

people at that space. So then we can get to the part where we're really increasing happiness. So that's been my journey over the last 10 years in this space.

Jen Fisher: Yeah, and at least for me and I know that there are others that have researched it, but in reading your work and then following you is really where I kind of first came across some of the research and dialogue around workplace well-being kind of being about more than just an individual problem or being solved by more than just providing perks or more days off or mental health days and somebody who's been burnt out in the workplace it really resonated with me. So I want to thank you for that. But I also want to level set because I feel like burnout is a word that is being used to cover a whole lot of things right now. And so can you give us your definition of burnout, what it is? And then I think importantly like what it's not because I do really feel like we're using the word burnout as a kind of peanut butter term.

Jennifer Moss: I love that explanation and it's accurate. Not enough people were talking about it before, now everyone is talking about it. So I'm hoping that pendulum swing helps us to get somewhere in the middle, but for everyone that's listening, we have to start understanding that burnout is consequential. It's really important. It is something that has catastrophic impacts, and it wasn't until 2019 were the World Health Organization actually identified burnout as occupational stress. It's unmanageable stress at work, institutional stress left unmanaged. And that occupational phenomenon definition was so important because there's been this sort of nebulous way of thinking about burnout for a long time. So people felt like it meant that they just weren't working hard enough, or they didn't care enough about their company, or they weren't inspired enough. They weren't an engaged employee. And maybe sometimes we thought of it as just like FOMO. We're too busy and we're doing too many things in our personal lives and that's making us burnt out, but that's not the case. It is very specifically a workplace issue where the causes, they're six of them and they are really at the root of where we're feeling our burnout, and that's important too, is understanding that there's certain things that we can be managing when it comes to our burnout but there's a lot of things we can't. And so that definition in its inclusion in the International Classification of Diseases helped us in this research place say, ok, we play a role yes, there's certain personalities at risk of burnout for sure. But then there's also organizations that need to play a role. And when we look at it more of an ecosystem approach to burnout, then we're not making it seem like it's just you're not putting in enough hard work, or you can solve it if you just do more yoga and take more baths and eat better and sleep better. That is why that distinction is very important and I think that gives us a better way to approach it. What is burnout versus what isn't burnout.

Jen Fisher: So in your book, you lay out the six causes of burnout. Can you walk us through those?

Jennifer Moss: Absolutely. I mean first it's workload that is the leading cause. It was the leading cause pre-pandemic. Actually, in tandem with the Who announcement, the ILO had published a report that said that 750,000 people are dying annually from overwork alone every single year. So, it has this major impact, we've all been feeling that we're working 30% more to hit those same pre COVID goals. We are working many more hours per day, so that's been a big outcome of the pandemic. We also see that in lack of agencies. So just not having a choice and how we work, where we work, a lot of people are feeling pressured to be in person and they're reacting to that because we've had this experience of flexibility, but there's also a lot of people that are being forced to work remote, and they don't want that either. So that lack of agency, obviously in micromanagement causes our predicts burnout. We see that in lack of community, so where we're feeling we're disconnected from people. The loneliness factor has

been playing a real role in our predicted burnout. We also see that in lack of fairness. We saw women disproportionately impacted in the last couple of years, working 15 to 20 more hours of unpaid labor. Women of color were the most disproportionately impacted. We are seeing certain sectors where women are predominantly in those roles being exited from the workforce. So that's a big factor. Lack of value or recognition or sense of lack of compensation is a big part of it. So compensation is sort of a table stakes stuff. It's like we should just get that right. No one should feel like they're not being paid appropriately, but we do see that tied to lack of fairness where it's not equal pay for equal work, but also in the lack of rewards aspect of it. People feeling like they're not being congratulated for their work, or valued for their work and sometimes when we're working really hard we stop saying thank you to our peers. We stop making them feel like their work is valuable that predicts burnout and really the final one is just that sense of feeling like that disconnection from work. And we really get that when we're not feeling connected to our jobs. That sense of not having sort of that emotional connection to our work. And that also plays a huge role in our decrease sense of efficacy and that's another one that's really contributing to our sense of burnout right now.

Jen Fisher: And that one I would assume is I guess there's a lot of talk about kind of purpose and meaning in our work.

Jennifer Moss: Absolutely, that purpose and meaning. So when we have that mismatch sort of sense of values and skills, what happens is we're feeling like we're this definitely happens when we're overworked, when there's so much workload. We don't have time to feel inspired, but when we're not sort of connected to the values anymore, we get that feeling like what is the reason why we're here? We start to use language like it's never gonna change or I'm not good at my job or I thought this is what I wanted to do in my career and now I question it and this is why you see again that exodus in healthcare, for example, because patient care is so important to these people in these roles, but when they're working these unsustainable hours, they've stopped seeing that mission piece. That they're caring for people because they can't even take care of themselves at this point, that's not sustainable.

Jen Fisher: What is it about the pandemic that changed the conversation around burnout because to your point this existed long before the pandemic did.

Jennifer Moss: There are myriad reasons why this happened, but I would say a big part of the sort of explosion of these issues inside the pandemic was that they were already boiling, but we weren't really addressing them because we relied on employee loyalty. We expected that we could sort of push to a point, but it wasn't that we were engaged, some organizations are, but many weren't in this human centered leadership where it was like, ok how do we start planning for a potential crisis by doing all these things that were then expected inside the crisis. So those companies that I've worked with earlier that have really high trust and high empathy, they tended to do really well throughout the pandemic. They had high trust scores and employee experience scores. And that was because a lot of this mentality around upstream interventions and upstream policies that were more burnout prevention focused were already at play. But what the pandemic did was this rapid evolution and we literally went from, like and I say that this is not the future of work. We went from, like in a week or two weeks to the to the metaverse of work. That's just wouldn't have slowly evolved to the point we are right now if we had just kind of chugged along as it was. It created a new paradigm and so if you were not prepared for it, it's just like everything happened all at once. And also just we were contending with a lot of adoption in general of things in our personal lives, remote learning exploded. The increase in teletherapy and

telemedicine just went from 0 to 100. We had a lot of shift in our lives personally, so our brains are already pretty rattled. We're dealing with a global pandemic, which is a major macro-stressor that was not a cube, it's gone on for years. And then we also are juggling massive distractions. We're learning new technology all at once since our learning curve is really high, our efficacy is low. And then we also have this massive amount of work that we have to contend with, which really was a factor of that work stoppage for two months. Everyone thought this is just going to kind of go away and we sort of have this this moment where we just stopped working almost for 6 to 8 weeks and we thought ok, we'll get just get back. So let's kind of figure out what we're going to do with all this "time" on our hands. And then it just completely backfired. So all these inputs has created the recipe for what we're seeing now, which is full burnout, at the point where people are not just experiencing symptoms of burnout, but they are hitting the wall and that's why we see the great resignation happening.

Jen Fisher: And do you think that companies and organizational leaders have kind of fully recognized or accepted the problem of burnout and if they haven't, I mean, why should they care about this now?

Jennifer Moss: I would say that there are some industries that are recognizing it. And because they have the capacity to offer different solutions that actually helped to prevent burnout, like flexible working conditions, hybrid opportunities. They have a type of workforce that allows them to have that kind of flexibility to deal with it. They're doing better than others. I think that there is a desire for this to all go away and for us to go back to before time so that it's easier, because this is a very challenging thing for leaders to have to manage a hybrid workforce and all of these issues around remote engagement and productivity and all these issues. So I think there's a hope that economy changes. So then the employee doesn't have as much power, which I think is really unfortunate. But I do think that we see some sectors, like for example healthcare right now, the nursing shortage is just exploding even more. They can't seem to figure out how to manage this issue within healthcare, which has been a legacy problem for a very long time. You really have to change mindsets right at the top who have been in this world where it is sort of like a badge of honor to be working these extraordinary hours and there's a pride attached to it which is really dangerous. And you're seeing other industries, tech on one hand are doing a really good job, making sure that they can promote that flexibility and well-being as a priority, but then there's others that just say no, I want you back in the office. I don't care. This is what we need to succeed. And so I'm curious to see if that group understands that there's going to be payback to that. There's going to be employees that say I don't want to live in this world like this. And when you ask women in particular and they've talked about this. They said, I'll quit before I go back into an office five days a week because this is not conducive for so many other parts of my life that I prioritize and want and other companies are going to hire me with that in mind, and so I can make those choices now. So I think a lot is TBD, but I'm hopeful that those ones that are really being focused on the forward thinking around this, are actually going to be successful and they become the tipping point for others.

Jen Fisher: Yeah, Deloitte just did it at our 2022 Women at Work survey and results just came out and points to many of the same things that you're talking about related to women in the workplace. What I'm seeing and experiencing and hearing is that there are a lot of leaders that recognize the issue but they don't know what to do about it and also a lot of leaders they themselves are feeling burnt out. So how do we get them not feeling burnt out, right, having them heal. And then what action should leaders and companies be taking or thinking about taking to help cure some of these root causes.

Jennifer Moss: I try to emphasize that no one wants an overhaul right now. No one has time for an overhaul. And usually when we think of these big issues like burnout, it seems so extraordinarily difficult to tackle. And sometimes when I share those six root causes, you see leaders eyes widened like I cannot. I can't solve for systemic discrimination you mean, what are you asking me to do, but the goal is to think about it more tangibly, and my work is sort of proceeding all this has been focused on sort of the science of happiness and the concept of neuroplasticity and the neuroplasticity inside of organizations actually creating those habits to make change.

And preventing burnout is exactly the same kind of concept in the tactics and the strategies that we deploy because we need to be thinking first as managers, how do I change legacy? Well, if I'm burning out, I have to recognize that my employees can't be what they can't see. So I've to start modeling the behavior. I need to start changing legacy, changing mindset if I'm gonna tell my employees, don't answer emails on weekends and holidays, then I should not be doing that as well. I need to really walk the talk inside of this moment right now if we really want to create change. It means like very simple tactical changes, making sure that you're analyzing and auditing how much you are meeting. How much time are people spending in inefficient times of work. We need to do better jobs at making sure that we have permission to say no to meetings that we have permission to not invite people to meetings. That people don't feel slighted because they're not contributing or collaborating. We need to reduce that in our experience of work, because right now it's unsustainable.

We also need to take pauses. We're still acting like we're in emergency. We built this habit up of urgency, because that's what we had to do, but we're not in an emergency anymore. This is, by definition, emergencies are unexpected. This isn't unexpected. So how do we stop and take a pause and really look to the literature and research on the four day work week. A lot of what they've done there is just reduce inefficiencies. Have better etiquette of time, not having time theft, respecting other peoples need to get work done, focusing more on priority versus urgent needs always coming in, and that's how they've been able to manage the workload. Giving people the capacity to get to their goals in their own way, not having to micromanage how that happens. We need to start focusing on flexibility and policies for women that are supporting childcare. We need to be thinking about more equity and our paternity and maternity leaves and focusing more on care leave, what that looks like.

These are all just micro changes and shifts and there's many of them and I share a lot of those in the book, but it really is just these tiny incremental changes. Even having more non-work-related check-ins with people to hear the language of burnout, making sure that you're listening for someone that said for the fifth time in a row that week that they didn't get a good night's sleep last night. I mean, these are the kind of things that we need to develop that empathetic listening. When we look again at those organizations that have less burnout, they have high empathy and high trust, lots of good communication, access to leadership for them to be able to answer the burning questions that are out there and making people feel like work is fun again. I keep saying that work is like going to school with no recess or art, or gym, or after school activities, it's so boring. It's so work-focused. There's no levity and fun and we're all sort of working in these disconnected environments and when we come to work we're just on zoom anyways or so your video conferencing anyways. And so, we need to go into work and use this, again paradigm shifting going to work and use the hybrid time as a way to have team bonding. Do work sprints connect in different ways versus just going in and doing the same thing that you would do at home. So I've given a bunch of examples, there are many, but thinking about it not as

just doing everything all at once, but tiny tactical incremental changes will create the network effect, the social contagion effect of working better with in this new paradigm.

Jen Fisher: Yeah and what I love so much about many of the examples you just gave and so many of the micro-behaviors that you talk about in your book and I have this conversation a lot with people is that there's a good majority of them that don't actually cost any money.

Jennifer Moss: It's true. It's true. This is cost effective, and it works. So why aren't we doing it?

Jen Fisher: Yeah, yeah. No and – because another one of the things that you point out is that some of the kind of typical wellness programming and perks while they're not bad, as a matter of fact they're good and they're well intended. They often fall short because some of these other kind of cultural and behavioral things don't exist in the workplace. So can you talk a little bit more about that disconnect?

Jennifer Moss: It's absolutely true. I mean, we and you're right in that that disconnect that you're describing because some people that I've spoken to and a lot of what we heard in the verbatim's of our research that we did inside the pandemic was just this comment of tone deafness, like, I appreciate that they're offering me these things in sort of in a good time. They would be very useful for me, the ability to access physical outlets and having access to food and all of these great things that are there on site, healthy eating. These are great things. We shouldn't not have them, but they shouldn't be the only approach to wellness, and we need to kind of bifurcate and this is what I've been saying bifurcate burnout prevention within the overall wellness strategy. So you're looking more at the upstream I mentioned upstream intervention where you're thinking, ok, if I want people to use our gym or use the gym subsidy or whatever it is that will help them from their wellness and optimization standpoint, I need to make sure that I manage workloads so they can actually utilize that. So those are the things that I get frustrated with is. We gave a week off to our burnout employees. Well, if we're not managing what that vacation debt is going to look like or they come back and it's just the same amount of unsustainable workload, then that week off is going to do nothing for them other than add more work. These are the things that we need to be considering as how do we understand that the only way we can optimize is if we get our kind of hygiene right. And you would have known from the book, I'm really sort of into Herzberg's theory of motivation, that motivation factor theory, his research on that. And it's this concept and interestingly he was mentored by Maslow, but it's interest this sort of way of thinking about corporate hygiene as being the table stakes, the basic needs need to be met. We need to give that water to people. We need to make sure that they have shelter and those basic needs. That includes making sure that they go to work and are psychologically safe and physically safe, that they go to work and they have reasonable amount of time to have balance and so they can see their family and engage with things that matter in their life. So all those things when they're not being met, there's no way that we can motivate and that's where those other perks come in. So thinking about what are the basics that people need to utilize the other aspects of their wellness strategy, that's really going to help them optimize. It's all in a continuum. So we need to start at preventing people from falling into the river versus pulling them out after they've already fallen in.

Jen Fisher: Yeah, I think that for many and I've seen it, that is a mindset shift right because we tend to kind of focus on the treatment versus the prevention of and I mean certainly that is true in my own lived experience. And so I think that is a big mindset shift or even paradigm shift for many in organizations. So how do we help those that are managing teams, right. I mean, I find that those in the organization that aren't the most senior leaders and aren't kind of the newest or most junior employees, but those that

are kind of in the middle that are getting hit from all sides. They're getting it from above. They're getting it from below and oftentimes we put all of the expectations on our managers or our team leaders. So what suggestions do you have for them? What leadership qualities should they kind of look to enhance or develop that will help them kind of be better leaders and managers?

Jennifer Moss: This is such an important question because most people that I'm speaking to you are sort of in that sandwiched place where they are being asked to hit certain metrics and goals, which is totally fair but they're also realizing that their team is max. So it's like how do I actually do this and it feels very challenging, almost impossible to ask more of the people that are already pretty burnt out, but what we've seen two is just market demand and massive growth within certain organizations that are can't resource up enough. And we see a vacuum of attrition, which puts a lot of extra pressure on the team.

So it is a difficult situation I think what managers need to consider is that again, it's not this overhaul that it is about small programmatic shifts and a big shift in mindset, which means, ok, how do I get better at actively listening, practicing empathy. Even if it's not innate, we can really practice that skill, and it makes a huge difference. I mean, when you think about your role as a manager, it is really that you want to be the best leader you can be for your team and make sure that they are at peak efficacy and efficiency and productivity, but also they have high job satisfaction, they're not going to leave. So there is that place that you have to kind of keep people. And the way that you do that, and I love this because I interviewed this woman, Dr. Martha Bird, and she's a chief anthropologist with a large organization. And what she's so incredible at is looking at culture from an anthropological lens. And she says the more that we can get to actively listening to people stories and actioning what we're listening and then sharing those stories across the organization, the more that we can then be really excellent professional eavesdroppers, and I love that concept. So we're all supposed to be professional eavesdroppers and what that means is we are supposed to be listening for the sounds of burnout and the sounds of motivation and looking at it in that non-shared language kind of way. The way that we used to communicate through semiotics and hand gestures or stuff, which can be difficult on zoom conferencing, but you can hear it and also between the lines, kind of ways of thinking about it. So she says and I've really encouraged this non-work related check-in and the way that you start with managers is just having this consistent and frequent meeting every single week and some people are doing it. But I really recommend a format around this. And the reason I say this is because these coffee chats for a lot of people, like if you see managers rolling their eyes saying it's just not working, no one is speaking and I have too big of a team, so I'm not connecting with people. Just feels like more workload. I kind of hear that pushback, but I say ok, create it as a formalized meeting that it's every week, make sure that you're sharing to you ask three questions. One, how are you, people are going to lie. So then we say, ok, let's figure that out because a lot of people say they're fine when they don't mean it. We have to dig deeper. And so we ask name one thing that was a real stressor this week and name something that was kind of a high, like, what were you really excited about in your life, in anything? I mean, it can be professional, but the goal is to really talk about some things outside of work. You're going to hear a lot of things at first it might not be that open. There might not be that level of openness, but overtime, if you're a manager, that's saying I'm going to ask every week and I'm going to share my vulnerability and I'm going to come into this conversation to you ready for a conversation. Then you go around and you listen. You eavesdrop for the signs of burnout, like, I haven't slept in a week or I'm really worrying about putting my mom into assisted living. It's been a real stressor, or I'm putting three kids through university in the next

five years. I'm sort of freaking out. I've been at home with the kids. They've been sick from school and so I've been really juggling.

You as a manager, then don't need to be a mental health professional, but you can be a mental health conduit. You can know within the EP what kind of resources are there to help with financial help. Can you give a break to your single mom who is juggling kids by having more flexibility around hours or maybe they don't need to attend meetings this week. You have this capacity to kind of be a conduit for that support. And then on the flip side, when people are sharing their motivations, like, I'm really pumped about this Broadway show that I'm going to go to. I can't wait to see it. I've been waiting for the last six months. These kind of things that light people up, you can start as a manager really focusing on how do I have this nuanced approach to getting that person lit up more inside of their work. And again, not overhauls, it's a 30-minute weekly meeting and that ends in this third question. What can we do for each other to make next week easier? So, then you have shared goals. It's about easy wins. It's about actioning the listening, so people feel like, people actually care about what you're saying and what you need, and every week you commit to that. That's always my first step approach for managers. So just start to think in a very simplified, easy to operationalize way of listening, better developing your empathy skills, making it a team goal and then bit by bit creating trust because that is going to be what ends up really predicting healthier, more well and happy individuals in teams.

Jen Fisher: And, I have to assume that after you do this for a while, you do create a sense of comfort where people even outside of this weekly check-in are more willing and open to ask for what they need or to share kind of what's going on and ask of their teammates for help and I guess in a sense creating that psychological safety on a team.

Jennifer Moss: That's exactly what the goal is that it permeates outside of that weekly check-in. And I mean, again, I always say this isn't a diet, it's a lifestyle change. It's an overtime kind of building up and because we naturally as humans and, even more than ever, want sort of this instant gratification. I want burnout solved next weekend and I don't want it to be a problem anymore. Well, it's taking one intervention, and then taking another intervention and building on it, and then over time there's a shift in attitudes and behaviors. And you do that this in through that concept of miracle, the plasticity where all of those kind of practice habits become part of the subconscious, become part of the culture of the organization. And then you feel it and then other people see it and see – you can start to measure. I mean, you can take this non-work-related check-in and ask people to start off a three month cycle. How're you feeling? Ask them to share how burnt out they feel in their sense of job satisfaction, I mean simple ask. And then in three months after practicing this consistently, ask how people are feeling. There you've got data now to reinforce why you're making these decisions, and that then allows you to go to upper management and say this is a tactic I've been using. It's been really useful people's likelihood of not leaving in the next six months is really improved. And that's how you then create advocacy to make these changes. And over time you just start to feel it like cultures felt kind of in those proverbial walls. Now that we're not in office, if you feel it in the walls where you just, we know when things are going well and when we're connected and we're trusting and that is something that is pervasively felt across the whole organization.

Jen Fisher: Yeah, I love that. And I get a lot of requests that how can we fix burnout tomorrow? And I tell people, well, first of all, it took us a while to get where we are, right? Like burnout doesn't happen overnight as individuals or as an organization. So, we've been working on getting to this place for a

while. It's going to take us a little while to get out of this place, unfortunately, right. I wish there was a magic switch.

Jennifer Moss: Me too. For every problem in the world, I wish there was a magic switch.

Jen Fisher: Yeah, exactly. So, we've talked about leaders, we've talked about kind of managers, team managers. Let's talk about the individual, right? Because you described how it's this ecosystem, right? It kind of requires everybody to prevent and protect all of us from burnout. So what can we do as individuals to protect ourselves from burnouts?

Jennifer Moss: It's important first to be able to identify what burnout looks like. Its high levels of exhaustion, depletion, feeling completely wiped out. Even if you feel like you've slept the night before, the next morning you're sort of dragging yourself to go, to get up, you're not motivated. Symptoms can also include depression, anxiety. So burnout is not necessarily depression or anxiety, but it can cause that. So you want to pay attention to that.

We also see it show up in just our behaviors. I mean I just heard a stat couple months ago that showers in 2021 were down 30%. And I thought that was such an interesting statistic and data point and it's funny in a lot of ways, but at the same time it's also like a byproduct of being so burnt out, so exhausted that you stop caring about those things where you're not spending time on things that make you feel joy. You're not spending time with your friends. That is something we need to recognize, that's happening in ourselves. We also see that show up and just not feeling like we're effective, we are not good at our jobs. And also, we're very cynical where we start to think nothing is going to change. It's always going to be like this. I can't. I'm hopeless. I can't make an impact. That really is how it shows up in ourselves and so we want to be able to first identify it and give ourselves the compassion in the right label for it. It doesn't mean, oh, you're just not a good employee. You're just disengaged. That's a byproduct of being burned out.

So first, that self-compassion. And then second, understanding that we've all gone through this experience of facing our mortality for several years, and a lot of our priorities have shifted. We've learned these amazing skills like cognitive optimism and social-emotional flexibility and we've had to adapt to change. We need to recognize and pat ourselves on the back for just every single day, doing what we do in such an extraordinary way in the middle of this experience, this global pandemic that's still around us, and reminding ourselves of that. We need to step back from toxic productivity. A lot of what happened in that first part of the pandemic was, oh well, here I am for example, I'm a mom of a 14-year-old, a 12-year-old and an 8-year-old, and our kids were at home for extraordinary amount of time. Like in Canada, it was just a long shut down. I think the kids were out of school for almost 16 months in total, which is really long. And so what I found at the beginning was I'm barely able to unload and load the dishwasher until its capacity every day. And I'm trying to juggle writing a book on burnout in the middle of a global pandemic. I mean, that was extraordinary and ironic. And I think that and this sense of always having to urgently respond to everything that's coming at us, has made us feel this threat of urgency now. Every time we hear a ping or a noise, we feel like we have to respond, we feel like we need to manage client needs urgently or above all else. We have to constantly feel the sense of above and beyond and we need to pause that and pull back on that. I keep reminding people that what are your deathbed regrets? Will it be not sending that e-mail out to a client at 11:00 o'clock at night or not responding to your boss at midnight or is it that you didn't get any time with your family and friends and you disconnected from the things that matter to you. Trying to create some sort of boundaries

around that is necessary, and appreciating that once when we've gone through all of this that what matters in the end is our capacity to keep going, our health and well-being and the health of our family, because we shouldn't waste this crisis. We can't just look at it and think, oh well, that was that, wipe our hands, let it just be the past. We need to say, ok, what are we going to take from this that's transformational and useful and shaping the benefit of our future and the future of our kids and our family because that's actually what's more meaningful and until we get to that point, I think as leaders and changing that mindset about ourselves, there's no way that we're going to be able to prevent burnout for our teams. We have to adopt that mindset because if not, like I said, there will be invisible pressures consistently that we are, whether we realize it or not, are placing on the people that we are leading. So that is if you want to stop burnout today, you better prevent burnout in yourself today by taking on a lot of those changes in your mentality.

Jen Fisher: I just had like a major, like A-Ha! moment because my story and the way I ended up as Chief Well-being Officer for Deloitte is through my own story of burnout. And I have been kind of trying to figure out like there's a difference in the burnout that I'm seeing now versus kind of the burnout that I felt. And I think some of the kind of easier differences is that you were talking about it more. Seven years ago, we weren't talking about it, especially in the workplace. It just was something that like, if you were experiencing it, you didn't talk about it. But what I've noticed is a real difference is what you were just saying about this energy, what we need to take away from this, like I've been seeing and noticing from people that are experiencing burnout or kind of coming through burnout. This real passion and energy to change things. And I think that's part of what's driving the great resignation too is like until we change things, and it's a we, it's not an until *you* change things, right. There's not pointing fingers, but until we change things for the better, for the greater good of all of us, then I'm not going back to what got me burnt out to begin with and to me that's kind of the biggest difference at least that I'm seeing now from what I went through, right. There's this common desire to recognize and this you need to change things too so that we can all move forward in a better way. And I wasn't able to actually verbalize or really describe that in the way that you just did. So thank you. I don't know if you have a response or reaction to that, but I can't think of a better way to end our conversation today because that just meant so much to me personally.

Jennifer Moss: I love that sentiment, and I agree. And I think that is what has been so, I don't know, elevating for me, or what has just made me want to be engaged in this conversation even more, is that I felt myself a level of hopelessness that no one was going to be really paying attention. And I hate that it took this crisis to get people to pay attention, but sometimes it does take a bottom-line issue. Sometimes it does take a rallying cry and an energy behind someone, and often the way that we build resiliency, actually not often, always, resiliency is built by going through trauma. That's how we develop the skills to rebound, and this could be a post-traumatic growth moment for workplaces and the work force overall because it's going to remind us what work is supposed to be. It shouldn't be that only 20% of the workforce is engaged. It should be that we are happy at work. It's fuel. We spend 50% of our waking lives there. It should be what drives us and makes us excited and we want to show up to work and everyone plays a role in making that happen. And when that happens, it's like super fuel. It is so exciting and transformational. And so, if we can take what we've learned and just power up the future of work with that learning, I think it could be really exciting. It's just that everyone has to recognize that there's a long way to go to get that, but don't ignore what happened. Take the learning and apply it to the future of work.

Jen Fisher: I love it. I love it. Well, Jen, thank you. I feel like we could keep talking for hours and I hope we get the opportunity to do that in person one day, but this was so great. Thank you so much for your time and your wisdom and for being on the show today.

Jennifer Moss: I'm so grateful. I really enjoyed myself. Thank you.

Jen Fisher: I'm so grateful Jennifer could be with us today to talk about happiness and burnout at work. Thank you to our producers Rivet 360 and our listeners. You can find the WorkWell podcast series on Deloitte.com or you can visit various podcatchers using the keyword WorkWell, all one word, to hear more and if you like the show don't forget to subscribe so you get all of our future episodes. If you have a topic you'd like to hear on the WorkWell podcast series, or maybe a story you would like to share, please reach out to me on LinkedIn. My profile is under the name Jen Fisher or on Twitter at JenFish23. We're always open to your recommendations and feedback. And of course, if you like what you hear, please share, post and like this podcast. Thank you and be well. The information and opinions and recommendations expressed by guests on this Deloitte podcast series are for general information and should not be considered as specific advice or services.