

WorkWell

A Deloitte podcast series to empower your well-being



Choosing happiness with Karen Guggenheim

Jennifer Fisher (Jen): Hi WorkWell listeners. I'm really excited to share with you that my book "Work Better Together" will be published this summer. This book is all about how to cultivate strong relationships to maximize well-being and create a more human-centered workplace. It's inspired by conversations with WorkWell guests and feedback from listeners like you. So, check it out. It's available for preorder on Amazon now.

Loss can have an incredible impact on our lives, but how we respond to it can either lead us down a path of growth or stop us in our tracks. How do we move past pain to find purpose, passion, and even happiness?

This is the WorkWell podcast series. Hi, I'm Jen Fisher, Chief Well-being Officer for Deloitte, and I'm so pleased to be here with you today to talk about all things well-being. I'm here with Karen Guggenheim. She's a happiness and well-being advocate, international speaker, social entrepreneur, and the founder of the World Happiness Summit. She's also an incredible friend and kindred spirit. Karen, welcome to the show.

Karen Guggenheim (Karen): Thanks Jen. I'm so happy to be here with you.

Jen: I know. I feel like we talked about having you on the show for a while and the day is finally here. So, it's awesome. So, I want our listeners to get to know you. Tell me the journey that you've been on that led you to becoming a real advocate for happiness and for well-being.

Karen: Well, interestingly enough, my story about happiness begins with unhappiness and loss actually, a personal loss. So, in 2013, my husband actually passed away from the flu, if you can believe it. It's interesting that, I mean, as you would expect, that event really marked not only my life, my children's life, and of course, our friends and family. From that event, I had a real kind of fork in the road moment as to what I was going to do and how I was going to handle that experience. I had no control over the event, but I knew that I had control over my reaction to the event. Initially I really didn't want to live. It wasn't like a morbid sense. I think before you are even unhappy about the event, it's so shocking, at least in my case, it was so shocking that I went into I guess my strength, which is analysis and introspection and awareness and what I wanted my life to look like. At first, I was kind of done, like if you've had a fine meal and you're at the end of the meal and it was perfect and you don't want anything else, you just want to go home and you don't want to spoil that in. That had been my relationship with my husband, but then I remembered that I had

two children. That's when I decided that I was going to live and if I was going to live, I was going to live happy and I didn't know what that was going to look like. My undergraduate degree was in psychology, but that was before Martin Seligman had launched the body of research for positive psychology and all those interventions. I didn't know that there was a science behind happiness, but I guess some part intuitively in me knew that it would be possible through purpose and meaning. So, of course, it took a while for me to actually feel happy because the event was so shattering and seeing the pain in my children. I decided to live purposefully and try to really create a legacy for my husband's life because while it's true that he died, he also lived, and he was magnificent and he was such a positive person and such a force and such. I wanted that to be part of not only his legacy, but mine and then to show my children how to go forward. So, four months later, I was doing an MBA at Georgetown University and that's where like my transformation towards happiness or my process towards happiness really began. I engaged in learning something new. I made new friendships. I invested in that and then, after I graduated, I got a great job on paper, but I didn't have this sense of purpose and meaning in that job. So, I met a group of volunteers who were talking about a happiness event and I heard their motto, "I choose happiness", and in that moment it crystallized for me and I knew that I chose happiness. Six weeks later, I quit my job and I put my time, my talent, and my treasure in founding the World Happiness Summit (WOHASU) to produce and organize the World Happiness Summit. That was October 2016 and we had the first summit in March 2017 to celebrate in the United Nations International Day of Happiness and bring the world together around celebrating happiness, but in a scientific evidence-based way. Gathering the leading experts from Harvard and Yale and University of Pennsylvania, Oxford, London School of Economics, Stanford, etc., University of Miami to come together and teach an evidence-based approach to well-being and it was hugely successful; so many different people came around the world. We also have a government meeting called the H20 where we bring this knowledge to country leaders and civic servants so that we can start putting this into country policy, like New Zealand did in 2019, bringing the well-being into the country agenda. We focus on personal, interpersonal, organizational, community, civic well-being. Our goal is to help individuals understand their connection to their own personal well-being, but also to change systems, particularly the educational system, workplace of course, and then civic well-being, like I mentioned before and it has been amazing. It has been such an incredible journey because we went from a live, in-person event to a grassroots movement to a lifestyle choice and now a well-being ecosystem. It kind of happened organically, which is really something that I'm very proud about because I don't like to force not only actions, but learnings or so forth that other people are doing or that they're not needed. Our premise is about innovation and creating things that nobody else is doing. For example, we created Chief Happiness Officer Certificate Program, co-certified with Florida International University School of Hospitality Management and it's the only one in the world that is certified by a university. We're constantly innovating. The agenda is very innovative. It's holistic. It's multidimensional. It's inclusive. It's fun. A happiness conference should be fun. So, that's been the journey.

Jen: Well, first of all, congratulations. It's awesome. For me, it's been an honor to be a part of some of the incredible things that you've been able to accomplish. I want to go back to you and your story a little bit because what you went through, what you're describing, what you're sharing is posttraumatic growth. Well, I think we often hear about posttraumatic stress is real, it exists. It's likely mostly misunderstood by those that don't struggle with it, but I think posttraumatic growth is also something that we don't hear enough about. Can

you talk a little bit about how you were able to grow from that experience personally and what are some of the nuggets that you learned about resilience that help keep you going, in particular over the last year that we've had?

Karen: So, it's funny how I found out that I had experienced posttraumatic growth. I was speaking to one of the experts, Dr. Itai Ivitzan, he's amazing, he's a mindfulness expert, and he's a positive psychologist, etc. I was talking to him. I said, "You know, I want to write a book and maybe it's around resilience and such and to tell the story about the summit and what happened. It might help others, you know, connect with hope, with hope from loss and such". He explained to me, he says, "You know, you're not a resilience expert. You're actually an expert on posttraumatic growth." And I had heard about it, but then I went deeper. It's true because I didn't go back to a set point. So, resilience, you go back to a set point. You go down and then you go back to your original bounce back where you were. Actually, what I experienced, and many, many people do as well, is growth post trauma and the interesting thing about it is that you can be growing as you're going through the trauma. What I experienced is that it was happening. I just wasn't aware at that time that I was growing, but then afterwards, once that I was able to...I don't know if the word would be quiet the trauma because the scars are there from the event. It was this amazing, amazing energy and focus on life and one of the distinctions was like possibilities. All of a sudden, my life was full of possibilities and the relationships were also more enhanced and there were different dimensions to relationships that weren't there before. A new sense of spirituality in that there was something greater than me. I really tapped into kind of the servant narrative. Something that was really important, and this is critical, critical for anyone that's going through challenging times, do not connect with or associate with the victim narrative. I mean, that is game over. That's one of the things that you really have to fight in a purposeful way. There's a fantastic expert, Dr. Margarita Tarragona. She's an expert on narratives. It's very important for your identity not to associate that, and it's very tempting when you've suffered because there's kind of nice things that go around that. People will do things for you, you don't have to be that nice, you don't have to be that careful, things can slide and such. Of course, when you're in pain and such and having a real challenging time, you're not going to be at your best, but you have to really be careful not to own that story for yourself. That was something that I didn't do back when my husband passed away and then during COVID as well. It was tempting, like "Oh my God, is this ever going to, you know, we can't go anywhere? Why this is happening to us? Why it's in this whole thing?" and so that to really purposefully retrain. What happens is that we are fighting biology. We have a negativity bias. Our brains naturally ruminate, right? We have all these things that are going on. We focus on frames that were created a long time ago, and since we can't process all sensory information, we're going to process to our frames.

Jen: Survival.

Karen: Exactly. The beautiful thing is that we can do something about that. So, we can...happiness is a process. So, the choice is in the process. You can't choose just to be happy, like positive emotion right now. No, you can't do that, unless you have, like I don't know, a drink or you have a chocolate, or you buy, or somebody gives you a gift or something like that. What is really cool is that you can choose the process much like you can choose to train for a marathon or to go to the gym for your physical body, right? You can do the same for well-being, for happiness. The narrative is extremely important. The language, the words you say to yourself, the words you say to others are really important because they're carrying a lot of significance around that. Then for me, yoga is critical.

That's the way that I meditate. I find it very difficult to sit and just meditate. I encourage people that have a hard time around that to find different ways. For some people, it's running, other people is walking outside, others is yoga. It could be coloring. You can find a way that works for you, but really taking a small amount of time outside of your thinking brain is so important. Another thing is music so, listening to your favorite song that activates centers in your brain, that are the happiness centers like few other things and that really elevates. It's like a joke, like a recovery period. You can have a song during the day that you'll dance to and that literally takes like 5 minutes and it's like a recovery period during the day. We tend to think that if we just go throughout and just finish and do it like do our work without a break and just continue and eat in front of our laptops and such, we're going to be more productive and you know this Jen. We're not.

Jen: We're not.

Karen: And that's just biology. That's not a value judgment. If you're a human being and you have a human body and a human brain, it doesn't work that way. What I find in the work that I do that is so just amazing is that you can teach this awareness because people know intuitively what makes them happy. You don't really have to tell people that bit. People kind of know that. They just don't take time to become aware of what it is that makes them feel well. It's because we're always doing and doing. I think to a certain degree with the period that we had during COVID where we couldn't get on airplanes and we couldn't go shopping, of course, there's online shopping, but we couldn't have all these distractions, then we became a bit more self-aware. What am I doing, what is going right? What is going wrong in my life? What do I have control over? There's another thing that's really, really cool is the work on, for example, optimism and hope. The COVID situation is happening to us all and we all want our lives back. We have a sense of loss, it could be small, medium, or large, and we're in it together and that also this will end, those are frames and they're real. They are real, just not having rose-colored glasses, but it is reality that this will end and that we're in it, all of us. It's not just happening to us because we're so egocentric that we think we have it worse than anyone. For hope, it's really important to pay attention that it is a global thing and that it will end. We have this joint community with others and to understand that we're in this together, reaching out to people is incredibly important, social, the relationships are very, very important. I encourage people that instead of waiting for others to call you and check in on you, that you take the initiative and check in on them and then they're going to check in on you. It's going to feel good. You're doing something for others because of the altruism loop and you're going to also get rewards from that interaction. There are so many things that we can do and there's such a kind of low-hanging fruit. I think Jen that sometimes we think that since it's so elemental that it can't possibly work, but you know, it does work.

Jen: Yeah. Well, it is. In a sense, it's simple. It's human beings that make it complicated, right? In our own heads.

Karen: Exactly. We have these old ways of thinking that just don't...they're antiquated. They don't work. They don't work on productivity at work, at engagement, well-being for example. This is a disease that has no cure yet. We have the vaccine, but it has no cure. It's also really important for us to build our physical well-being and one of the ways we can do that is through our emotional and mental health. We can actually improve our immune system in this way as well.

Jen: Yeah. So, let's dive into the topic of happiness a little bit. You talk about happiness as a process or a practice. I think for a lot of people, happiness, to your point, they know what makes them happy, but happiness as a process or practice is a little bit misunderstood. It's either I'm happy or I'm not. What do people get wrong about happiness? I mean, you can't be in a constant state of happiness. That's just not realistic, right? There's bad things that happen in life and we have other emotions.

Karen: First, I guess, the definition that I've learned from the experts in that I hold to be my definition of happiness or components of happiness; there's an emotional component and then there is a thinking or cognitive component. So, the emotional part, one, it's positive emotion and it feels good, right? You cannot absolutely be feeling that all the time. Like Tal Ben-Shahar says, "There's only two kinds of people that don't feel negative emotions, psychopaths and dead people." So, if you feel negative emotion, it's good news.

Jen: You're doing okay. (laughs)

Karen: You're not dead and you're not a psychopath or sociopath, okay? (laughs) Absolutely, painful things will be painful. I mean, that would make you normal. The other part is the cognitive part. That's where like mindfulness and purpose and meaning and kindness and forgiveness and those elements and positive relationships. Those are the things that feel good, but in a different way. Maybe doing something for somebody, it doesn't make you happy in the positive emotion kind of way, but it makes you feel fulfilled and makes you feel useful and so motivated. The great thing is that those are the things that we really have impact over because we can choose to do things for other people, we can choose to be kind, we can choose to forgive, right? We can choose to find out what our values are and how those align with our communities or with our workplace, etc. Those are things that we can purposefully do. The research shows that when you do those things, then you experience more positive emotion. You have to tackle happiness indirectly. The research shows that if you tackle happiness directly, you actually become more unhappy. There's that whole pressure. I was happy 10 minutes ago, I'm less happy now, I'm going to be happy later, and then you have this whole anxious thing. If you focus on your relationships and on engagement, meaning, purpose, accomplishment...and different experts have different frameworks. I think that they're all excellent and I think that individuals can pick bits and pieces from different expert's models. The important thing again is to be aware that that is how you elevate your well-being, by pursuing those components and those are the ones you tend to have more control over. That's where the process part, the building blocks, that's where you put it all together. The great thing is that when life happens because life happens... I've given up saying that something is good or bad really because it's like it happened.

Jen: It's just life. (Laughs)

Karen: It's like it just happened (Laughs). When that happens, you then have this framework to activate. For me, COVID or just 2020 was really challenging for many reasons. We had to cancel the summit six days before it was going to happen and it's like my baby. I worked for a year to put it together and all those things and then all of a sudden you can't have it, right? So, that was a loss and uncertainty around that. Pivoting into creating online content, writing, programs, community building and helping and that really made me feel better and that was from service and purpose, but it did. It was painful. It was really painful. It was disappointing. It's so amazing because then when life happens, it doesn't have to hurt so much, and you don't have to stay down there as long if you have a

framework. The other thing that I think is incredibly important is that sometimes you have to act before you feel. I started copying what happy people did before I felt happy. Happy people smile, happy people say "yes" when people invite them to lunch or dinner. I remember the first time that I laughed, and it almost brings tears to my eyes right now, the first time I gave myself permission to laugh must have been like 10 months or maybe almost a year after my husband died. You have these concepts like widow, like that word is awful. There's nothing good associated with that word. I don't even know why we need to have it. You have to take purposeful action.

Jen: That's really powerful, taking action before you feel it. You weren't giving yourself permission to laugh or do these things because you felt like you didn't deserve them or you felt guilty or what was it that was keeping you from it? Just the narrative in your own head?

Karen: Well, in my head and if you see any in TV shows or you see movies... I mean like think about it. You wear black and years ago, what 50 or 100 years ago, you all black for a year. I mean you're not laughing, right?

Jen: Right. Yeah. Fair enough. Right. So, that's what you're kind of told to do.

Karen: You don't know, and he died young and I was super-young. I was 42. I was like, what does this even mean? It hadn't happened to anybody that I knew. I mean at that age, right? Old people would die, that part, although in western society, it's always a shock when somebody dies regardless of what age. We're completely unprepared for this event. It's a huge, huge thought.

Jen: Even though we know it's coming for all of us, right.

Karen: Exactly, exactly. So, that was the thing that I was like, what am I supposed...? You don't know. It's almost like when you have kids, you have a child and you don't know what to do with it. You only know what you've read and what you've seen, but it's like, "Okay, what really happens here?" and the same thing with this event. I didn't know what it was like. I didn't even know that I was being courageous or that I was strong. That was my way to survive this, was to fight, to find a way to be happy. That was it because if not, it would be like the living dead or I do completely see that our physical and our mental and emotional well-being is tied and connected. I was sure that I was going to die if I was just going to go into depression or a pity party. One time, my mom, so one time about four, three months after he died, I went to my mother and I said to her, "Why me?" Like, why me? She said to me, in a loving way, she said, "Why not you?" and that thought never went into my mind again. Like, that was it. That was my first and only pity party. Of course, there's times that, particularly with children, I have two boys, and so you want them there at graduation. They're becoming men so that they could talk to the father, ask recommendations about different things and they could have these conversations. I feel bad that they can't, they don't have that, right? But that's it. Can't go there. Can't go down that rabbit hole. I choose not to go there because that's dangerous for everyone and there is absolutely nothing good that can come out of that.

Jen: Right. Yeah. Okay, so let's shift a little bit. Thank you for sharing that, but let's talk about one of the areas of focus that you and I connect often on is happiness in the workplace. How can we cultivate a happiness culture in our organizations? What can leaders do? What can teams do to create a culture that encourages and supports happiness and well-being?

Karen: This is one of my favorite topics because it's so doable. It is so doable and it's so...the benefits just to the whole community and systems are so great. It's such a win-win. The first thing, and you and I have talked about this, is a language of well-being. We need vocabulary. What does this mean? What is, like I just explained, what is happiness? What is well-being? What is a gratitude? How are you kind at work? How can you express support? These concepts, we think everybody knows them, but we don't know them in action and certainly not in action at work. How can we have challenging conversations at work in a positive way, right? It doesn't mean you say "yes" to everything that your colleagues or employees or bosses want. It's the way that you communicate it, that it's nonaggressive and nonthreatening, that there's a space for people's opinions and for people to feel like they matter. It's very important for individuals to add value and feel like they're valued. The space for that to happen, to have that vulnerability or to be able to ask questions or to ask support, it's so important. For some reason, we think that if we allow people that space, they're going to become lazy and not productive when actually it's the opposite. Not allowing that space for people makes them anxious, scared, and disengaged. Communication is so important and noticing people, treating them like they matter. Even if the answer is "no, I can't do that" or "I can't do that yet," it still gives the person space to feel like they were important enough to be listened to. Many times, that's what people need, and other times, it's a quick fix. My God, before COVID, how many organizations said it's impossible for you to work from home, like impossible? One day, impossible. You leave 2 hours early, impossible. Start one hour late, impossible. Now, look at the incredible possibilities that we see in place, the flexibility. That's innovation, that's innovation to be able to say, "Hey, you know, as long as you're doing your project and you're meeting the criteria, in this position, you can do XYZ that you want to do. In this other position, maybe you can't". For example, if you're a surgeon, you're going to have to be in the hospital with the patient. I mean we were not even thinking about those things before. We were just treating everybody in the same bucket. So, then what happens? Individuals feel like they are not visible and one of the most toxic things for people to feel is to feel invisible. Those are the beginning points and then you can do all kinds of things that are really incredible; the community building, the values surfacing, making sure that the employees feel like their values are aligned with the organization and the organization really lives those values. The servant leadership is incredibly important I think. The leaders can ask their staff, their employees what they need to be successful. I think that on the large part, people really do want to perform well. It feels good to be successful. Like, children...children feel good doing their homework or doing well and excelling. If they don't, there's a problem with the system, not necessarily the kid. There's either like the culture or the education system. At work, that's what happens and one of the other parts that to me is really important I think is the whole human resources conversation. I think that most human resources directors and such are overburdened with like everything. It's like either you throw everything into that bucket and it's a lot, right? Sometimes they're not necessarily trained for well-being. You have to train for these things because this is new. This is something that we really started surfacing in the last 20 to 25 years, the science behind well-being, the practice, positive psychology, and certainly in the workplace. You need training around that so that you can bring it to the different teams.

Jen: Yeah, and I would argue in the workplace, it's a lot less...maybe in the last 5 to 10 years in the workplace.

Karen: Yes. Yes, you're right and it takes time. It takes time because we have been doing things the other way forever. It will take time, but beginning to have the conversation,

beginning the trainings, beginning the workshops and doing those kinds of things are the way to go. It's not, by the way, having a keynote speaker come and speak at your annual corporate event that one time, which is great, but that's not going to move the needle. You need to institute maybe coaching throughout, check-ins, accountability, awareness of how your brain works, on how positive relationships work, how you optimize for success in that way. I think we don't do enough at work to create positive relationships.

Jen: I agree with that, given I have a book coming out about that very topic. (Laughs)

Karen: Exactly, but it's doable, right.

Jen: It is.

Karen: It's doable.

Jen: We are meaning makers and meaning comes from relationships in large part. That's where the meaning in our life comes from is other human beings. It makes sense.

Karen: Yeah, exactly.

Jen: Beyond the workplace, what else are you seeing around the world? You talked about New Zealand when it comes to happiness and well-being. Where do you think this is going?

Karen: Europe has the Beyond GDP initiative, which I think began in 2019. Also, beginning to measure country's success beyond just GDP. GDP is very important and actually for countries that are not high in GDP, it's very important. It's tied, it's pegged to well-being. In those countries, it's really important to look at money and how much money citizens have to increase their well-being. In developed countries, actually there's an inverse connection between the more money you make, and the well-being comes down actually. It's an inverse relationship. What I see is a necessity of bringing this into school systems. We have huge problems in how we educate our children. It's antiquated. If you look at a phone 100 years ago and you look at a cellular phone now, you see how we've progressed. If you look at a car 100 years ago and you see an electric car now, it's amazing feat of technology and engineering. If you look at a classroom 100 years ago and you look at a classroom now before COVID, it's almost the same. We teach children subjects that are just external to themselves. We don't give them the opportunity to connect with who they are and the space around that; self-awareness, mindfulness, virtues. These principles that we expect from them, but we don't teach them how to be. We completely over overload them with activities. I think there's going to...there is already, but there is really a big movement around bringing well-being into education. It's very important. Measuring, so there's a big move to measure well-being at work and I think that's wonderful, in the same way that the world happiness report measures well-being in countries. Where I see the necessity and my work with WOHASU is that I would love to collect the practical approach or the policies that then you can implement once you've measured. Measuring is great, but it's not enough. It's almost like what three things can you do? What three things can you do? So, on the personal level, we've been doing that and it's very successful and people are just having amazing positive transformation in their lives and many then take it to universities around the world. There's a university, for example, in Bogotá, Colombia, 35,000 students. One of the ladies came to the summit and then she implemented it into her University. Now 35,000 kids are getting this; in American University in Cairo and some other universities in Mexico and throughout the United States. That's really great, but I almost feel like I would love to be able to have like a collection of action points for countries to start putting into policy; like

these three things, we're going to be looking at or they're going to do a training in this. We're going to do a design in our public spaces like that. There's another movement around bringing design and the psychology of the city through design to improve well-being, which is very important and it's an opportunity that's there. You have to put a bus bench, or you have to design a park center and such, but there's a way that you can do it through a sense of beauty that can increase community. Then even have opportunities for children where they can play and also learn at the same time. Play is very important actually for the development of people.

Jen: That's one thing we forget how to do as adults or we're told not to do as adults, right? (Laughs) Playing is only for children.

Karen: Exactly, but we even took that away. We took away recess, right? Those are kind of really important points. I mean, the elected officials can be kind of the ambassadors or spearheads of this, but then the ones that do the work are the ones that are going to be there, whether one party versus another party wins. As you know, these initiatives take time and so if we're switching them out every four years, they're not going to take. I feel like that's something that happens, that we reinvent the wheel every four years or every six years or eight years, wherever, whichever country people are from. We missed those opportunities. I almost think there needs to be a kind of universality of policies that we're going to commit to implementing.

Jen: For humankind. (Laughs)

Karen: Yes. Well, it sounds funny, but it's almost like United Nations of well-being.

Jen: I don't think that sounds funny. I think that sounds phenomenal. Sign me up.

Karen: That's my hope with WOHASU that we could collect the movements around the world. That we could collect all the things that people are doing well and to shine light on it and then to have the different communities come together and then innovate together with existing programs that they have. It's just kind of like collecting the droplets around the world so we can have a watershed moment. I think that with COVID, we have a global collective experience that we can all identify with and we have an opportunity to do something better. Something better that will make people happier and have increased mental health, physical well-being, and can be a way to...almost like a global posttraumatic growth from this experience.

Jen: Well, we need that for sure, speaking from my own experience. I have one last question for you Karen, and this has been an awesome conversation so thank you. This is something that I ask all of my guests. I feel like you perhaps answered this throughout our conversation, but I'm going to ask it again. What is your personal definition of well-being?

Karen: My personal definition of well-being is a bit like I answered before on happiness. To me, they're interchangeable really. It's this idea of a process that has an emotional and cognitive component. That there's a lot that we can control and be purposeful about. Even if we mess up, by the way, we can still tap into these skills that we can learn. Feeling well is about positive emotion, about fun, about good relationships, about having meaning and purpose in your life, feeling that there's something greater than yourself, connecting with that, serving others, practicing kindness, forgiveness, gratitude. That's what to me is well-being, is investing in that, harvesting that and then reaping the fruit of that, of what you've cultivated.

Jen: Awesome. Well, thank you again for being on the show. I really enjoyed the conversation. I know our listeners will get a lot out of it too so, thank you.

Karen: Thank you very much. This was fantastic. I always love to speak with you. I'm so grateful for your support and your participation in our programs. I cannot wait to read your book.

Jen: Thank you.

I'm so grateful Karen could be with us today to talk about happiness. Thank you to our producers, Rivet360, 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 "@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.

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