been doing for the remainder of the year a lot.



1:41:11

So I feel a lot of resistance to this, which I think you know, is indicative that it you're kind of hitting the nail on the head, um, who I think it would look like a higher efficiency in delegation. delegation is something I've been striving for. And I find it really hard. I think part of it is maybe making peace with the 8020 and delegating it and knowing maybe it's going to be 80% of what it would be if it was in my hands. But that has to be okay. Because it cannot all be in my hands anymore. Yep. And also, for me, you know, I care so much about the leadership that is coming up in my, in my school in my ranks of instructors, it was really helpful for me to think of it in terms of on hampering other people's growth, if I don't hand things off to them.



Charlie Gilkey 1:42:05

You are, you know,



1:42:06

when I when I really put myself into that perspective of thought, that's very helpful for me. And that makes it easier for me to let go. Yeah, I gotta



Charlie Gilkey 1:42:18

give you the twofer here. I would love to continue this conversation. But let me invite you to do these two things, and we'll see how it's gonna go. One, every work day Monday through Friday or whatever you count as a work date, or work day you delegate five things. Okay. And not just the same things. You delegate it yesterday, but like five new things a day. That's the easy part. Pause. Oh, gosh, do you have this captured allama? I checking? I do. I, um,



1:42:58

I'm very much a list maker. Honestly, I'm probably gonna make a list of some of the things

that I need to delegate. Okay.



Angela Wheeler 1:43:04

Okay. All right, Charlie, continue. Thank you.



Charlie Gilkey 1:43:09

an hour, find a way for an hour of space a day where you don't have to have any doing in that space.



1:43:22

So I am, I do the multitasking thing to a horrible fault. And I have even done things like when I try to find space for myself like that, you know, I'll go garden, but I'll still put like, an air pod in my ear and listen to like a podcast I really wanted to catch because it's going to. So I think the challenge for me is one mindfulness when I'm doing that hour, so you guys are great for accountability. So thank you for that.



Charlie Gilkey 1:43:55

You're welcome. You're welcome. Yeah, I mean, I would say and you know, when you're cheating on the do nothing like, you know, you're a competition athlete and martial artist, you know, when you're cheating and when you're not. And so, you know, again, going back to my client yesterday, the radical thing for her was like to spend 30 minutes in the bath. Yeah, like, without listening to an iPod, reading a book, you know, dictating her next, you know, post or whatever, just the bath. So there's some version of that, that's for you that actively trained you that this is what you have to do to make space for it. To create space for the excellence that happens outside of that hour.



1:44:34

Yeah, well in the thing that I have to really keep in mind also, is, even if I even if there's a part of me that really has trouble letting go of my maximizing and optimizing that I always do. The real truth of it is the way my mind and prostitution work. When I get that relaxation time. That's when my background of my mind pushes through all the obstacles that I had. And then I'm like, oh, wait I know how to do everything. And I'll solve all these things now. So it is actually very beneficial. When I do get that time.



Charlie Gilkey 1:45:07

Yeah, it can be productive a lot. I know what game you're playing. It need not be productive. Yes, sir. I will use good integrity. It can be productive, but it need not be unproductive. So there we go.



Angela Wheeler 1:45:27

Let's be honest, our brains are gonna be brains, they're gonna they're gonna do what they do. So Totally,



Charlie Gilkey 1:45:34

yeah, do your best. Alright, a lot of that's such a great question, because it applies to so many of us is thinking about, you know, how we're going to transfer some of the load. But it's really about expectations. If you expect yourself to be on point as a leader all the time and making maximizing and optimizing productizing and all the icings all all the time. That level of compression over time does lead to burnout. So that's what I'm trying to make space for is like, how about we not? Yeah, cool. Thank you. Thanks so much, Ilana.



Angela Wheeler 1:46:12

Yeah, thank you guys. Question. All right. So Charlie, and I are going to take just a couple minutes here to wrap us up and close everything out for the day. I want to start with thank thank you to each and every one of you for taking your precious time. And trust me, I understand that it is precious time to be here with us today, to engage to listen, to do your own personal work, as well as looking at what's going on in your own team and organization. Because this matters, and it matters in a big, big way. We have the opportunity to be important change makers, when it comes to the face of work and how we do work, and make it better for everyone. So thank you for that, thank you for being part of that, that movement with us. And and making the space to do this. And, you know, one of the things that that I want to share here at the end in, you know, in closing this up today is that, you know, circling very, you know, all the way back around to the very beginning of this is this is an important topic for all of us as leaders and managers. And for those of us who are working on teams, you know. And it personally is very important as well, for me right now, because as I mentioned early on, I have been dealing with this as well for several months now and really trying to set myself up to be more successful. In in coming back fully into our business. Most of you who are here with us won't know this. Some of you who have been around with us will that I've taken steps back in the last month and a half or so some pretty big steps back from our business, to pull myself out of

the burnout that I could see happening. And Charlie, as my partner in business and life was seeing happening as well. And it has been hard. I'm not I'm not gonna lie about that piece of it. It has been hard and it has been challenging. And it has 100% been worth it. And I know, I'm not out of it yet. So that's the thing that's kind of hard to say is I would love to say six weeks, you're good to go or two weeks, you're good to go or a long, long break. It looks different for every single one of us. But I am already seeing that I am ever able to better show up for our people in a way that I wasn't able to six weeks ago, eight weeks ago. And it had been coming on for a long time before even I you know someone who's trained with this was really picking up on it. So it matters and there is a lot you can do to to help yourself to be able to help your organization. And I am always available. If you would like to reach out to me directly. If you have any questions or need me to guide you toward your resources or anything like that, obviously, if you wouldn't mind dropping my email address over there, and of course you can find us you know, all over productive flourishing, Charlie.



Charlie Gilkey 1:49:57

Yeah, so we've been talking a lot about burnout. Remember, we're one to normalize it in the sense of normalize being able to talk about it. And if you or your teammates are working through it, it's not a character flaw, because you're not broken. It's just you've been carrying a load for a while. And it's you know, that energy has to go somewhere, you know, to Alana's point, like, the body keeps the score. Sometimes it comes out that way. Sometimes it comes out and you're not being your best version of yourself. Sometimes it turns out and you're not being able to get your work done, and by you, that can also be your teammates. So it's not a character flaw. It just happens. But as leaders and managers, our responsibilities take care of our teams, which oftentimes means starting with us, because love it or hate it. Sometimes we can be the people that are a part of the problem as much as part of the solution as well. So thanks for the time today. Please do take care of yourself. Take care of your teams. And until next time, stay until I take care everybody