

## *Leading WELL in an Overstimulated World* Wisdom Works Group Webinar Transcript

**Renee Moorefield:** Welcome! Wonderful. I'll get us started. We're gonna have many more people joining today, but I'll get us started so that we get you out of here on time. My name is Renee Moorefield and I'm CEO of Wisdom Works, a firm that is all about advancing the science and practice of wellbeing, really bringing that to life in brands, in work cultures and in leadership. Our team at Wisdom Works is absolutely, absolutely over the moon delighted to offer this webinar for you today, *Leading WELL in an Overstimulated World*. And if I ask everyone to raise their hands, I think we could all say we can all relate to an overstimulated world. Right? So that's what we're gonna be exploring today. As I kick off the session, some of you have already started to put your name and your location in the chat. Please continue to do that.

This kind of webinar is a great way to connect with other people that are on a similar journey as you are. And that's a journey of wellbeing leadership. How do we create an environment where all people can thrive through our work, through our world, through the way that we lead. The pace of change and complexity has gotten faster and faster. Complexity has continued to increase. So, this topic of leading well in this environment, I think is gonna require us, not just to find different ways of acting or operating or behaving, but different ways of being, of relating to each other of relating to ourselves altogether, different ways of designing our work, designing our organizations.

It's gonna require something much more fundamental. And what I know about that is how important the wellbeing of each one of us is. How it starts from within, because our organizations and our work and our world, our societies are a demonstration of who we are and the consciousness we bring to it. So, our wellbeing is critical.

To get us started off on sort of the wellbeing foot, I wanna guide us in a very brief micropractice just for you. And by the way, just for me and all of these incredible panel members that are with us today that are gonna be talking to us. So, wherever you are, if you could find a comfortable seated position, or if you're standing today, like I am make sure your feet are about hip with distance apart below. That would be right below your hips if you're not sure what hip with distance is for your body. And a lot of people, aren't, aren't sure take your hands, place them together. And if you bend down safely and put those hands in between your feet, that will be about hip with distance for your body. So that's just a good check and close your eyes. If that's comfortable for you or find a stationary point on which to rest your gaze.

We're gonna do a simple breath practice together. It's one of the best ways to really connect in. Allow yourself to arrive all at once to this moment, to your own experience of your thoughts, your emotional state and physical sensations. So perhaps you might feel the way that the backs of your arms press against the chair or the way that your legs connect with the seat of the chair or the soles of your feet to connect with the floor.

Now, bring your attention to your breath, becoming aware of each inhalation and each exhalation. Inviting each breath to become a little bit longer, imagining each breath as a chance to reconnect with yourself and the quality of your presence in this moment with your next breath, become aware that you are part of a webinar of an extended network of people and silently wish them a deep sense of wellbeing. Sending that sense of light and love outward to each person. And as you continue to breathe, allow that connection to extend to all sentient beings outside this webinar, wrapping that sense of light and love and wellbeing around the planet and with your next breath. Bring your attention back to yourself. Noticing the sounds in the room around you, perhaps noticing the air on your skin. The coolness or the heat of the air on your skin, just becoming fully aware of you, this whole marvelous human being. And if your eyes are closed, gently, open your eyes.

So again, welcome. And maybe I'm welcoming more of you now to this webinar, not just more people, but more of you and the quality of presence we can all bring to each other to this session. I am thrilled, absolutely honored about the panel members who are gonna be speaking here today, and you're gonna be introduced to them in just a second, but I'm also equally as honored by our panel moderator, Dr. Bruni Nazario. Bruni is the lead medical director at WebMD. Many of you know, WebMD. It's one of the most popular online platforms over 75 million users a month. So, an incredible source of health information and education, and as a doctor and a leader, Bruni is really known for building a culture of caring and, you know, Bruni when I was preparing for this and read that about you. I was like, oh my gosh, I've known Bruni for years as a colleague, and as a person, I can totally attest to the level of care and the culture of caring that you create for others around you and certainly have created in our friendship. So, I just wanted to thank you Bruni for being here and I'm going to hand the moderation over to you.

**Dr. Bruni Nazario:** Awesome. Awesome. Thank you, Renee. I can say the same for you. We've known each other for a very long time, and honestly you are like many of the women on the panel, deeply, deeply inspirational. So thank you for having this panel. Good morning, everyone. As Renee said, I'm Dr. Bruni Nazario the chief medical editor and the chief of medical affairs at WebMD. It's really wonderful to have everyone on the call today. It's amazing. You guys are in for a treat today. We have an amazing group of panelists. If I were to describe either individually or as a group, I would have to say again, these women are deeply inspirational. They challenge organizations to wake up. They're passionate about the topic and they all actively participate in integrating wellbeing into the workplace. So, I want you to lean into this webinar today. I want you to walk away with the sense that you wanna be a part of the conversation advancing wellbeing in the workplace.

To begin with we know workplace wellbeing is a critical investment to the community that we work. And I know that, you know, that research has shown it's particularly important in our leadership roles. Unfortunately, a lot of organizations dismiss it as having any impact. So let's talk about it. And again, I want you to lean into the

conversation. In the end, I want you to be a part or have that sense that you wanna advance this conversation with your community.

Before we begin, I wanna get some ground rules first. I wanna make sure that everyone mutes their microphones. I will introduce each of the panelists and ask them each one question. Panelists, really focused answers limited to about three or five minutes. In the end the attendees will have the opportunity to ask any questions that they have.

And then I also wanna remind folks that in Renee's world in Wisdom Works, they're participating in research right now in the wellness economy. And if you want to learn more, I think Kate will send out an email to let folks know. She's assessing a lot of the leaders in the wellness economy to the extent at which they are living wellbeing.

So, with that, let's get started. Our first panelist is Jacqueline, she is an organizational effectiveness leader at Roche Pharmaceuticals. She works with different teams across the globe within her organization and she helps them work together more effectively. My understanding, we've just recently met within the last several weeks, my understanding is that she's extremely committed to human wellbeing. Rumor has it that she's, and correct me on this one Jacqueline, rumor has it, that she's a master in Pilates. That is rumor. So, you've gotta correct that. But also, Jacqueline is doing a fellowship in spirituality, so wonderful human being Jacqueline. My question to you, organizations globally have undergone lots of different transformations, not only during the pre-pandemic period, but also during this long post-pandemic period. Speaking on wellness, what are the key insights that we've gained from, observations that we've seen as folks are working in kind of this virtual environment.

**Jacqueline McMenamin:** Thank you. Thanks a lot. I go back to February, March of 2020, when the pandemic was just picking up and in the organization that I work in, there were two sides. There was one side that was looking at, we had to come up with the tests so that we could save as many lives as we possibly could. We also had to look at how to ensure that the patients who use our actual products, that they still have access there. So doing all this in a virtual setting, because you couldn't go into the actual offices proved to be a challenge that was completely new.

What we saw and I'm very proud to say was that silos were broken completely. Assumptions that we had made in the past in terms of how we work internally and with different governments completely shifted because we've literally had lives to actually save. So what I want to share there is one of the insights was that when you're thrown into a situation where lives are literally being saved, all the boundaries just disappear, whether you're face to face or whether you are working virtually. The trap, if I can call it, is wellbeing for that team, and I want to acknowledge that the whole team who were at the foreground, their wellbeing was being compromised, but they were also accepting because they knew the big difference there.

Another insight that we found was that we had to shift what our working hours were working virtually. As some of you felt, I was working longer working virtually, even though I was at home, there was no commute time. I was just working longer and what one part of our business did is they actually said from 1130 until I think it was 1:30-2, there were no meetings. So, there was no screen sign, no meetings allowed, so people can walk or walk away. So, an insight there was that we had to shift our working patterns so that we can accommodate and allow people to create space to ensure that they were stepping away. And just doing something to make themselves feel better.

The last thing that I wanted to share in terms of a virtual setting, we had a lot of leadership programs planned face to face we had to very quickly translate those into a virtual setting. Some of them we could not. But what we did is that in between transition time, we just set up different panel discussions because people just needed space to share what their reality was at that particular, that particular time. And then we converted some of our programs. A key learning there was that we had to respond relatively quickly. And then we also had to give people hope that in the virtual setting, we will do our best to ensure that their leadership development means were also being, were also being met.

**Dr. Bruni Nazario:** Interesting. You mentioned two key words, hope and vulnerability. As a physician, I worked in New York city during the peak of pandemic. And as a physician, we're taught not to be emotional, it will affect your judgment. However, as the pandemic continued to happen and the stress of the pandemic, the only way to work was to be vulnerable to these individuals and help them get through this journey that they were going through. So thank you.

Our second panelist, Jennifer. Good morning, Jennifer is the chief wellbeing officer at Deloitte. She's a leading voice in workplace wellbeing and creating human centered culture within organizations. She is also the host of a podcast series on the latest wellbeing trend called *WorkWell*, she's the co-author of a book *Working Better Together*. Jennifer, in your book *Working Better Together*, you write about the significant tensions we face at work, we're more connected absolutely than ever but we're also much more lonely. Can you say more about that?

**Jen Fisher:** Yeah, absolutely. And it's great to be here with all of you today and thank you Renee for bringing us all together in this community. You know, so this is such an interesting topic and interesting question. I think loneliness was an epidemic long before the pandemic happened and I think that the pandemic, and in many ways made it worse, but also kind of shown a big, bright light on it. You know, this just isn't at work, right? I mean, we live in this hyperconnected world. Technology is all around us and that's not to say that technology is bad. It's not, and it's also not going away. So whether we believe that it's bad or whether it's good it is here to stay. The thing with technology and the hyper connected world that we live in is that we adopted it into literally every aspect of our life, faster than anything we've done in human history. And we haven't adapted to it very well. And so in my own words, I believe that the

technology in many ways is using us. And we have not yet figured out how to use the technology to really augment and enhance who we are as, as human beings.

And so we talk about this a lot in our book, that the way that we engage with one another over technology and certainly there are some incredible stories like Jacqueline just mentioned of living in this virtual or now hybrid world, depending on where and how you work, that we are using technology in ways that are combating loneliness. And I believe that it absolutely can be done and I'm incredibly hopeful for that. But for most of us technology makes us really transactional. And it removes the human connection. And it, in many ways, I know in my own experiences, especially when I'm busy or feeling overwhelmed or crunched for time, I'm very reactive using technology and that doesn't always translate.

We all receive messages and information. In the state that we're in. And so if I'm having an off day or a good day, I receive things in very different ways. If you're having an off day or a good day, you receive things in very different ways. And, you know, that type of transactional interaction that's created without kind of picking up the phone or being able to look somebody in the eye, you can't really hear tone of voice. You can't, you know, you can't really say, wait, can you say more about that? What did you actually mean by that? Or, you know, have a conversation about it. And so I always tell people, especially with email, if you're responding to an email for like the 15th time that's the time to stop responding and actually pick up the phone and say like, Hey, can we communicate in a different way?

And so look, I do think that technology, and that the presence of it in our life has certainly made us more lonely. I think I was very hopeful that as we started to come out of the pandemic and see people in restaurants that we wouldn't see our electronic devices, but unfortunately we're still seeing that. And I think there's been a lot of recent articles that I've read about how the pandemic has changed our relationships and in particular, you know, our friendships, because we have become so reliant and so addicted to our technology. And we spent so long without real human interaction outside of, you know, the people that live in our home that actually what's comfortable is communicating digitally. And so sometimes communicating, you know, face to face or over the phone feels uncomfortable for us now. And so I think we just need to kind of break through that. If that is you and it's certainly me, cuz I'm an introvert, so I much rather deal with something digitally, sometimes than I have to pick up a phone and talk to a human, but really kind of challenging yourself to say, okay, technology, isn't the problem. It's not bad. It's just, how am I using it? And am I using it in a way that's beneficial to me and to all of the other people around me that I'm trying to create and build connection with.

**Dr. Bruni Nazario:** Awesome. Thank you so much. Jessica, good morning. Jessica Grossmeier, She is an author, a researcher and the CEO of Jessica Grossmeier Consultation. She's also leading voice in workplace wellbeing. She is a researcher and has dedicated her life to studying evidence-based information and data on human

thriving. Jessica in your book, you mentioned that organizations can create support system for employee wellbeing. What do you think are the two most important cultural supports?

**Jessica Grossmeier:** So, thank you so much for that question. And as you mentioned, I have spent more than 20 years researching what is most effective. And the most recent study that I looked at was published in 2020, and it looked at more than 100 best practice workplace wellbeing strategies, and out of those, a controlling for each one of them, we identified just 10 that predicted population level impacts on wellbeing. And all 10 interestingly found the category of organizational and leadership support for wellbeing, which underscores the importance of our leadership behaviors.

Whether you are an executive, a manager, a supervisor, or an informal team leader, what you do matters when employees see you, each one of us prioritizing our own health and wellbeing. They are more likely to feel supported, to take charge of their wellbeing. Social contagion research is fascinating, revealing that our attitudes, our beliefs and our behaviors have the potential to influence not just the people we're in direct contact with. But in fact, if you started to pay attention to what's going on, three people removed from you. This research shows that if you start to practice better sleep, you practice more presence and mindfulness and other types of behaviors. You are more likely to influence your friends, friends, friends, behaviors, and that is demonstrated in research.

One of my regrets. When I was a leader some years ago, I was in a vice president role about 10 years ago, leading a team of researchers and I wasn't walking my talk around, prioritizing my wellbeing. One of my team members was a member of the organization's wellness committee. And I told myself, I delegated that responsibility to champion wellbeing for my team and within the organization to this person. And so I was off the hook and he would lead 10 minute walks outside of our building several times, several times a week. He would rally team members to join him for a lunch break in our onsite cafeteria take advantage of the onsite fitness center, take advantage of programs and such actions, built team cohesion and social support. In addition to the wellbeing, that was the focus for those efforts. And he would often invite me to join the team, but I always said I'm too busy. And I was terribly busy. But now I know better. My participation could have, it wasn't for my wellbeing that I needed to participate, I could have set an example for other leaders who also weren't walking the talk in our organization. And this is especially critical when it comes to taking advantage of mental health resources.

I actually worked myself at this point to physical collapse and broke my jaw. I was too embarrassed 10 years ago to admit to anyone that I fainted from dehydration and exhaustion. And in fact, when I went back to work, I told people I tripped over my cat rushing around to get ready for a pre-do flight. It was only recently that I published the true story in the book that you mentioned, and I've received so many notes from readers saying how important it was for me to share that story because it gave them

more inspiration to start paying more attention and prioritizing their own wellbeing as leaders of wellbeing.

And so, my two cultural supports can be boiled down to first, do your own wellbeing work and recognize the outside support and influence you have on the wellbeing of others. Even if you're not in a formal wellbeing leadership role. Secondly, take a more holistic approach to wellbeing. I rationalized to myself that I was taking care of myself because I was training for half marathons and drinking fruit smoothies for breakfast, but I wasn't attending to other dimensions of my wellbeing, especially my mental and spiritual wellbeing. My book focuses on a more holistic approach, which recognizes the important role of these other aspects. And I'm happy to share more about that in the Q&A. I'll also be making available excerpts of my book to people who are interested in learning more about spiritual wellbeing and how to bring that into the workplace.

**Dr. Bruni Nazario:** Thank you. You know, it's interesting, everyone has a story to tell, right? It's something that has connected us on the call today and that's why we're all here. It's, it's funny that you said you broke your ankle. You know, you delegated the work to someone else later on. I'm gonna ask us all kind of what, we don't have time for everybody's story, but kind of what rituals, what are you doing to currently maintain kind of wellbeing, kind of walk the walk, like you said.

But before that, Renee, I'm gonna ask you a question. Interesting, because I've heard you talk about the change in the term leadership. So given all the complexities and the challenges, a lot of our organizations, and even the world faces today, you have said that there is a shift in the meaning or the understanding of what it is to have leadership or to be a leader. What's the new definition that's emerging. And what do you think are kind of the key requirements? What's the mindset of that idea?

**Renee Moorefield:** Well, thanks for the question Bruni, and it's perfect to go after Jess with Jess's talking about the cultural support of leadership, you know, an old way of thinking about leadership that many of us on this call can relate to, is that it's about a title or a level or a particular role. And those are still important in some context, particularly in hierarchical organizations, but even in hierarchical organizations, and in the organizations in most organizations today that have moved to a very decentralized, very flat, very fluid kind of model, that kind of management thinking while it can be important, leadership has a whole different definition.

It's about an accountable way of being in the world. It's about how we, each of us use our life energy to affect meaningful results. I kind of, I've always defined effective leadership as the ability to steward the conditions where all people can thrive because if we are focused on that, we're not just focused on the results we're trying to achieve, but we're also focused on how can we achieve those results in such a way that people leave the project, leave the work, leave the organization more refreshed, more capable, more well than when they came. The how is as important as the results themselves and you

don't need a title to do that. Everyone can be a leader. Everyone is a leader. It's a matter of choosing from the inside out that it's, that we will adopt that stance.

I also think of leadership is no longer just about the me, like me as leader. It really is about the we. Most of our challenges are so complex that there is no way one person can tackle them alone, absolutely no way, we need the wisdom of all people and to really bring together that wisdom, people need to be operating from a deep place, a foundation of wellbeing.

So when you ask about the requirements, this different kind of leadership requires us, as people to care for our own wellbeing so that we can show up a live vibrant whole, well, capable, feeling internally well resourced to deal with all of our stressors and challenges, but it also means committing to the wellbeing of others, like Jess was mentioning. And it means that conversations about wellbeing with people within our teams are not separate from conversations about work. They are integral to it. They are actually a part of what's important for getting work done. And when you adopt this orientation, the impact can be really dramatic.

And I'll give you one quick example in one project, we used our assessment system, Be Well Lead Well Pulse®. We measure 19 dimensions, holistically of wellbeing, stress resilience, and wellbeing leadership. We used this with a brand team at Barilla, an international food company many of you may recognize if you, if you eat the pasta, you recognize Barilla. Well, we worked with the Mulino Bianco brand team, which is the bakery, their head of all the bakery products. And this was in the middle of the pandemic. We measured the level of wellbeing and stress resilience of that team. We worked with that team over a period of a number of months to support them in really integrating and prioritizing wellbeing in a way that was unique to them individually in their team routines and as a potential activation for their brands to affect their consumers. So those three levels, individual, team, and brand, and then we met, used the tool again to measure the effects one year later. And after one year, 20% of the team members had increased, there was a 20% increase in thriving in resilience across the team; a 43% increase in engagement in wellbeing at work, a 229%, that number blew me away, a 229% increase in the team proactively engaging in those prosocial behaviors that supported the potential of each other to get work done well, those are behaviors like peer coaching, appreciative feedback, et cetera. And all of those increases came at a time during a global pandemic, which we are now still in, by the way.

But at the heart of a pandemic, when you, when all of us know the engagement and wellbeing of employees was really dive bombing, you know, really going down, this team actually had increases in all those areas. So, I think when we adopt this stance of leadership, creating the conditions where all people thrive and we come from that place where that means that's including ourself, our teams and our consumers, through our brands, products, and services, it can have some really dramatic effects. And I think it's one of the most needed ways of leading in the world.

**Dr. Bruni Nazario:** Awesome. Thank you. Thank you, Renee.

Jennifer, I'm gonna ask you something that Renee hasn't realized that she segued into. So, she talked about kind of the changing term in leadership. You talk about a changing definition of workplace wellbeing, you describe it as kind of a strategically designed work and upskilling leadership skills with positive impact. Can you talk to us a little bit more about that?

**Jen Fisher:** Yeah, absolutely. And this is kind of an emerging thinking and research that we've been doing at Deloitte, but I think what you're getting at is probably a line that I used when we connected previously, but that workforce wellbeing is an outcome of strategically designing and upskilling leaders to positively impact wellbeing.

And so, we're looking at wellbeing as probably the number one, we call them work determinants of wellbeing. So, the number one determinant of wellbeing is actually leadership and who your leader is or isn't and how they lead from a place of wellbeing and the things that Renee was talking about.

But, you know, things like legacy thinking that wellbeing is something that only happens outside of the workplace, that it's not something that happens, you know, during work or that we pursue during quote unquote traditional work hours. To know that work is truly a determinant of our wellbeing, especially given the way that many of us are working in this, you know, virtual or hybrid, but even those that are on site every day, you know, we spend a good majority of our waking hours working and if it is something that is toxic or is detracting from our wellbeing, that's a terrible long term. That's a terrible short-term outcome, but it's a terrible long-term outcome not only for the individual, but also for the organization because they end up leaving.

You know, other things that we're looking at is that, you know, wellbeing in Renee, you just said this wellbeing, you know, legacy thinking is wellbeing is solely the responsibility of the individual to wellbeing is now a shared responsibility. It's individuals, teams and leaders within an organization that are all held accountable for creating and sustaining a culture of wellbeing. That it's part of the, you know, the goal and the performance management processes and kind of everything that we do. And I think more, most importantly, is that we have to go beyond just looking at solutions that provide perks and benefits for people. Now, if you work at an organization where you don't have perks and benefits, certainly that is kind of a non-negotiable baseline, but you know, beyond that, you know, the organizational structures that we work in, the barriers that we come across in just trying to get our work done on a day in day out basis, whether that's operational barriers or technology barriers or people barriers, that too has an impact on our wellbeing.

And so really starting to dig deep on the impact of kind of the work, the workplace, and, and leadership and how that ultimately, either positively or negatively impacts our

wellbeing. I think that Renee said it well when she talked about wellbeing as kind of an outcome of the work that we do.

**Dr. Bruni Nazario:** Thank you for that. Thank you. So, I mentioned earlier, we all have a story to tell that has gotten us here and we're all here for a reason. I'm not gonna ask everyone's story, but because we're running out of time and I wanna get to some of the questions, but I would love to know each and every one of you, what rituals, what practices help you enable you to maintain to live and lead wellbeing? So, starting again with Jacqueline, tell us a little bit.

**Jacqueline McMenamin:** Yeah, sure. So one of the rituals that I've developed and it's from reading poetry when we used to have face-to-face session, is I now write poems myself if I'm stressed out. And it just helps, it just grounds me. And it just allows me to shift energy and I sometimes read those poems with people from the work. So it helps me and I'm also able to share them with other people.

**Dr. Bruni Nazario:** That's absolutely beautiful. Thank you for sharing that with us. Jessica, tell us a little bit.

**Jessica Grossmeier:** So, I have spent the last year and a half trying to walk my own talk around things I mentioned in my book. And so I could give you a half dozen that I regularly incorporate into my day, but one, I think that is the most universally available to us is to develop a purpose and values ritual every single day. And so that starts by identifying what your purpose and values are, but then I pause every morning and I reflect on what that is. And I look at my day and I think about how do I wanna intentionally step into the opportunities presented to me, to live out this purpose in my day. And it has to do with how I show up as a human. And then I reflect again at the end of the day in a, you know, 15-minute journal entry, did I show up? And it allows me to calibrate and recalibrate every single day around how am I showing up? When am I not showing up and continually working on keeping in touch with that purpose and values.

**Dr. Bruni Nazario:** I love that you're reevaluating reassessing yourself on a daily basis. That's definitely a step forward. Thank you for that. Jen, how do you keep yourself sane?

**Jen Fisher:** Yeah, so I have, probably not surprising to those on the phone, I do work for an accounting and consulting organization and we love frameworks. And so we have an internal framework at Deloitte and I have my own personal framework for wellbeing, which is eat, move, sleep, and find joy. And I try to do a little bit of that every day. I'm not always successful every single day. But you know, making sure that I'm eating some foods that are nutritious and fueling my body, that doesn't mean that I don't indulge. Movement is incredibly important for me. I exercise and that's kind of a, you know, one of the things that I do pretty much six days a week, if not seven. But you know, on the days that I don't exercise, just making sure that I'm getting out for a walk with my dog, getting in nature.

Sleep for those of you that have heard me talk before sleep is a huge non-negotiable for me so much so that pretty much everybody in my life knows that when it gets to a certain time it's, regardless of where we are or what we're doing, it's time for Jen to go to bed. And I tease my team, you know, they tell me, oh, Jen, it's time for you to go to bed. And I'm like, that's because you guys know what it's like to work with a Jen that's not well rested. And that's probably absolutely true.

And then finding joy. I just think that that's, so that can be so easily lost, you know, whether it's, you know, whatever it is that lights you up, whether it's, you know, music or your children or a pet, or just going online, you know, a great use of, of technology is going online and watching some funny videos sometimes just to, you know, make you laugh and in the middle of the day. But I do believe that days and days can go by, in the world that we're living in, and if we don't intentionally seek out joy sometimes it can be hard to find.

**Dr. Bruni Nazario:** Yeah. Thank you, Renee.

**Renee Moorefield:** Well, I feel it's always hard to go last because I wanna say yes, yes, yes, yes, yes, yes to all of this. At first, I wanna also call out someone who's on this webinar, Jane Cocking, who's a member of the Wisdom Works team. And the reason I wanna say hello to Jane is because she also writes poetry and I am always so impacted. And it's usually at the most pivotal times in how we are all working together as a team in our company, she will write a poem on an experience that's been transformative to her and it actually really affects all the rest of us. So the act of just sharing, you know, your gifts is really impactful to other's wellbeing.

For me personally, there's so many things that I try to do to support myself, but the most recent one, especially during the pandemic that was new for me is I joined a women's drumming group. And for the last two years we've been drumming together and it's a group and we've been doing it outside because of the pandemic. So, it'd be bitter cold, we're all wrapped up and we've got mittens on and we're out there drumming. So, it's about an hour and a half of doing something that is so different from my work life so immediate in that we are making a beautiful noise together. And so connecting, cuz it's about 20-21 women who are in a circle, all ages, all sizes, all colors, all walks of life. And it's just such a gift. We don't even know about each other's background that much because we get there and we drum and there's something so connecting and grounding about it. It's been just something I'm so grateful for through this.

**Dr. Bruni Nazario:** I love that. It sounds, I love that. It sounds so spiritual.

**Renee Moorefield:** It has been, it's been very much so.

**Dr. Bruni Nazario:** Thanks. Well, we are, we are ready to wrap things up on our end, Kate, I'm not sure that we have any questions that have been submitted. Were you ready?

**Kate McIver:** We do have a few that can get us started and I would just encourage anyone else to put them in the chat. And since we actually have time, I'd love for maybe some of you to ask them yourself. So, Jared, I saw that you asked a question there and I'd love if you could share it with the panelists.

**Jerod Turner:** Yeah. So the question I had was, I really appreciate the insights about kind of modeling wellbeing as a leader. I think I'm really sensitive to a lot of the technology that folks are experiencing, right? Email, slack, all of those pings coming through. And I came across this idea that it's actually less about the technology and, I think Jen said this, the technology using us, the more of a workflow problem. So I'm curious if there's like a wellbeing workflow that we might think about designing for our workplaces or our teams, in addition to all these great individual practices.

**Dr. Bruni Nazario:** That's a great question. Anyone wanna take that one on.

**Jen Fisher:** I can talk a little bit about some of the things that we encourage and that we do at Deloitte, we actually do talk about it as well, being in the flow of work, and really, you know, encouraging. And there are some existing technology tools that will help nudge and prompt some of these things. But I think there are also things that we can each individually do and encourage our teams to do. Like blocking time on your calendar, looking at, you know, how many back to back to back to back meetings that you have, I saw, Jared, that you mentioned Cal Newport, I'm a big fan of Cal Newport and his work and especially his book, *A World Without Email*.

I think, you know, really intentionally thinking about how we schedule not just schedule, but also kind of how we design and run and lead meetings, whether they be in person or virtual. I always say kind of be really intentional about your calendar. If you look at my calendar, I really literally do have breakfast, lunch, dinner, two snacks, workout, and bedtime on my calendar because that's how I schedule things into the flow of my day. But I put my day, I schedule the things that matter to me first on my calendar. And then I put everything else in, you know, in between those times, and really encourage other people to do the same.

We also talk about team behaviors and norms because what it comes down to it, I think, you know, Renee, you talked about this, you can't just take care of yourself by yourself, right. This is a shared responsibility of all of us. And so having these conversations as teams, as to what we want our working norms to be, you know, what does it look like? What are our standard working hours as a team? How do we connect with one another to your point, Jared, outside of standard working hours, because always being connected to email or slack or some other digital tool is draining people, but FOMO is also real. So creating kind of those norms and expectations.

I think what detracts from people's wellbeing, potentially more than anything is unclear expectations, right? Not knowing what's expected of me or when I need to be on or

when I need to respond or how I need to respond. So I think having some of those real conversations and deciding what you want your norms to be is a good place to start.

**Renee Moorefield:** I wanna jump in and add to that because I love everything that you just said, Jen. And the things that I would add are things like a principal relationship before work, just having a principal, and that would be an operating norm for a team relationship, for before work. How that might be demonstrated is when the team gets together even a minute of a breath together, or a mindfulness practice or a stretch or a check in how's everybody doing. So just a proactive moment where you are. Those are sending messages that all of our wellbeing matters. And if we connect in this way, we get work done better together. I mean, and I can tell. From leading for many years that that works, but also from working with clients that that works in measurable ways.

So, when teams come to an impasse, so, Jared, I don't know if you've been in meetings before like this, but I have definitely been in meetings like this, where you feel like the conversation is swirling, swirling, swirling, but it really is not getting anywhere. Being supporting a team and developing the skills to notice that, to name it. And at that juncture to take a breath, take a walk, stretch, make that energetic shift rather than continuing to stay in a swirl. I mean, that may sound like it's just about team dynamics, but I guarantee you that that opens up a lot of wellbeing and releases relieves a lot of stress. So those are the other kinds of practices.

And then the third I would say is job crafting, not all organizations can do that, but for some organizations to be able to say, okay, team, here's what we need to accomplish, who is inspired to do what and allow people to pick things that they're very motivated to do for much of our work. As, as Jen mentioned, the work itself is broad and we all need to accomplish it together. So can we begin to choose? And so that people are showing up to do the work in a way that they are truly inspired to do that particular part of the job. They're excited about it. And because doing work that you love is a huge wellbeing, you know, adds a lot of wellbeing and energy to your life.

**Dr. Bruni Nazario:** I would add the other practice that I do is, you know, aside from taking breaks, scheduling, I actually put on my calendar one meeting for our team to get together. The agenda is blank. It really is just kind of a check in and it's that human connection. Again, if every meeting that I'm having with my team has an agenda and we go through this set of we've accomplished X, Y, and Z. The one most important thing that we haven't is making that connection as a team. So I find that that's probably, I'm gonna say the most productive, although we haven't really done anything, but it is the most effective thing that I find that keeps us working together.

**Kate McIver:** I'd actually like to follow up on that, cuz that made me think of another question. Actually, this is to Jacqueline, you mentioned the working meetings and shifting how you worked in the beginning and also creating that space. And I wonder who was responsible for kind of leading that or making that space? Was it one leader?

Did it come from the top down? I kind of think that's part of the conversation here is who's responsible and how do we take that ownership.

**Jacqueline McMenamin:** In terms of who was responsible, it was various people. What we did was that we created channels for people to share just how they felt. I would say that we listened differently. We listened, we had to listen differently because we were listening in a virtual setting. Whereas when you're in a room, you can tell what the body language is, how we listen, are the videos on, how do people look, what kind of language do they use to describe what the actual, what their situation is? It was a pilot to try it out and what they found was like, people just felt better. People showed up into the meetings after the break, feeling a lot better. The productivity actually didn't go down, because at first people thought maybe productivity might go down, but productivity did not go down.

But now that the pandemic at the, the intensity is now a bit over, what we do is during the summers in two of our businesses, we have two weeks where the majority of the businesses are not working and that's as a result of something we did before, which we've decided to then extend. So there aren't any big meetings during those two weeks of the summer, just so that we could give people the space to take a proper summer vacation. Yeah. So to answer it came from different perspectives.

**Kate McIver:** Thank you. We also have a question from Trisha, would you like to ask your question or do you want me to read it? I see you're on camera. So I thought I'd ask.

**Tricia VanVliet:** Oh, absolutely. Thanks everyone. This is fantastic, but, I guess one thing that is near and dear to the work that I'm doing, I'm curious how the panelists may or may not be working on efforts to normalize discussions regarding mental health, specifically where you directly or within your organizations, you've had to deal with the tragedy of suicide and what's being done from a preventative standpoint too.

**Kate McIver:** Jessica, do you wanna jump in here and get us started?

**Jessica Grossmeier:** Yeah. Thanks so much for asking that question, Tricia, it's one we don't like to talk about. It's uncomfortable and you know, I'm in an organization of one right now, so I can't speak to what an organization the size of the other panelists are doing to address this more systemically. But I believe that each one of us, it starts with us, wellbeing starts with us. It starts with me. And so one of the things that I've been really bringing into every interaction that I have, whether it's formal or informal is how can I intentionally choose to practice authenticity and vulnerability in my conversations with other people. And anytime I have the opportunity to do a one on one with somebody, I have a lot of people reaching out after they read my book, they wanna talk, and I always say, yes, I find a way to fit those things in. And I think very carefully about how can I be intentional and show up for this person in this moment?

And one of my friends at Google Newton Chang, one of the things that he has done as a leader, is as leader of wellbeing, health, and human performance at his company, he went public with his story about burnout and started to share with others this is what it felt like, I wasn't even realizing that I was experiencing anxiety these past three years, I had no idea that this is what was going on. And he stepped away from his job for three months, he came back and he started to share his story about, well, what does it look like to attend to burnout? What does it look like to shift your priorities? And he's back, he's firing on all guns and he's sharing his story.

And it is so important for us to step over the fear and the discomfort of revealing who we are to other people. I think as leaders, we tend to think that that's a sign of weakness. When in fact it's a sign of courage and we create norms around mental health when we help people to understand that it's okay to talk about the uncomfortable things, and to acknowledge that, hey this is uncomfortable, but we have to start talking about these things. And when you share your story, even if it's, you know, it doesn't have to be something groundbreaking, but like Jane you're role modeling it beautifully in the chat. You're sharing with us the circumstances of your situation, and you know, it just comes down to that. Are we being real and vulnerable with one another, because it helps everybody to say, okay, maybe I can share just that little bit more about myself.

And we can start to incorporate it into, we've been talking a lot about meetings. In the previous organization that I was in of seven people, a hundred percent virtual all over the country and our manager who has a lot of emotional intelligence started to build into, at the beginning of the pandemic, those calls, she would have us show something of ourselves, more each meeting. One day it was run down to your kitchen and pick out your favorite gadget and come up and tell us why, it was a show and tell. So this doesn't have to be heavy stuff, but you know, sometimes you have to start with those things and just start to be like, hey let's share one another with one another.

We don't always have to have this facade of, you know, agenda, transaction, tactics, goals, and objectives. We can make time to be real with one another. And so, this doesn't have to be heavy, but it can be a starting point if you're not having those conversations now and it sort of is something that builds.

**Dr. Bruni Nazario:** Thank you everyone. Renee, I'm gonna hand over the floor because we are almost at our time limit. Thank you so much for this opportunity for allowing me to moderate. Thank you, everyone on the panel, you are incredible, really incredible and inspirational. Like I mentioned earlier and I hope our audience really walks away really feeling motivated that they want to continue this conversation now.

**Renee Moorefield:** Thank you, Bruni. I appreciate you so much and I appreciate the way you guided us today. I really appreciate the question Tricia from you on mental health, because underneath, for me, it's all about how do we create organizations that really appreciate the fullness of human beings and the aliveness that we can be. I don't know that we've ever really created, consciously, organizations that tap into human

flourishing, and mental health is not opposed to that, it's part of that. The conversation about mental health is a part of this whole conversation about human thriving.

I really appreciate you, Bruni, the panelists. Thank you so much for just sharing your wisdom with us. I wanna give a huge shout out to Kate McIver. If everyone can clap for Kate. Kate has been our maestro in orchestrating this entire thing and did such a fantastic job. And thank you for all of you, this is a community of wellbeing leaders. This is a, you know, a tribe of people that extends way beyond us.

As Bruni mentioned at the beginning, we are doing a study that looks at the questions as people committed to leading wellbeing, how are we doing personally? So, if you want to be a part of that study, feel free. We'll make sure that you get the link to that. We would love for you to be a part, we wanna gain insights that really advance the science of leadership through the lens of wellbeing.

So, thank you so much. We will have future webinars and I hope you can join us then. Thank you everyone. Have a wonderful afternoon. Take care.