

Transcript | Protecting Your Energy & Wellbeing at Work

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00:00:05.170 --> 00:00:14.420

Joel Smith: Hello! Hello, everybody, and welcome to today's panel on protecting your energy and well-being at work.

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00:00:14.420 --> 00:00:29.419

Joel Smith: My name is Joel, and I am an events manager here at Apolitical. As always, it would be great to hear from all of you, so please do post in the chat where you're joining us from, and what organization you work for.

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00:00:29.610 --> 00:00:40.829

Joel Smith: Today, we are going to be covering practical ways to protect and boost your energy at work, so that you can stay focused, motivated, and grounded, even when things get busy.

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00:00:40.840 --> 00:00:57.550

Joel Smith: We'll look at small but effective changes you can make to your routines, explore techniques for resetting during the day without stepping away for hours, and hear from public sector leaders and wellbeing experts who are actively finding ways to work with energy rather than against it.

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00:00:57.630 --> 00:01:06.229

Joel Smith: Whether you want to build healthier habits for yourself, or support your team's well-being, you'll leave with ideas you can put into practice straight away.

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00:01:06.230 --> 00:01:21.009

Joel Smith: Now, for those of you who may be joining us for the first time, welcome. Apolitical is the world's largest network for global government, used by over a quarter of a million public servants and policymakers from more than 170 countries.

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00:01:21.010 --> 00:01:30.430

Joel Smith: Our mission is to make government smarter, and we do this by equipping public servants worldwide with the knowledge and skills they need to lead the change.

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00:01:30.430 --> 00:01:52.629

Joel Smith: So I can see we already have a few comments in the chat, so I'll just jump in and see who we have joining us today. Hello, Anne, the brave first poster from Ontario, Canada. Welcome, always scary to be the first one. We have Kelly from Edmonton, Alberta, Canada, Matthew from, Toronto, Ontario Public Service.

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00:01:52.630 --> 00:02:12.980

Joel Smith: We have Aisha from London, welcome. We have Kaylee from Wales. Lots of, kind of, UK, Canada, which is quite, quite classic for our events. So, welcome, all of you, and welcome back if you've been to an event before. Heather from Trinidad, welcome. Really nice to see people dialing in from around the world as well.

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00:02:12.980 --> 00:02:25.650

Joel Smith: Yes, welcome, they're now coming in thick and fast and too quick for me to read, but please do keep introducing yourself. It's always just lovely to see, kind of, everyone in the room together, focusing on this important topic.

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00:02:25.650 --> 00:02:43.899

Joel Smith: And a special welcome to all of those of you who are already members of a political life and government community. If you're not yet a member, we're thrilled to extend an invitation to connect with today's speakers and your peers from around the global public service.

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00:02:43.930 --> 00:03:00.050

Joel Smith: It is a space to share questions, ideas, success stories, and advice about all aspects of life in government. You should see a link pop up on your screen shortly, which will take you to the community page, which my colleague will also, I think, post in the chat.

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00:03:00.050 --> 00:03:12.670

Joel Smith: And we're going to be continuing the conversation started at today's event in the Life and Government community, so please do click through, introduce yourself, it's a wealth of knowledge in there, so don't miss out.

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00:03:12.790 --> 00:03:30.509

Joel Smith: I'm just gonna get a couple of technical notes out the way before we get into today's conversation. So, this event is recorded for on-demand viewing on the Apolitical website, so please don't record it yourself. Contact details for any privacy concerns are in the apolitical homepage footer.

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00:03:30.510 --> 00:03:36.480

Joel Smith: And closed captions are available, and they can be toggled on or off in your screen settings.

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00:03:36.570 --> 00:03:45.649

Joel Smith: Now, before we get into things and introduce our speakers, we're just going to run a few quick polls to get a sense of where you are coming to today's conversation from.

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00:03:45.800 --> 00:04:04.359

Joel Smith: Now, let's have a look at the first poll. It should pop up on your screen shortly. There we go. So, what helps you feel most energized during your workday? Is it a clear to-do list? Is it breaks or movement? Is it chats with colleagues? Meaningful tasks?

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00:04:04.360 --> 00:04:06.939

Joel Smith: Time to focus without interruption.

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00:04:06.940 --> 00:04:12.789

Joel Smith: or something else. And if it is something else, please do tell us in the chat.

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00:04:15.690 --> 00:04:19.569

Joel Smith: I'll just give you a few moments to, respond to that.

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00:04:23.220 --> 00:04:45.719

Joel Smith: Okay, the results are in. Oh, it's a very even split, which is, which is interesting. Usually we have, we have one that breaks away from the rest, but yeah, looks like, the two in a very close first place are brakes on movement and meaningful tasks. I really relate to that in my work. Yeah, taking breaks, getting away, getting the body moving.

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00:04:45.800 --> 00:04:49.339

Joel Smith: And also, doing those meaningful tasks, very, very important.

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00:04:49.420 --> 00:04:54.549

Joel Smith: Okay, we will move swiftly on to the next poll.

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00:04:54.550 --> 00:05:10.020

Joel Smith: What do you find most draining during your workday? So that should have just popped up for you. So what do you find most draining during your workday? Is it back-to-back meetings with little downtime? Is it unclear priorities or shifting expectations?

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00:05:10.020 --> 00:05:21.579

Joel Smith: High workload with limited resources, emotional labor, supporting others while managing my own stress, or again, something else, please do show, share in the chat.

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00:05:21.800 --> 00:05:33.190

Joel Smith: I see for the last question, Bonita said that, yeah, they could have chosen more than one, which, absolutely, I think so. Yeah, Amy saying all of the above.

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00:05:33.190 --> 00:05:55.110

Joel Smith: I think that, that is very true, but looks like we've got a clearer winner, for unclear priorities or shifting expectations. I think we can all really, really relate to that as being very, very harmful, kind of, energy at work. Closely followed by back-to-back meetings with little downtime, which I think, also exhausts everybody.

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00:05:55.130 --> 00:06:04.989

Joel Smith: So, yes, thank you very much for participating in those polls. Now, onto the exciting part, introducing our speakers.

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00:06:04.990 --> 00:06:15.929

Joel Smith: We're fortunate enough to have, three absolutely brilliant guests, with us today. We have Tara Kermit, Sarah Gashir, and Denley McIntosh joining us.

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00:06:15.930 --> 00:06:39.589

Joel Smith: Tara is a leadership coach and burnout strategist, helping professionals build balance and resilience in the workplace. She created the 5Cs Driving Burnout Framework, and hosts the Balanced Badass podcast, with over 15 years' experience and a 40,000 plus online community. She delivers real-world tools for leading without burning out.

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00:06:39.870 --> 00:06:48.579

Joel Smith: Sarah is a workplace wellbeing consultant and registered nutritionist who blends expertise with lived experience of disability.

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00:06:48.810 --> 00:07:04.629

Joel Smith: She works with public and private sector organisations, including the House of Commons, to build inclusive, psychologically safe cultures. A TEDx Shoreditch winner, she champions authentic leadership, resilience, and simple wellbeing habits that last.

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00:07:04.670 --> 00:07:18.059

Joel Smith: Finally, Denley is an award-winning public servant, speaker, and author, focused on workplace culture and inclusive leadership. He founded Connect Ontario, a professional community for public sector workers.

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00:07:18.060 --> 00:07:28.269

Joel Smith: which won Apolitical's Global Award for Championing Equality. Denley has delivered talks across Canada and internationally, including in the UK, US, and Mongolia.

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00:07:28.270 --> 00:07:38.090

Joel Smith: You can read the full bios of our brilliant speakers by visiting the resources tab at the bottom of your Zoom screens and heading to the speaker sections to read more about them.

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00:07:38.220 --> 00:07:53.139

Joel Smith: Now, welcome, welcome, all speakers. Before we get into today's panel, I thought we could start with a quick icebreaker question to get us warmed up. So, Tara, Sarah, and Denley, Tara, I think I'll come to you first.

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00:07:53.140 --> 00:08:11.719

Joel Smith: If you had a wellbeing day with zero responsibilities, how would you spend it? It sounds like a dream. I'll give you a moment to think, and just also encourage everyone in the chat, we pose the same question to you, we'd love to hear your responses in the chat too. So, Tara.

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00:08:11.720 --> 00:08:14.290

Joel Smith: How would you spend your well-being day?

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00:08:15.030 --> 00:08:30.730

Tara Kermiet: Well, yes, it does sound like a dream, does it not? I see Grace says, live at the spa. I'm with you. I am hopping onto a spa. I think the first thing, though, that I would do is I would put my phone on Do Not Disturb, because...

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00:08:31.080 --> 00:08:55.800

Tara Kermiet: I am one of those folks that... I'm addicted to my phone, I will admit it, not afraid to admit it. So I would definitely put it on Do Not Disturb. I would be sure to get outside and enjoy the beautiful weather, and personally, I would spend the day engaging in some hobby that just brings me energy. So I enjoy dancing, reading, some sort of creative outlet.

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00:08:55.830 --> 00:09:03.880

Tara Kermiet: And definitely would make sure to spend time with my four dogs. I think that that would be my perfect, ideal well-being day.

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00:09:03.880 --> 00:09:09.680

Joel Smith: That sounds excellent and absolutely delightful. Sarah, how about you?

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00:09:14.580 --> 00:09:39.489

Sarah Gashier: Had to unmute myself for that. So, I think, for me, things that I like to do, I like to do painting, or, like, spending time in nature, going out for a walk, just even for a short walk, or, or cycling. But I think if I had, I would, yeah, I second and third Utah on the spa day, so I think I'd be at the spa, and, then I could have a massage, and some time in the sauna and go for a swim.

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00:09:40.910 --> 00:09:52.360

Joel Smith: Yeah, yeah, I think spa is a very recurring theme we've got here. There's lots of people in the chat also, really wanting to go to the spa. Denley, how about yourself?

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00:09:53.420 --> 00:10:09.400

Denley McIntosh: Yeah, yeah, I think for me, I can see my day, because I went to the Dominican not too long ago over the summer, and I think the really ideal day is getting up, really at the sunrise. I have my books beside me, reading, reflecting, praying.

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00:10:09.400 --> 00:10:13.669

Denley McIntosh: Then I'll... after that, go for maybe a... a swim.

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00:10:13.670 --> 00:10:19.980

Denley McIntosh: There, and, to, cool down with the heat, and... And then work out.

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00:10:20.140 --> 00:10:21.160

Denley McIntosh: And a need.

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00:10:21.530 --> 00:10:28.959

Denley McIntosh: And back to my books. So, I think that's, I think those are days where I really, find my cup being, filled.

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00:10:29.250 --> 00:10:42.110

Joel Smith: Yeah, yeah, absolutely, yeah, and I think everyone is really, really agreeing, lots of people discussing exercise and being in nature, being around animals, that's coming up a lot, lots of people.

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00:10:42.110 --> 00:10:43.530

Denley McIntosh: Congrats, absolutely.

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00:10:43.530 --> 00:10:52.940

Joel Smith: It's so, so... I think it's so rare in adult life to actually get time to just sit and enjoy a good book, which I see a lot of people

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00:10:52.940 --> 00:11:17.749

Joel Smith: wanting to do. So, yes, thank you, all of you, for those, those brilliant answers. Okay, let's, let's get this panel started. So, we're going to start the first few questions kind of framed around understanding energy and burnout. So, I'll pose this first question to all of you. Tara, I'll come to you first again. So, how do you personally recognise when your energy levels have

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00:11:17.750 --> 00:11:23.470

Joel Smith: become unsustainably low. And what's your first step when you notice that happening?

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00:11:24.870 --> 00:11:29.839

Tara Kermiet: Yeah, I love this question, because I... I have noticed within my body that there's...

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00:11:29.840 --> 00:11:45.339

Tara Kermiet: physical symptoms, but then also mental and emotional symptoms and things that I didn't necessarily realize were all connected, until I did a little bit more research and started getting more in tune with my body, but...

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00:11:45.340 --> 00:12:04.219

Tara Kermiet: My physical symptoms, personally, I... I'm a chronic migraine sufferer, and so when those start to amp up, or I notice that they're not happening with my usual triggers, that's usually a sign for me that my energy has dipped, that my stress level has increased. If I can't fall asleep,

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00:12:04.370 --> 00:12:23.550

Tara Kermiet: Which is ironic, because you would think if your energy is low, that you would be able to sleep, but that fight or flight really impacts my sleep. I also notice, like, tension in my shoulders, and randomly enough, sugar cravings. When my energy is low, I want

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00:12:23.800 --> 00:12:33.820

Tara Kermiet: as much sugar as I can possibly find around the house. As far as mental and emotional symptoms, I'm looking at, like, brain fog,

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00:12:34.030 --> 00:12:47.689

Tara Kermiet: I've even noticed, like, clumsiness, like, I start bumping into things a lot more. Definitely also irritability. So, if I start, coming at people that I love or care about, about

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00:12:47.690 --> 00:13:00.209

Tara Kermiet: stuff that does not matter, then I'm usually checking if my energy is okay. And for me, as far as what do I do once I recognize these things, I first think of it like a math equation.

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00:13:00.260 --> 00:13:02.550

Tara Kermiet: before I try to add energy.

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00:13:02.740 --> 00:13:18.729

Tara Kermiet: I have to address what's draining it first. So, really looking at just restoring my baseline well-being, so getting my nervous system kind of recalibrated back to level, so I focus on the basics. Let's eat, hydrate, move.

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00:13:19.020 --> 00:13:38.029

Tara Kermiet: get solid rest that I need. And then I mentioned this during my well-being day, but I have to make sure that I have lower stimulation, so fewer screens, I'm an introvert, so fewer conversations, less caffeine, all those things that kind of give me that reset to help me

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00:13:39.530 --> 00:13:44.599

Tara Kermiet: just get back to level, to... to be where I need to be.

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00:13:44.600 --> 00:13:57.560

Joel Smith: Yeah, yeah, thank you, thank you for sharing that. Denley, I'm going to come to you next. How do you, how do you recognize when your energy levels are unsustainably low, and what's your first step when you notice that happening?

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00:13:59.260 --> 00:14:01.450

Joel Smith: Oh, sorry, Denley, you're just on mute.

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00:14:02.070 --> 00:14:08.100

Denley McIntosh: Yeah, I was, going to... Echo...

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00:14:08.200 --> 00:14:21.859

Denley McIntosh: Tara, in terms of... you and my wife can swap notes there, because essentially what you've said, it's my wife to a T, and in terms of migraines, this has been a very bad year for migraines, I understand, for migraine sufferers, so...

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00:14:21.860 --> 00:14:32.610

Denley McIntosh: for all the people who have migraines, I feel you, just because, vicariously, I just wanted to echo that. In terms of, yeah, for me, it's funny, because I'm naturally anemic.

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00:14:32.800 --> 00:14:38.320

Denley McIntosh: my energy gets low, but I'm pretty high energy, and so I... it's...

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00:14:38.320 --> 00:15:00.309

Denley McIntosh: my doctors say I need more iron in my... in my diet, which is kind of like, I'm pretty high energy, but I will notice that, if I... I'm kind of more of a light switch, so... which is the opposite with Tara, and similar to my wife, that I can go on and off, so I can go to bed like that, and wake up pretty much like that at the same time. So...

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00:15:00.310 --> 00:15:13.170

Denley McIntosh: I find if I switch off too... too often, I probably have a... probably less of my iron, which means I probably have to take more greens, so I'm more conscious about taking greens to elevate the iron in my blood.

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00:15:13.170 --> 00:15:25.299

Denley McIntosh: To keep me awake. I think that was a ride. I do take, like, sometimes I put cinnamon, in my, say, my coffee. I try to drink it black. I try to take small.

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00:15:25.300 --> 00:15:37.760

Denley McIntosh: little ways to kind of put energy in my system, but I'm very mindful that, you know, that doesn't work for everyone, but that seems to kind of work for me. But the last piece I would say that in terms of when I feel that I'm low...

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00:15:37.790 --> 00:15:57.610

Denley McIntosh: I find, because I don't... because I get into deep sleep pretty quickly, I don't need a ton of sleep, but if I find that I'm sleeping an hour longer than I usually need to sleep, then I probably said, this is a day I need to kind of slow down. So, I look at my sleep and see how much energy I come out of my bed, because I'm usually pretty, up and going.

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00:15:58.430 --> 00:16:07.579

Joel Smith: Yeah, yeah. Well, thank you for that. Sarah, I'll come to you next. How do you recognise your energy levels, dipping?

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00:16:07.700 --> 00:16:09.360

Joel Smith: And what do you do?

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00:16:09.930 --> 00:16:11.950

Sarah Gashier: Yeah, so for me, I think...

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00:16:12.150 --> 00:16:22.329

Sarah Gashier: I've experienced Banner in the past, and I've recognized that I've put this framework together, like a self-care framework, and the first step of that is self-awareness.

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00:16:22.500 --> 00:16:29.900

Sarah Gashier: And so the framework is self-awareness, self-control, self-reliance, and that self-awareness is really important because

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00:16:30.060 --> 00:16:48.630

Sarah Gashier: without actually noticing the signs, that's how we end up in... in that stage of... of burnout. So, for me, I would echo as well, like, probably tension in my shoulders. I know that's when I'm getting stressed, or, like, when I'm low energy, that I'll feel it really in my shoulders, and I'll need to get up and have a little bit of a break.

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00:16:48.640 --> 00:16:55.420

Sarah Gashier: Or headaches, or, similarly as well, I think, as we've mentioned, if I'm,

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00:16:55.760 --> 00:17:01.729

Sarah Gashier: sort of the irritability, but if I've not gotten up for a break and I'm low energy, I will...

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00:17:01.840 --> 00:17:03.690

Sarah Gashier: like, if I've skipped lunch.

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00:17:03.740 --> 00:17:21.320

Sarah Gashier: that's how I'll know that my energy is sort of dropping. And there is a lot of, sort of, research around in nutrition as well, in terms of burnout, that if people are having prolonged stress, that they'll be more likely to overeat or undereat.

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00:17:21.339 --> 00:17:33.420

Sarah Gashier: Because it can affect our eating habits. So I'll probably notice that if I've been overworking, it will affect my eating habits, and headaches, and probably, like, blurry vision if I've been on the screen too much.

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00:17:33.540 --> 00:17:43.920

Sarah Gashier: So what I do is I just try and take a break, even for 5-10 minutes, get up, stretch my legs, and that'll avoid me, sort of, flagging too much at the end of the day.

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00:17:44.340 --> 00:17:57.710

Joel Smith: Yeah, yeah, thank you. Just to actually stay with you for a minute there, Sarah, so in public sector roles where pressure's often very high, how can someone tell the difference between being tired and being burnt out?

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00:17:59.420 --> 00:18:09.810

Sarah Gashier: Yeah, of course, great question. I think to understand the difference between burnout and tiredness, we first have to know what burnout actually is.

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00:18:09.910 --> 00:18:19.749

Sarah Gashier: And the definition of burnout, according to the World Health Organization, is that it's an occupational syndrome, so it has to be something that happens at work.

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00:18:19.930 --> 00:18:22.060

Sarah Gashier: And it's a state of complete...

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00:18:22.700 --> 00:18:39.900

Sarah Gashier: emotional, physical, and mental exhaustion. So it goes beyond feeling tired, but actually what can end up happening is you experience cynicism towards your job, so you end up feeling resentment, and a higher intention to leave.

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00:18:39.900 --> 00:18:49.109

Sarah Gashier: Maybe increased, increased sickness absence, as I said, or intention to leave, you feel withdrawn. It can also show up as well

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00:18:49.110 --> 00:19:09.750

Sarah Gashier: in your body, like I said, it will affect digestive issues as well, so it will affect, how you digest food, it will affect your eating habits. As I said, for some people, it may cause them to eat more, like with the cravings, sugar, what Tara was saying earlier. For other people, when they have prolonged stress, they actually under-eat, and they end up losing weight.

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00:19:09.750 --> 00:19:23.500

Sarah Gashier: So it can affect people, physically as well. And obviously, in the long term, it will lead to, sort of, cardiac issues and various other health issues if you've... maybe even autoimmune, conditions if you've experienced burnout.

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00:19:24.860 --> 00:19:28.159

Sarah Gashier: And obviously it will reduce people's,

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00:19:28.430 --> 00:19:36.319

Sarah Gashier: effectivity. So I don't know if you can pull up the diagram, Joel, with the toxic trio, just to sort of explain...

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00:19:36.320 --> 00:19:39.120

Joel Smith: Sure thing.

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00:19:39.120 --> 00:19:50.210

Sarah Gashier: Yeah, so just while that is coming up, so based on the research, I've put together this, the drivers of Burnout, which is the toxic trio.

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00:19:50.320 --> 00:19:55.840

Sarah Gashier: And this is lack of support, lack of autonomy, and unmanageable demands.

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00:19:56.190 --> 00:20:00.950

Sarah Gashier: And these are the things that will lead to someone at work to experiencing burnout.

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00:20:01.170 --> 00:20:12.110

Sarah Gashier: And simply, what... the way we can address this is actually, through lack of support, is to form connections and to have social support. And actually, we saw during the pandemic that

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00:20:12.330 --> 00:20:18.999

Sarah Gashier: Social support was one of the strongest buffers for people, in terms of feeling burnout.

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00:20:19.330 --> 00:20:27.920

Sarah Gashier: And for unmanageable demands, well, you can delegate tasks to other people in your team who might actually have a better skill set, or just ask for help.

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00:20:28.240 --> 00:20:30.070

Sarah Gashier: And lack of autonomy.

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00:20:30.110 --> 00:20:45.060

Sarah Gashier: Well, actually, this helps with, innovation. I think we have a question, a specific question on autonomy coming up, but if people have autonomy, they're more likely to be creative, and they're more likely to have this internal motivation to actually

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00:20:45.070 --> 00:21:00.319

Sarah Gashier: do their work. And actually, I did this with a local authority I worked with a few years ago, Westminster Council, where they didn't have core hours anymore. And what that does is it allows people to control their schedule, and to do all of their tasks.

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00:21:00.420 --> 00:21:08.250

Sarah Gashier: In a way that suits them, and start at a time when they can do their deep work, at a time when they're more productive, but as long as it's with

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00:21:08.790 --> 00:21:15.490

Sarah Gashier: you know, business, is this, aligned with business goals? So, just in short.

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00:21:15.890 --> 00:21:18.509

Sarah Gashier: Tiredness is fixed with arrest.

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00:21:18.700 --> 00:21:19.860

Sarah Gashier: But for...

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00:21:20.650 --> 00:21:31.610

Sarah Gashier: Burnout, which is more of an environmental thing, it's an organizational issue, something has to change, and that's either your job demands, or the amount of support you have, or the amount of autonomy you have.

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00:21:32.810 --> 00:21:47.440

Joel Smith: Brilliant. Thank you. Thank you for sharing that. Just to take it back a step, Tara, I'm gonna just come to you with the next question. What are some methods that people can use to assess their energy capacity during the workday?

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00:21:47.990 --> 00:21:55.670

Tara Kermiet: Yeah, I love this question, because a lot of times we can do small tweaks, and I know, you know.

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00:21:55.830 --> 00:22:11.630

Tara Kermiet: earlier in that poll, we had, like, the back-to-back meetings and those kind of things that drain us during the day, and you feel like you don't have time, so being able to build it in to what you're already doing. One thing that I really like to do is I call it a 3x3 scan, so...

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00:22:11.670 --> 00:22:16.400

Tara Kermiet: Take some time in the morning, midday sometime, and in the evening.

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00:22:16.920 --> 00:22:25.940

Tara Kermiet: And focus on 3 questions. What's kind of tense or sore in my body? So that gets to your physical response right there.

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00:22:26.140 --> 00:22:42.999

Tara Kermiet: how focused am I with my mental capacity, and then what am I feeling emotionally? This helps you just start to build that awareness, like Sarah was talking about, to understand, kind of, where you are. And that just gives you an understanding of your, like, baseline.

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00:22:43.220 --> 00:22:50.069

Tara Kermiet: Then I also encourage folks to color code their calendar. I'm a Type A person, I color code my calendar for, like, everything, but...

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00:22:50.370 --> 00:22:54.019

Tara Kermiet: This specifically is assigning colors based on

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00:22:54.030 --> 00:23:04.599

Tara Kermiet: the energy that's required for that task or that thing versus the energy given back. So you would color code something red if it's draining for you.

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00:23:04.600 --> 00:23:16.190

Tara Kermiet: Yellow would be more neutral, you could kind of take it or leave it kind of situation. Green is something that energizes you. And when you do that throughout the week, at the end of the week.

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00:23:16.190 --> 00:23:22.950

Tara Kermiet: I just say, do a quick count of your greens versus your reds, and if you have more reds than greens.

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00:23:22.950 --> 00:23:38.999

Tara Kermiet: Then see where you might be able to shift some things, either, you know, to work it out, to balance it out, delegate, do those kind of things, and to add more greens into your schedule, so that way you're balancing that a little bit more.

126

00:23:39.120 --> 00:23:48.029

Tara Kermiet: And then the last thing I say... I always try to encourage folks, we always hear about time management, but a lot of this is about energy management, and if you don't know

127

00:23:48.610 --> 00:24:00.640

Tara Kermiet: when, where, and how your energy fluctuates, then you can't do anything about it. So, I really encourage energy mapping to identify, kind of, where your energy zones are.

128

00:24:00.740 --> 00:24:11.929

Tara Kermiet: And really notice, like, your personal chronotype, your personal preferences. Some folks are really good at being early birds, some are more night owls, some folks are midday people.

129

00:24:12.050 --> 00:24:21.200

Tara Kermiet: And what you want to do is match your work accordingly. So, as much as you can within the control and autonomy that you have that Sarah was talking about.

130

00:24:21.420 --> 00:24:25.630

Tara Kermiet: Adding, kind of, focus times in when you're most...

131

00:24:25.870 --> 00:24:39.329

Tara Kermiet: attentive when you have the most energy and focus. And I also think it's important to spot your environmental triggers, too. There's going to be spaces that either drain or add energy to you. There's going to be people that

132

00:24:39.480 --> 00:24:53.469

Tara Kermiet: drain or add energy to you, let's be real, but also task types as well. And the more you're aware of this, then the more you can advocate for your needs with your leadership or your management, and kind of...

133

00:24:53.960 --> 00:25:00.379

Tara Kermiet: Take what you have agency over in the situation to start to regain some of that energy throughout the day.

134

00:25:01.040 --> 00:25:18.419

Joel Smith: Brilliant, thank you. Getting a lot of love in the comments, and hopefully you can see the emoji reactions coming up as well. I think a lot of people like that kind of colouring system, definitely. Denley, I'm going to come to you next. Your work's highlighted the ways that burnout can look different across, cultures.

135

00:25:18.420 --> 00:25:25.129

Joel Smith: How can leaders and colleagues become more aware of those differences and avoid mischaracterisations?

136

00:25:27.140 --> 00:25:41.639

Denley McIntosh: Yeah, I think that what I will add in terms of the area of burnout, I think storytelling is such a big thing. I know it seems like storytelling, like, are we gonna sit around a circle and read a book together?

137

00:25:41.710 --> 00:25:54.959

Denley McIntosh: That could be, but, storytelling, to me, has a big proponent to play within burnout, because at the end, a lot of times, just to build what Sarah was talking about, and going beyond that, because people can be burned out at being at home.

138

00:25:54.960 --> 00:26:07.669

Denley McIntosh: Right, because of the... doing the day-to-day chores, that feels meaningless. And that's one of the key pieces. When you get to a point where it's the sense of meaningless, that means something's awry in your story.

139

00:26:08.170 --> 00:26:13.650

Denley McIntosh: Something... there's a... there's a disjointedness in the story that you're telling yourself, or the story you're seeing.

140

00:26:13.860 --> 00:26:32.009

Denley McIntosh: beyond yourself. And when you feel like you're out of the story, you feel like you're a mischaracter, you're not... you're not cast in the proper way, it has a big difference. And so, bringing it into the workplace, the stories that we tell ourselves doesn't stop when we get into the workplace. They actually maybe get enhanced

141

00:26:32.240 --> 00:26:37.909

Denley McIntosh: Or, for some, exacerbated. And depending on the sort of lived experience that you have.

142

00:26:38.350 --> 00:26:55.520

Denley McIntosh: when you're going to an office environment where people have different lived experience, guess what? The meanings they pour into certain things, you may not be connecting with that, you may not resonate that, and guess what? You get burned up because you feel like there's an attachment disorder, in that sense, if I can put it in that way. And when you don't feel attached.

143

00:26:55.580 --> 00:26:59.760

Denley McIntosh: your energy gets sapped. And so, Sarah and...

144

00:26:59.860 --> 00:27:07.820

Denley McIntosh: Tara, it is bigger than just the physicality, because there's a meaning, there's a way of interpreting the world around us.

145

00:27:08.030 --> 00:27:19.960

Denley McIntosh: that... that really puts us in a hole. And of course, when you are burned out for a period, an extended period, you know, you're not going to be wrestling with maybe going into depression, because there's a relationship between the two.

146

00:27:19.960 --> 00:27:42.790

Denley McIntosh: So, I would say in the workplace, having more conversations where stories are exchanged, so people understand how to reframe the symbols around them to get additional meaning, and also having conversations at home, as a family, however that family is made up, to have conversations, hey, hey, I'm burned out as a person in this home. Why? Because these certain things are not being done in our relationship, among our children.

147

00:27:42.860 --> 00:27:55.139

Denley McIntosh: what have you. So I think that's a very important conversation. So I'll leave an... I'll put an acronym. I'll call it CARE. CARE C means collect your thoughts. The thoughts that go through our mind. Don't be afraid of them.

148

00:27:55.150 --> 00:28:08.660

Denley McIntosh: The thoughts are there for a reason. So I know sometimes people have maybe dark thoughts, and they want to engage that. Those are the ones you really need to pay attention to. Collect those thoughts. What's going on? A is really the... sort of the assess.

149

00:28:08.790 --> 00:28:26.120

Denley McIntosh: Assess your body. People talked about emotions. Sometimes at a subconscious level, we feel things before it hits the conscious level. So, what is going on in your body? For me, if it's anger, sometimes I feel it in my chest, right? And you want to assess your body with your thoughts, and then R would mean reflect.

150

00:28:26.210 --> 00:28:37.109

Denley McIntosh: You want to reflect on the data that's coming through your body, the data that's coming through your thought, and see where it fits in your story, or that metanarrative. And E is engage.

151

00:28:37.210 --> 00:28:54.129

Denley McIntosh: what are the things you want to put into practice based on your thoughts, your emotions coming together? So, if you have that care, I think, whether it be at home, whether it be at work, I think that goes a long way in terms of at least managing some of the issues of burnout, I would suggest.

152

00:28:54.600 --> 00:28:55.710

Denley McIntosh: That's a cure.

153

00:28:56.100 --> 00:29:08.329

Joel Smith: Yeah, fantastic, I love that, and I love that piece around framing it in that storytelling way, that, you know, storytelling's obviously a very essential human form, so it's, it's really good to think of it in those

154

00:29:08.330 --> 00:29:32.429

Joel Smith: In those terms. So we've already started sort of touching upon some sort of positive habits, so the next couple of questions are going to lean more into those more positive habits to bring to the workplace. So, Sarah, I'll come back to you. You emphasize evidence-based habits in your work. What are a few low-effort routines that can make a noticeable difference to

155

00:29:32.430 --> 00:29:34.169

Joel Smith: Energy and well-being.

156

00:29:36.180 --> 00:29:52.309

Sarah Gashier: Of course, so there are a few simple habits that I... I've seen make a real difference. And I have a list about, I think about 6 or 7 things that people can do at work that don't really require, taking a break.

157

00:29:52.580 --> 00:30:09.730

Sarah Gashier: And the first of these is actually, having, like, email boundaries. So, setting times of the day, which can be quite hard in this day and age where we've got so many notifications, to set, that you check your emails at the start and the end of the day.

158

00:30:09.850 --> 00:30:26.010

Sarah Gashier: And this helps with productivity, but also in terms of well-being as well. So, without feeling the need to respond to every email immediately, and this as well takes that pressure away, and takes the interruptions, away as well.

159

00:30:26.220 --> 00:30:39.439

Sarah Gashier: And the second one is, so, making use of that focus time as well, so that undisturbed blocks, and it's come up already this afternoon, but having that, undisturbed blocks of time with no distractions.

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00:30:39.440 --> 00:30:46.609

Sarah Gashier: It's called Focus Time on Microsoft Teams, but just basically putting on Do Not Disturb, and then really doing your deep work.

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00:30:46.730 --> 00:30:52.129

Sarah Gashier: And, Tara's really echoed what I've made in my notes as well about,

162

00:30:52.450 --> 00:31:06.020

Sarah Gashier: just putting that on, and actually doing it in a time that suits you. So, for example, for me, I have more energy in the morning, so I like to do my deep work in the morning. And that brings me on to my next point about autonomy, but giving people,

163

00:31:06.220 --> 00:31:22.740

Sarah Gashier: which I'll talk about in more detail in a bit, but giving people autonomy to actually decide when to do their deep work when they have most energy, and that actually helps them to be more productive. So choose the best time of the day to schedule your tasks, in the working day.

164

00:31:23.060 --> 00:31:30.719

Sarah Gashier: And then, the next one is don't wear busyness like a badge of honor. So, productivity.

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00:31:31.020 --> 00:31:45.560

Sarah Gashier: does not, busyness does not equal productivity, so actually pause, take steps, away from the screen, just get up, and actually, if you go for a walk around for 10 minutes, you'll come back and you'll be more creative, you would have thought of more ideas.

166

00:31:47.370 --> 00:32:01.400

Sarah Gashier: And my next one is around meetings. So that back-to-back meetings is so common in public sector. It's so common everywhere, actually. You'll be in a pointless meeting, and then someone else in the meeting will just be sat there checking their emails.

167

00:32:01.400 --> 00:32:14.940

Sarah Gashier: So I've come up with a couple of things for, meeting etiquette. It's called Make Meetings Mindful. So the first thing is, before you go into a meeting, so it's not a pointless meeting, make sure you've clarified it with an agenda.

168

00:32:15.390 --> 00:32:25.280

Sarah Gashier: And the second thing is, avoid distractions when you're in a meeting. So, no checking emails, no doing your work in a meeting. Believe me, I've seen people do that.

169

00:32:25.280 --> 00:32:36.789

Sarah Gashier: And then use active listening as well, so really listening to what the other person is saying, and make sure you're getting that, back, that it's reciprocal, and no one's sort of on their laptop and not focusing.

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00:32:37.040 --> 00:32:44.919

Sarah Gashier: And yeah, as I said, clarify the agenda. And the last point, so last but not least, if you are a leader or if you're a manager.

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00:32:44.920 --> 00:33:01.639

Sarah Gashier: Make sure that you're modelling this behaviour. So all of these points that I've mentioned, make sure you're blocking time in a diary for focus time, make sure you're getting up and taking breaks, because we know from the research that if you model this, people in your team and other employees will then

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00:33:01.640 --> 00:33:05.329

Sarah Gashier: Feel like they have permission to do the same as well.

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00:33:06.510 --> 00:33:07.729

Joel Smith: Brilliant. Thank you so much.

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00:33:07.730 --> 00:33:18.599

Sarah Gashier: creates a culture. Sorry, I was just going to say the last thing. That cultivates a culture of well-being if it comes from the top, and leaders are sort of signaling that this is the right thing to be doing.

175

00:33:18.870 --> 00:33:20.790

Joel Smith: Yeah, 100%.

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00:33:21.020 --> 00:33:40.670

Joel Smith: Thank you, Sarah. And actually, going off, going off kind of what you said about leadership and that sort of shift, Tara, I'm going to come to you next. You coach leaders through burnout and boundaries. What's a boundary you think more professionals need, but often avoid setting?

177

00:33:42.100 --> 00:33:43.600

Tara Kermiet: It's great that you...

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00:33:43.900 --> 00:33:54.120

Tara Kermiet: jumped to me, because I see, I think Rebecca has a question that's very similar to this in the Q&A, but, one thing that I think...

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00:33:54.600 --> 00:33:56.570

Joel Smith: We all could do...

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00:33:56.780 --> 00:33:58.740

Tara Kermiet: more of, is...

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00:33:59.340 --> 00:34:11.189

Tara Kermiet: distinguishing and setting a boundary between accessibility versus availability, and knowing what that difference is, because a lot of us are seeing availability

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00:34:11.610 --> 00:34:15.340

Tara Kermiet: As a good thing, it's encouraged,

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00:34:15.659 --> 00:34:22.040

Tara Kermiet: you know, it's often expected, especially in the public sector, and availability...

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00:34:22.590 --> 00:34:33.439

Tara Kermiet: By definition, is really just being constantly reachable, and that's often at the expense of your own focus, your well-being, your quality work as well.

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00:34:33.650 --> 00:34:51.829

Tara Kermiet: Accessibility is a little bit different. It's more strategic. So, accessibility is still being approachable, so that's where it kind of takes away that, not, you know, people-pleasing kind of piece, not wanting to seem too distant. You're still approachable, and you're responsive, but within those reasonable boundaries.

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00:34:52.010 --> 00:34:56.500

Tara Kermiet: And I think the important shift here is recognizing that

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00:34:56.639 --> 00:35:05.379

Tara Kermiet: You owe people access to your attention and your expertise, but you don't owe them access to unlimited

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00:35:05.650 --> 00:35:13.260

Tara Kermiet: access to your time and energy. And so, shifting that concept, recognizing that being accessible

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00:35:13.410 --> 00:35:16.309

Tara Kermiet: Means people know how and when to reach you.

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00:35:16.510 --> 00:35:28.919

Tara Kermiet: And that when they do reach you, you'll be fully present, and you'll be able to engage in that conversation. Whereas if you're available all the time with the constant pings, the constant demands.

191

00:35:29.630 --> 00:35:41.739

Tara Kermiet: There's no humanly possible way that you can give your all with all of that going on in the background. And so, the boundary here is really giving them structure around what they can expect from you. So maybe that's...

192

00:35:41.750 --> 00:35:58.360

Tara Kermiet: saying, I don't answer messages after a certain time period, but I'll respond in the morning. So you're setting the boundary, but giving them an expectation of when they can hear from you. I used to work in higher education, in colleges and universities.

193

00:35:58.550 --> 00:36:17.609

Tara Kermiet: And the students were calling me with constant questions, so my boundary with them was, like, if it's a true emergency, like, someone's arms falling off or something to that effect, then definitely call and or leave a voicemail. But if it is not a true emergency, then...

194

00:36:17.970 --> 00:36:29.139

Tara Kermiet: send me an email, or send me a text, because then I can choose how and when to respond. Or you can even say, you know, Sarah said she has her focus time. I review updates.

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00:36:29.480 --> 00:36:33.179

Tara Kermiet: during my focus time, and then I will respond

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00:36:33.580 --> 00:36:50.429

Tara Kermiet: After lunch, or after that time, just to give some parameters. Because what you're doing is, when you're always there and always available, you're... you're basically teaching others that they don't have to think for themselves, and that they can just come to you on a whim, which creates dependence.

197

00:36:50.430 --> 00:36:56.250

Tara Kermiet: And that just buries you under tasks and responsibilities. So I think...

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00:36:56.440 --> 00:37:09.920

Tara Kermiet: Figuring out a way that you can be accessible without constantly being available is a very important boundary, and learning how to set those communication windows, learning how to use office hours for those times.

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00:37:10.060 --> 00:37:20.400

Tara Kermiet: when you are open for interruptions that are not during your focus time. Sarah mentioned this, but modeling recovery in public is very important.

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00:37:20.400 --> 00:37:30.260

Tara Kermiet: And all of this, the more you practice this, the more you also can normalize delayed responses. We are in an instant gratification society.

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00:37:30.260 --> 00:37:41.189

Tara Kermiet: And the more we can normalize delayed responses, most responses do not need you to respond within 24 hours. Obviously, the ones that do.

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00:37:41.190 --> 00:37:46.730

Tara Kermiet: triage those, right? But in the grand scheme of things, the amount of messages that we're getting.

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00:37:46.760 --> 00:37:50.789

Tara Kermiet: Many of them don't need that 24-hour response, so you can kind of...

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00:37:50.860 --> 00:37:53.109

Tara Kermiet: Give a little buffer there as well.

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00:37:53.400 --> 00:38:16.269

Joel Smith: Yeah, brilliant. Yeah, and as Sarah mentioned, if you set those boundaries at that top leadership level, that culture trickles down, and you're setting a good example for the rest of the team. Denley, I'm just going to come to you next. So you've helped foster communities rooted in care and empathy. What role can peer support play in keeping people energised at work?

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00:38:17.860 --> 00:38:19.580

Denley McIntosh: Yeah, peer support.

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00:38:19.910 --> 00:38:32.559

Denley McIntosh: It's interesting, because I think the, you know, the peer support model has been adopted from, like, organizations like, AA Alcoholics Anonymous, this idea of

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00:38:32.680 --> 00:38:37.060

Denley McIntosh: That the collective is part of the healing process.

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00:38:37.180 --> 00:38:39.630

Denley McIntosh: I think one of the challenges in times of

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00:38:39.850 --> 00:38:51.930

Denley McIntosh: some of our therapeutic, maybe, advice to some of our... just in the culture, that we leave out the community. Community, community, because the community makes a part of the story.

211

00:38:52.360 --> 00:39:06.769

Denley McIntosh: If your story has no community, chances are you will feel ill for the lack of being not connected and not feeling a sense of belonging, and burnout will be more prevalent. Sometimes burnout is maybe a symptom that we lack community to throw our...

212

00:39:07.140 --> 00:39:21.860

Denley McIntosh: our weight on, our shoulders over one another. And so, when I came up with Connect Ontario or Connect Community, it was... part of the reason was to kind of... we, we share our joys and divide our burdens, as someone told me.

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00:39:21.860 --> 00:39:27.919

Denley McIntosh: And we wanted to divide the burdens among each other in such a way that we would find

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00:39:27.920 --> 00:39:38.209

Denley McIntosh: healing. The Community Connect Ontario is focused on... I like to say we stand at the intersection of life and work, and... and we invite people from public sectors across Canada

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00:39:38.210 --> 00:39:57.589

Denley McIntosh: to join us, that how can we be better public servants, while at the same time, not at the expense of the person behind the public, servant? And by... and I mean, in the UK, you call a civil servant, so they're one and the same to us. And so, having a community that focused on building our

216

00:39:57.860 --> 00:40:14.740

Denley McIntosh: our prowess, our capacity, our ability to empathize and understand. I discovered, not just by me surmising, people would say, hey, this group has words that saved my life, or we've been healed.

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00:40:15.060 --> 00:40:19.769

Denley McIntosh: So I don't under... I don't dismiss that, and most of the time, they say it's rooted in the community.

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00:40:19.930 --> 00:40:21.260

Denley McIntosh: So I...

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00:40:21.720 --> 00:40:31.939

Denley McIntosh: peer support is important from that standpoint, but the piece that I find that we're lacking today in our culture, we don't maybe know how to be vulnerable.

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00:40:32.230 --> 00:40:43.559

Denley McIntosh: I don't think we know how to be friends sometimes, because the idea of friendship has been lost in our sort of isolationism within the digital space. So we need to kind of almost remember what it means to be friends.

221

00:40:43.650 --> 00:40:57.439

Denley McIntosh: We also need to remember what it means to share our burdens and be vulnerable with one another. We also need to remember that... that me getting to the mountain by myself is not a victory. How do we get to the mountaintop together?

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00:40:57.450 --> 00:41:11.520

Denley McIntosh: So those are things that kind of goes through my mind when we talk about peer support. It's not easy. Again, we're not therapists in terms of Connect Ontario to diagnose each other, so I try to say this is our boundaries.

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00:41:12.210 --> 00:41:18.850

Denley McIntosh: However, I understand that the power of talking it out, and again, telling the story.

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00:41:18.890 --> 00:41:36.580

Denley McIntosh: Because the empathy and the sympathy, and sympathy, I don't mean pity, sympathy meaning that I feel with you, and empathy means I enter into your story. I feel your story, I'm in your story, and we're gonna be able to walk on this journey together. And that, I would say, helps a fair...

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00:41:37.000 --> 00:41:45.199

Denley McIntosh: bit, or even a lot, in terms of dialing down this idea that I feel burnt out, because there's meaning now with what you're doing.

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00:41:46.030 --> 00:42:05.489

Joel Smith: Yeah, yeah, absolutely. Yeah, you were getting a lot of, a lot of emoji love reactions, for that, so, so thank you. I think, yeah, really, really great takeaways from, from all of you around, kind of, as Denley just mentioned, around community and, kind of bringing that back.

227

00:42:05.490 --> 00:42:07.600

Joel Smith: Yeah, I think,

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00:42:07.670 --> 00:42:24.870

Joel Smith: just really vital boundary setting, as Tara mentioned, and kind of doing that at the top level, letting that culture trickle down. And then Sarah talked about, kind of, building those habits

in your... in yourself and your own workday as well, and those... doing those three things can really kind of help

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00:42:24.870 --> 00:42:49.730

Joel Smith: that energy piece. So, we're very pushed for time. We do have a few more questions prepped, but I think I want to leave some time for Q&A. I can see that the audience were really submitting lots of questions, so, we'll move through to that shortly. Just a reminder to any of the audience watching, if you don't know, please do just submit your questions via the Q&A feature in Zoom. It should be at the bottom of your Zoom screen, just to make sure that your question does get seen.

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00:42:50.030 --> 00:43:13.509

Joel Smith: While you're submitting those final questions, I just want to give another reminder about our life in government community. Denley just mentioned the importance of, kind of, communities and spaces in the public service for sharing, and that is another example of one of those, so please do get involved. My colleague will post the link in the chat, again, in case you haven't seen it, and we will continue this conversation

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00:43:13.510 --> 00:43:16.839

Joel Smith: In that, in that community after this event.

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00:43:16.870 --> 00:43:30.150

Joel Smith: But, without further ado, we're going to jump straight into the Q&A. So, I have a question here from Anne, who, asks, and I'll direct this question, to Sarah.

233

00:43:30.200 --> 00:43:36.920

Joel Smith: Should self-care start before symptoms of low energy, or should it be preventative?

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00:43:39.010 --> 00:43:41.859

Sarah Gashier: Good question. I think...

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00:43:42.400 --> 00:43:43.900

Joel Smith: I would say...

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00:43:43.920 --> 00:43:54.769

Sarah Gashier: before, actually, because you can do things for self-care. If you look at the framework that I showed earlier, it can be things that you can do outside of work, or it can be

237

00:43:55.590 --> 00:44:10.810

Sarah Gashier: during work as well. So, I think it shouldn't be left till, afterwards. It can, of course, be after you experience a symptom, but there's no reason why you can't even do it during work. So, for example,

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00:44:10.940 --> 00:44:30.889

Sarah Gashier: And awareness would be, you know, I'm experiencing that I've got a migraine, so I'm going to take control and I'm going to work from home tomorrow. And that reliance, the self-reliance, is I'm going to take the autonomy and explain to my team or my manager that I need to work from home tomorrow. So, it can be done before things even get

239

00:44:31.150 --> 00:44:34.229

Sarah Gashier: Very bad, but yeah, so you don't have to...

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00:44:34.420 --> 00:44:38.479

Sarah Gashier: I don't think you have to wait for things to get bad to put some self-care in.

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00:44:39.430 --> 00:44:55.779

Joel Smith: But yeah, I guess, as you said, then when you reach that moment, that's when you're really kind of, you really need to start setting those... those routines for yourself. Thank you. Denny, I'm going to come to you with the next question, which we've got in from David. You mentioned about the kind of digital.

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00:44:55.780 --> 00:45:08.380

Joel Smith: isolation and, that kind of disconnectedness. So David's basically just asked, any tips for home-based or hybrid workers, I guess to kind of fill that connection and...

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00:45:08.520 --> 00:45:09.370

Joel Smith: Yeah.

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00:45:09.370 --> 00:45:10.380

Denley McIntosh: Yeah, I...

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00:45:10.510 --> 00:45:20.249

Denley McIntosh: Yeah, so, I mean, our Connect Ontario community, for example, when we were going through that time in the pandemic, it was a wellspring of

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00:45:20.370 --> 00:45:35.640

Denley McIntosh: a breath of fresh air for people to be able to connect, digitally with one another and still build a level of healthy community. I do think you can still build it. I think that you have to be more intentional.

247

00:45:35.880 --> 00:45:43.430

Denley McIntosh: To... to engage with people who are, likewise being able to be open and... And be willing to connect.

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00:45:43.830 --> 00:45:48.250

Denley McIntosh: And then complemented With opportunities to...

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00:45:48.370 --> 00:46:00.629

Denley McIntosh: have meetups, whether it be more on a geographical basis, or if you are... if someone says, hey, we... we practice, we have a leadership, I call it a leadership and community building.

250

00:46:00.630 --> 00:46:03.660

Denley McIntosh: Conference that we've just kind of put on the last few years.

251

00:46:03.660 --> 00:46:25.550

Denley McIntosh: Because we had... we were sold dispersed, and it created an opportunity for me to say, hey, here's one day we can get out and touch grass, touch nature, you know, and bring people together, where we wouldn't otherwise see during the week or the months. So I think you have to be intentional in terms of having the sort of the in-person experience, be very intentional in terms of the online experience.

252

00:46:25.550 --> 00:46:33.610

Denley McIntosh: Whether you're curating questions, facilitating these conversations, and being willing to be open. So it is possible, for those, but you have to be...

253

00:46:33.610 --> 00:46:45.900

Denley McIntosh: you may have to be the person to start it, because maybe it's not... people aren't familiar with that. I... hopefully that answers David's question, but I see one from Joe, and I... and I really want to touch on that.

254

00:46:45.900 --> 00:46:49.540

Denley McIntosh: Because she pivoted terms of the home and the burnout.

255

00:46:49.580 --> 00:46:57.789

Denley McIntosh: I will confess, this has been a one that we have evolved as, at least my wife and I, my partner and I,

256

00:46:58.080 --> 00:47:13.450

Denley McIntosh: in the reality of having 3 children, and recognizing that, the gender discrepancy is a real thing, right? Sometimes, you know, mothers, they, they, they're engaged, and they're helping each other while dads are kind of, like.

257

00:47:13.620 --> 00:47:18.700

Denley McIntosh: hey, you know, clap on and, you know, let me know when I can come in, right?

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00:47:18.900 --> 00:47:20.440

Denley McIntosh: And, and sometimes.

259

00:47:21.590 --> 00:47:37.200

Denley McIntosh: they won't let you know. I'm talking to some of the men who have... who are partners in the relationship, to... you're gonna have to put up your hand and say, where can I come in? Or just jump in. Because sometimes there are so... there are people's personalities who are just doers, and they sometimes are not self-aware that they're doing so much.

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00:47:37.450 --> 00:47:41.109

Denley McIntosh: And they burn them... they burn out because...

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00:47:41.140 --> 00:47:45.280

Denley McIntosh: They think they're the only one that's doing it, and you don't care.

262

00:47:45.280 --> 00:48:04.319

Denley McIntosh: And so I really encourage, to have those hard conversations with each other, say, sit down, it's a time where you can talk about it. Again, remember I told you about telling stories? Sitting down, telling the story, this is how I feel, this is what I feel that's going on, what are your thoughts? How do we move forward together, as a couple, as a family, have conversations with your children.

263

00:48:04.320 --> 00:48:06.280

Denley McIntosh: If they're at that age.

264

00:48:06.280 --> 00:48:23.620

Denley McIntosh: let them know, hey, mom's not feeling great, dad's not feeling great, let's talk about this. Where can you help with the chores around the house? Especially, I find in this digital moment, I find a lot of the... our young people are disconnected, even doing... being motivated, so you really have to be intentional and have those conversations.

265

00:48:24.300 --> 00:48:27.350

Joel Smith: Yeah, yeah, absolutely, thank you.

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00:48:27.420 --> 00:48:33.350

Joel Smith: Tara, I'm going to come to you next. We have a question in from Andrea.

267

00:48:33.350 --> 00:48:43.540

Joel Smith: who has asked, and it kind of touches upon the boundary setting that you discussed. Andrea said, I have a lot of meetings that are booked with me that I don't set.

268

00:48:43.540 --> 00:49:01.860

Joel Smith: Is there a polite way to ask for an agenda, to say that a meeting is not needed, or any other tips for meetings that don't actually need to be meetings? I'm sure we can all relate to this. I get super drained from meetings, Andrea said, so do you have any tips on how to kind of handle those incoming meetings?

269

00:49:02.570 --> 00:49:18.760

Tara Kermiet: Yes, what I... what I typically recommend, from an individual level is, as you get meeting invites, you can ask, as far as preparation, what's my role here? Am I...

270

00:49:19.070 --> 00:49:21.720

Tara Kermiet: Attending as just...

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00:49:22.730 --> 00:49:36.779

Tara Kermiet: someone who's observing and gathering information, am I expected to contribute? Am I expected to lead? Because I think that's also important, is to understand, in addition to requesting an agenda.

272

00:49:36.900 --> 00:49:47.880

Tara Kermiet: what is the expectation for the energy output that you're expected to give? Some meetings, if you're... if you're just there to attend, that kind of gives you a little...

273

00:49:48.220 --> 00:49:51.010

Tara Kermiet: Bit of a slide to be able to...

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00:49:51.340 --> 00:50:03.409

Tara Kermiet: not invest as much energy. I'm not saying don't pay attention, but not invest as much energy. In addition to asking for an agenda as, you know, in addition to the role that you're playing.

275

00:50:03.920 --> 00:50:23.849

Tara Kermiet: don't just ask for an agenda, but ask for specific talking points. Like, what are the three or... three to five main talking points for this meeting? And you can come at it from a lens of, I'm coming to be prepared, I want to know how I can contribute, you know, whether

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00:50:24.270 --> 00:50:34.179

Tara Kermiet: I am actually needed in this meeting or not, because if they have 3 to 5 talking points that you don't have agency over, that may...

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00:50:35.120 --> 00:50:51.069

Tara Kermiet: that may give you an out. You can say, I'm not the right person for this. And so that gives you kind of that invitation to be able to shift that, or I don't have the information right now, we may need some more time, can I follow up via email? So that also forces them

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00:50:51.190 --> 00:50:52.400

Tara Kermiet: to...

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00:50:52.750 --> 00:51:07.029

Tara Kermiet: condense the agenda, so it's not just a, here's the agenda, or here's a meeting for the sake of a meeting, but do we have purpose behind it? I once worked for a company that

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00:51:07.290 --> 00:51:12.579

Tara Kermiet: Made it a practice, because this was becoming a trend where we were getting a lot of meetings at

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00:51:12.930 --> 00:51:24.189

Tara Kermiet: Meetings about meetings, meetings to plan meetings, meetings to debrief meetings, meetings upon meetings, that if there was no agenda, and if there was no clear role

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00:51:24.470 --> 00:51:39.000

Tara Kermiet: specified for each individual that was invited to that meeting, you have permission to decline the meeting. My husband actually works in public service, and he has implemented that within his organization and his leadership

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00:51:39.170 --> 00:51:54.739

Tara Kermiet: And that has really helped, at least for internal meetings, that has helped them control some of those internal meetings, because it also requires the individual to think ahead of time when they're sending out the invite, who really needs to be here, who has a specific role.

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00:51:54.770 --> 00:52:02.080

Tara Kermiet: The last thing that I would say is that if after you attend a meeting, you realize that could have been an email.

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00:52:02.180 --> 00:52:18.719

Tara Kermiet: That is an opportunity to provide some constructive feedback on that for future reference. So you may not have been able to fix the situation currently, but it gives you an opportunity to provide feedback to that individual, or that department or unit

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00:52:18.960 --> 00:52:37.480

Tara Kermiet: in the future, so that hopefully you're steering that direction. This is all about conversation. Boundaries are not easy, but it's also really important to have that open and

honest conversation, and you're not coming at it from a lens of, I don't want to attend these meetings, even though maybe you don't want to attend the meetings. But it's more...

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00:52:37.610 --> 00:52:53.140

Tara Kermiet: you have limited amount of time, you have finite time, and you need to know how to strategically place your energy, and how to utilize the talents that you have in that small amount of time. So those would be kind of my initial recommendations for that.

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00:52:53.770 --> 00:52:55.920

Joel Smith: Brilliant, thank you for sharing those.

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00:52:56.060 --> 00:53:03.380

Joel Smith: Sarah, I think final question, I'm gonna, I'm gonna come to you. This question was,

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00:53:03.380 --> 00:53:19.540

Joel Smith: submitted anonymously, and they said, I was really intrigued by the toxic trio. How do you address a lack of support, or lack of autonomy, or clear priorities when you aren't really in charge? So if you're a more junior member of the team.

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00:53:19.540 --> 00:53:26.709

Joel Smith: how do you kind of address some of these issues? Quite a big question to end on, I'm afraid, but yeah, what are your thoughts?

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00:53:27.560 --> 00:53:40.800

Sarah Gashier: Yeah, so I was just putting in the chat about the autonomy, because I thought that was something really important for us to sort of touch on, because often you can, in public service, be unfortunately micromanaged, and it's hard

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00:53:40.800 --> 00:53:50.260

Sarah Gashier: to sort of manage that, so I was just sort of throwing a little, nuggets in the chat, but yeah, I'll sort of talk about that quickly for a second. So I think...

294

00:53:50.440 --> 00:54:09.060

Sarah Gashier: First of all, and I put a really good paper in the chat about autonomy in a VUCA world, like, where there's constant change. And actually, it's understanding that autonomy is not

the same as giving away your control as a manager, so just being clear to them that actually you want to achieve the business goals, but with

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00:54:09.140 --> 00:54:21.020

Sarah Gashier: purpose and meaning, and having that autonomy gives you more, like, motivation. So people feel, like, if they... if they're given a bit of flexibility in the way they do things.

296

00:54:21.020 --> 00:54:32.560

Sarah Gashier: Whether that's just telling them they can start at a certain time, or do a certain task in a certain way. And actually, another really good example to think of this is that if you are a subject matter expert.

297

00:54:32.570 --> 00:54:48.500

Sarah Gashier: you actually know how to do your job best than your manager or anyone else. So if we tell people, look, I trust you will do a good job, they're more likely to go away and spend a lot of time on doing that. So I think that is the way to sort of go about it, and

298

00:54:48.500 --> 00:54:58.489

Sarah Gashier: actually knowing that in public service, we need to be... I put it in the chat, we need to be more innovative, we need more innovation, and people can't think creatively if they...

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00:54:58.660 --> 00:55:08.510

Sarah Gashier: don't have that space to do things their own way, and to try things out, and do a bit of job crafting, and try different things. So, I think that's...

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00:55:08.660 --> 00:55:16.800

Sarah Gashier: Why it's really important, and if we want to adapt to change under constant pressure, we need to be given that time or freedom to

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00:55:16.920 --> 00:55:35.360

Sarah Gashier: to have that autonomy, basically. And, as well with leadership boundaries, probably just to echo what, Tara said, is that just to say, look, I'm not refusing, but I'm just taking responsibility, and it's about setting expectations. So to say, if you want me to do this well.

302

00:55:35.380 --> 00:55:49.670

Sarah Gashier: then this is how I'm gonna have to be able to do it, and setting that clear boundary with leadership, because I think rather than better... go back to that people-pleasing, rather than saying, I'm going to do 100 things, to say, look, clearly I can do ABC,

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00:55:49.740 --> 00:56:03.840

Sarah Gashier: And then that builds that trust as well with your people leader, this is what I can get done. And I think one thing I just wanted to add, because I don't think we got to speak about it, but a lot of the work I do is,

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00:56:03.840 --> 00:56:19.569

Sarah Gashier: with government and organizations about top-down and culture, so about the point of well-being, the shared responsibility, because so often I hear from managers, if something has gone wrong, have you spoken to EAP, or shall we do a resilience workshop?

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00:56:19.570 --> 00:56:26.680

Sarah Gashier: And actually remembering that there is so much of work that the individual cannot control in terms of the environment.

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00:56:26.750 --> 00:56:37.900

Sarah Gashier: So, when we think of well-being as a shared responsibility, that actually leaders put the, you know, the job demands and the pressure control for how much people can work.

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00:56:38.050 --> 00:56:55.310

Sarah Gashier: and setting resources and adjustments. So although we all have a responsibility to care and support for each other at work, actually managers and leaders have more of a accountability and responsibility for how they sort of organize those demands and design the jobs.

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00:56:55.770 --> 00:56:56.560

Joel Smith: Yeah.

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00:56:56.560 --> 00:56:58.080

Sarah Gashier: I hope that's answered that.

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00:56:58.080 --> 00:57:13.339

Joel Smith: That has, absolutely. Thank you so much. Okay, well, we've had some absolutely incredible wisdom today from each of our speakers, so I'd just like to ask everyone to join me in giving Tara, Sarah, and Denley a virtual round of applause.

311

00:57:13.340 --> 00:57:38.240

Joel Smith: And, well, I can see them flying up now, that's lovely to see. And, most importantly, thank you to you at home, the attendees, investing in learning and being so engaged in this topic. The team is going to put up a quick poll just to see how you felt about today's event, so please do give us a rating on 1 to 10. And before you go, and while you're responding to that, I just wanted to share

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00:57:38.240 --> 00:58:03.019

Joel Smith: a few more events that you can register to join us at again soon. If you're not available to join live, remember that you can always register for the event, and we will send you the recording so you can watch it whenever suits you. So, upcoming, we have a masterclass on problem-solving techniques coming this Thursday on methods to identify and solve complex problems. We have how to communicate apolitically in a political

313

00:58:03.020 --> 00:58:18.809

Joel Smith: world, taking place next week with three great speakers from the National Audit Office, the UK Atomic Energy Authority, and the Climate Change Committee. And then next month, we'll be exploring how to think strategically on a full schedule. Okay.

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00:58:18.810 --> 00:58:41.530

Joel Smith: That is really all we have time for. The hour is ticking by, so thank you again to our brilliant speakers. We hope that you all found it very helpful, I know I sure did, and we want to say a huge, huge thank you to everyone who has made today happen. Keep an eye out for the email coming your way with today's recording and resources.

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00:58:41.530 --> 00:58:47.450

Joel Smith: And we hope to see you at another apolitical event very soon. Have a great day, everybody.

316

00:58:47.640 --> 00:58:48.560

Joel Smith: Goodbye!