**Managing Mental Health in the Workplace with Aoife O’ Brien Transcript**

Vic ([00:10](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=10.41)):

Welcome to Comms In A Nutshell, a podcast by Oak Engage, Comms In A Nutshell is the go-to place to listen to discussions with the Oak Engage team, industry experts and global brands about the world of work, internal comms, intranets, and how you can get the best out of your workforce. At the end of each episode, we wrap up all the tips and findings discussed, in a nutshell so that you can start implementing them right away, enjoy this episode.

Vic ([00:45](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=45.33)):

Hello everybody and welcome to Comms In A Nutshell, in this month's episode, we are going to be talking about all things mental health as mental health awareness week falls on the 9th of May and last until the 15th of May. So here at Comms In A nutshell as we are a workplace and business based podcast, we'll be discussing everything to do with mental health in the workplace. And today we're excited to be joined by our lovely guest Aoife O'Brien. So Aoife do you want to introduce yourself to the listeners?

Aoife ([01:10](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=70.84)):

Absolutely. Thanks so much, Vic, for the lovely introduction, I'm really excited to be on the podcast today. Um, a little bit of background about me. I worked in fast moving consumer goods, market research space for nearly 20 years. I worked around the world. I worked in Dublin, London, Perth, and Sydney, and I've traveled quite extensively during that time as well. Now I left my corporate role about four years ago, various reasons, and I set up my own business Happier At Work about three years ago. So at this stage, it's in that's 2019. I was had to do my calculations there 2019 set up my own business. Um, it sort of evolved over time, you know, through listening to what my clients are actually looking for, but I like to think it does what it says on the tin it's about creating happier working environments, working with leaders, working with people, managers, um, you know, to facilitate creating these better working environments.

Aoife ([02:03](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=123.38)):

And especially, I think during the last couple of years, there's been a huge rise in what people are actually looking for from work. So, you know, it kind of, um, a rise in, in the kind of services that I offer for, for organizations as well. Now I have my own podcast, uh, also called Happier at work. And it's funny, the, the podcast name came before the business almost because when I first started my business, I was all about empowerment and I called myself empowerment coaching. Yeah. But now, uh, the focus is very much more on organizations, so that podcast is available wherever people listen to podcasts and be able to, to get it. There

Vic ([02:38](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=158.51)):

There's some great episodes, cause I've had a little listen myself and

Aoife ([02:41](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=161.31)):

Thanks so much

Vic ([02:42](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=162.07)):

Everyone head there after this <laugh>

Scott ([02:44](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=164.98)):

I guess we should probably talk about the last couple of years and mental health within the kind of the pandemic. Obviously it's had a massive impact on, I'd say pretty much like everyone to some, some degree. And what have, what have you kind of seen from clients or general consensus, like across who you work with?

Aoife ([03:04](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=184.12)):

Yeah, I, um, I actually carried out some research around this time last year. Uh, I wanted to get a sense of what people's wellbeing was like during the pandemic. My background is in market research. I love data. I love all things analytics. Uh, and one of the strings to my bow, if you like in the business is, is data and using data to make better decisions. Like that's what I've always been about. And so I carried out this research last year, just kind of, you know, publicly available research. It wasn't specific to an organization. And the two things that really stood out in that were the, um, the arranged, the wellbeing was the social wellbeing and the mental wellbeing. They were the two that were most impacted by the pandemic. And, you know, to some degree it's kind of like, yeah, no surprises there. Of course that, they're the things that have been impacted because, you know, there's a high degree of isolation I think.

Aoife ([03:56](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=236.07)):

And you're so right, Scott, when you're saying that it's it doesn't, it's not just, you know, it's kind of impacted on everyone to a degree. So, um, my own personal situation, I live by myself, so I found it quite isolating and quite lonely, but I know there's other people who are in either a shared situation. So, you know, sharing, um, you know, having to work from their bedrooms, having to share, you know, um, kitchen tables and all that sort of stuff to get. And, you know, this is purely from a work perspective, but then there's, there's others as well, where if they were spending more time at home and, um, you know, things got a little bit stressful maybe with, with being around family all the time. As you know, I think a lot of people listening and understand that, but, um, but there was also some benefits to that as well know, being able to spend a bit more time with family and, you know, can't neglect to talk about the positives as well, where, um, and I don't want to kind of, you know, generalize too much, but it, I think it's mostly a, a, a lot of it applies to men and men being able to spend a bit more time with their children without that commute, with being able to work from home and having that additional time to spend, especially with young children.

Aoife ([05:03](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=303.01)):

And I know certainly in, in, within my own family, you know, my extended family, the, the men that, that's the kind of the feedback that they're giving me, um, as well,

Vic ([05:13](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=313.74)):

It's hard with the balance, isn't it? Because on one hand you've got, I think I've just wrote an article about this and it was about disconnected workers and with the remote work, I think 47% of remote workers experience anxiety, and it's kind of when you're isolated, it leads to more stress and burnout with work, even though kind of think with homework that it's gonna be a little bit better, but sometimes it goes too much the other way. So

Aoife ([05:40](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=340.55)):

Absolutely. And I think this is a danger. So then when the pandemic first started, uh, I think a lot of the concerns that leaders had and, you know, people managers was that the work wasn't going to get done, and it really went in the opposite direction where people didn't really have boundaries. And, and I know certainly I'm guilty of this. The laptop is just sitting there. You just wanna do one more thing, but you end up doing 10 more things instead of just one more thing and you end up overworking and burning yourself out. But I think it, it kind of ties in with this idea of visibility and if you're not being seen in the office and how are you gonna show that you're working? Oh, well, by showing that you're still online at eight o'clock in the evening and, and, and things like that. And I think, you know, there's no arguments that people worked longer hours. They didn't have the commute anymore, but actually now suddenly we're actually, we're working longer than we ever have before. We're working way longer hours. It's leading to stress, it's leading to burnout. And so there, there are kind of two sides to the coin as well. I think

Vic ([06:40](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=400.24)):

Definitely. And I think later in the episode, we can delve into how people can deal with that, but

Aoife ([06:45](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=405.87)):

Absolutely there's

Vic ([06:47](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=407.07)):

Been a certain like group of people that have been affected the most in the pandemic? Or

Aoife ([06:53](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=413.75)):

I, you haven't seen that it's any one particular type. Now there's from the research that I've done from reading online, from some of the groups that I'm in on social media, I can see the huge pressure on HR people in particular mm-hmm, <affirmative>, um, you know, they're the ones that are kind of taking a lot of the brunt and the managing of, of all of this, um, you know, trying to make sure that everyone is, is well at work trying to make sure that everyone is okay, that they're doing okay. Um, and I think with, you know, going back to, to the last point, I think when you're in an office, it's much easier to tell if someone is stressed or if they're burning out. But when you're on a little square, on a screen, it's much more difficult to read those signals, to see whether someone is actually burning out and especially, and, you know, got to the stage where people were turning off cameras and things like that because they just, maybe they got sick of seeing their own faces on camera.

Aoife ([07:47](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=467.93)):

Maybe they just didn't really feel like showing up that they didn't wanna show their face, or they might have been doing something else, which is perfectly okay. You know, they're, they're washing the dishes, but they're still tuning in. They're still listening to what's going, going on, even if they're not necessarily contributing to that. Um, so I think HR definitely from a work context and people managers, and this was one of the, the big things. And it, it does go back to what we touched on earlier, the idea about how, how do you manage people and it's, and the visibility piece, typically a manager will look to see if someone's in the office to know whether they're working or not. And that suddenly overnight went out the window and manage managing people has kind of shifted more into leading people and being more focused on the outcomes and the outputs that people delivered than how much time they're at work.

Aoife ([08:39](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=519.58)):

And I, I see this time and time again, and, and it's a really positive step, I think, because it moves away from this idea of having to be constantly visible, having to be online all the time. It, it facilitates and enables a flexible working approach where we can focus much more on really understanding what is required in our role, because, you know, and I was just talking to a client this morning, getting a really clear understanding of what is expected in the role of what the role actually entails is quite difficult, you know, and in, in specific example, what he was saying was it trickles from the leadership. So you have these overall organizational goals, and then it trickles down to the next level and it trickles down to the next level. And by the time it gets to the individual contributor, it's quite difficult to relate what they're doing on an everyday basis to what the organization is trying to achieve.

Aoife ([09:35](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=575.82)):

And for me, that's one of the critical pieces of a manager is being able to translate what the organization is trying to achieve into why that matters for the individual and how that contributes to them, but also looking from their perspective. And this is something that sort of occurred to me as I was, I was chatting with the client this morning that, you know, you need to also sell into them from a career perspective. What is this going to do for you? And is this in line with your own personal career goals and how are you going to achieve them? So HR managers, I think people who are living alone, um, you know, I, I think going back to what Scott said earlier, I don't think anyone was left untouched by any of the issue used during the pandemic, any of the kind of, especially to do with mental wellbeing.

Aoife ([10:19](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=619.6)):

I think everyone is impacted in their own way. If I think back to, um, early pandemic, you know, and all of the things that used to happen and, um, you know, the various different lockdowns, it, it kind of, in some ways feels like a lifetime ago now. And I really believe that it, it was be for a couple of years that we will see the real impact of, of what happened, because let's not forget, we're still kind of in the middle of it, even though things have opened up and there's, you know, there's no requirements. Um, I, I it's same in the UK as it is in Ireland. I believe that it's, there's no requirement to wear a mask in a lot of situations anymore. Um, and it kind of feels like we've gone back to normal, although there are still cases of COVID happening and there's still, you know, on the rise and people are still going into hospital with it and people are still dying from it. So, um, you know, let's not kind of forget where we came from as well.

Vic ([11:11](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=671.17)):

Yeah, yeah, definitely. I think from reading around as well, I've been like reading how affected like millennials and genders Z have been from it. And especially like people coming into the workforce now. Yeah. It's like when I think back to pre pandemic, when I first started, my job was in the office all the time and now it's so weird that it's the norm that, yeah. Well, for a lot of companies you can pick to be remote first and yeah, I think it definitely does change, it has changed the way that everybody's career path is gonna go because yeah, it's just it or more now, isn't it,

Aoife ([11:46](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=706.66)):

It's funny. And that's nearly a conversation for another day, Victoria, because like, it's, it is a real challenge on how to do that and how to determine how often to go into the office and what that actually looks like. I mean, I'm in the process of devising a framework, so it's not a one size fits all, but, but really a framework that people can look to to determine how often they should be going into the office, how often, um, they should be meeting with each other, what work actually needs to get done, why it needs to get done. How do you relate that back to the overall organizational goals? Um, but you know, even kind of broader context, you you're saying people entering the workforce and they don't even know what it was like to ever be in an office, but, but also there's, there's, um, going back to teenagers, like there's people who, who missed out on in Ireland, we have, um, Deb's Ball, like it be like an end of year formal type of thing at the end of school.

Aoife ([12:38](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=758.8)):

And there's all of these milestones that have been missed by people, but, but absolutely like the people entering the workforce and who've never been in that office environment and who sort of take it for granted that everything is online, it's, it is a real struggle. And you know, it again, I don't think we're through it yet. I think people are experimenting, you know, let's see how this goes. Let's let's listen to feedback and try something different and see how that goes. And it's, for me, it's not just about being able to work from home because it's well and good to say, I want to work from home because it gives you that flexibility. You don't have the commute, you're able to do laundry in the middle of the day. You're able to kind of cook meals and things like that. And you're able to be there for your kids when they come home from school.

Aoife ([13:24](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=804.3)):

Um, it facilitates that flexibility that flexible working, which is brilliant, but that's not to say that you are really effective at actually working from home. And maybe you do your best work in the office. And that could come to light in a few years time when you see that you're not really delivering the results that you should be delivering when you're spending most of the time working at home. So I think there's lots of considerations and we're not really there yet. And I think it's gonna take a few years before we get to like what the answer actually is. Like, we might go completely the other way and go back to in office realizing, but equally don't bring people back to the office, just for the sake of it. It's really about the collaboration piece. If you need to work with someone else, if that needs to be in person or the socialization piece, you know, so people don't feel isolated. So they feel connected with other people so that you, you can kind of tell if someone is suffering with, you know, mental ill health and, and things like that. So you can actually see in person that you can give a lending hand.

Vic ([14:22](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=862.25)):

Definitely. Do you think from your framework, have you found there's like a sweet spot of what, like the amount of time to come into the office is best? Or is it, is it still in development?

Aoife ([14:32](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=872.51)):

Well, this, I think this is the beauty of it, Vic, that it's not, uh, one size fits all. It's a framework to show these are the types of considerations that we need to make as an organization, as a team. Um, and really it should be done at a team level rather than an individual level. So what is the requirement of the team? Do we need to work on stuff together? And again, going back to that phone call, I had earlier with the client and thinking back to my own corporate days where we worked with a lot of the work we did was outsourced to India. So we're on a completely different time zone. We would arrive in in the morning, the work would be done for us. It's there. We might have a feedback conversation in the morning at some point, but if the work did not require us to be in the same place, it didn't require us to do the work, you know, at the same time.

Aoife ([15:17](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=917.86)):

So for me, that is the way forward that if, if you don't have to be in the same room with someone, and oftentimes if you think about the work that you do personally, it probably isn't, it, it's probably something you do very much on your own and you give it to someone else to do the next piece or to, to provide feedback on it or something like that. You're not jointly working together with someone else on the piece of work that you're delivering. So therefore, why do we need to bring people together to, to work on those things? You might bring people together for brainstorming. You might bring them together for team build, but you're not necessarily gonna bring them together just to work on a specific project. I think,

Scott([15:56](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=956.51)):

I guess when we, when we look at kind of the landscape of, you know, businesses, still trying to figure out what they're doing with in office out of office. And then when you touched on, you know, like it was HR and, and com that done a lot of the heavy lifting on trying to kind of, yeah. Find out what is going on and what the new normal is for, for mental health. How, how can businesses or individuals take that next step and kind of address those changes?

Aoife ([16:20](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=980.25)):

Yeah, I think so for me, let's start with the individual first because let's basically, you know, and it's, it's so easy to say, what should organizations be doing? But like organizations are made up of individual people. So if we think about the individuals first, and, and one example I'd love to share from something that I did throughout the pandemic was I wanted to lift the mood every evening and I wanted to watch something on TV that would give me an absolute belly laugh. You know, I wasn't allowed outside of two kilometers. I went out for a walk during the day to get out and to here and to get out some, get some fresh air and things like that, which was great. But at the end of the day, I wanted to end it with something that would just give me a belly laugh because I knew it was something that I really needed and I needed it every day.

Aoife ([17:05](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1025.02)):

So I would put on something on Netflix, um, you know, various different things that, that I know would give me a belly laugh, like, um, the US office, I just absolutely loved that or modern family, you know, things that just made me laugh out loud. Yeah. And was really refreshing. It really gave me something to, to look forward to, I suppose, at the end of the day, but just a bit of comic relief for want of a better word. But I think on the, on the individual basis, and again, no one size fits all. But if you think about, you know, what happens when I feel a little bit down, what happens, where does my head go? And, you know, if I, if I think about myself, I kind of spiral and you think of all of the bad things that have happened, and it becomes almost a self-fulfilling prophecy and you get worse and you get worse and you get worse.

Aoife ([17:51](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1071.66)):

But being able to, I think the first step is acknowledge that. So acknowledge what happens when it happens. Maybe have a look at what's triggering that to, to begin with, but then think about for you personally, what are the things that you can do? So is it getting out to nature? Is it giving a call to, to a friend of yours? You don't have to say I'm feeling a bit depressed or I'm feeling a bit down, or I'm really struggling with my mental health at the moment, but just to have a chat and a laugh with someone else and really, you know, to kind of connect with people. Because oftentimes when we feel like that, I think we feel very much alone and we feel like we have no friends and we feel like we can't talk to anyone about it because we'll be judged and there's still a lot of stigma associated with it.

Aoife ([18:36](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1116.16)):

So I think being able to do that and, you know, do you have a little box that you can open up and be like, okay, so when I'm feeling like this, then I can do this, this and this. Uh, because I know that that's what makes me feel better, you know, is it going for a sea swim? I know that became huge in Ireland. I'm not sure about the UK became huge in Ireland during the pandemic. A lot of people got into sea swimming, um, you know, throughout the, the winter as well, not just in the summer, but people were going every day just to get out of the house. Um, I think one of, you know, we'll talk about this in a little bit more detail, but having clear boundaries between work and home, I think is really important. So like establish those clear boundaries and know and learn how to say no, if you're feeling overloaded, if you're feeling stressed and like you're gonna burn out, um, and burn out on stress, like that's a huge thing.

Aoife ([19:24](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1164.1)):

And I've seen so many people talking about that recently. It's, it's just the number of talking about it seems to be accelerating. And for me, I got to a stage where I didn't actually burn out because for me, the type of burnout I think about is where you require hospitalization, that you nearly have a breakdown because of it, but I've come really, really close. And I know that when I'm close to burnout, I have such an inner drive that I still want to continue to do more, even though I know I shouldn't. And I think when we feel like that, again, it goes back to recognizing that, it goes back to acknowledging that this is how I'm feeling, and if I don't stop, then I'm, I'm really am gonna end up in a bad way. And, you know, I run my own business. Therefore I'm the only one who does a lot of the stuff.

Aoife ([20:12](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1212.72)):

Like I do have some things outsourced, which is great, a really great help to me. Um, but at the same time, so the, the, I feel the pressure that I have to, you know, would equally have to think that if I, if I, I need to understand, I need to prioritize what needs to be done, because if I don't, then I might end up burning myself out and then coming out of the business for, for weeks or months at a time. So like, I think really focusing on that, um, one of the big challenges. So yeah, like even creating a list of friends to, to reach out to, you know, all of these little things on an individual basis, I think are really important. I think, um, going back to the idea of more the organizational approach, um, you know, there is still this stigma associated with talking about mental health and I see a lot of people talking about it.

Aoife ([21:03](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1263.34)):

I'm not sure I see the same number of people living it. Um, I have seen a huge increase in people showing up vulnerably, uh, vulnerably online these days and sharing their own issues, uh, sharing their struggles that they've had. And I think within organizations, we, we need to embrace this type of behavior where we're being vulnerable. We're actually showing we're role modeling what can happen. So, um, I suppose one of, you know, it's finding that balance between, okay, so we need to manage and make sure that the work gets done. Um, so being able to manage people who are going through those mental health difficulties, but at the same time, making sure that the, the work is actually getting done, but they're getting the support that they need. And I suppose it's about having those clear priorities, those clear objectives, but at the same time, providing the support that people need.

Aoife ([21:54](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1314.02)):

So role modelling, and that means people at senior levels talking about their own issues, their own struggles and how they address them, how they overcame them. Um, and, and yeah, like it really goes back to, don't just talk about it. I actually show what that means. And it's so easy for people to say, this is what we should be doing, but if you think, and going back to the individual level, if you think, if you're listening to this today, and if you think that you should be the one to make that change, you should be the one on an individual basis to say, actually, I'm struggling a little bit now. And I do need that, that bit of support. Um, what kind of support does the organization provide? And even if you're brave of kind of sharing that story within the organization, as well to say I was struggling like this, because you don't know who you might help by sharing that story that you reached out, you used their, the EAP or something like that, but you reached, you got support and now, but there's still that stigma associated with it. Um, but if you think about more, put the focus not on you, put focus on who, who you might be able to help, who you might be able to stop from burning out, who you might be able to stop from from going into a deeper depression, all of those kind of things.

Scott ([23:06](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1386.81)):

It, it does seem that, um, like from COVID in the pandemic kind of, you know, employers looking more at wellbeing and actually looking a bit, you know, deeper into what that consists of, not just like, you know, there is, does seem to be more of like a more business looking at mental health and, and, you know, burnout and stress, especially, and making more of that now, uh, um, than probably it was aware pre pandemic. Um, but I guess when you say like, you know, there still seems to be a stigma around it, it's kind of how much does it still, you know, from where it is now, how much further does it still need to go to kind of, you know, be a bit more kind of all encompassing and supportive for, for employees?

Aoife ([23:49](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1429.03)):

Yeah. It's, that's a really good point, actually, Scott, because yeah, we definitely have definitely have moved on a lot since pre pandemic and employers are realizing the benefits of wellbeing. If they support staff in their wellbeing, then they're gonna perform better at their jobs. They're gonna be able to, to do them better. And, you know, wellbeing doesn't have to cost a lot of money. It can be just supporting people to get out for a walk in the middle of the day. It can be supporting people to have clear boundaries, to know how to say no to, um, shut off in the evenings. And again, this goes back to role modeling. Like don't be sending emails at seven in the evening. If you don't want people to be, people might get a ding on their phone, then they're like, oh, I need to respond to that.

Aoife ([24:29](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1469.44)):

And it just causes a little bit of stress and you're thinking about it. And if you don't respond, then you're thinking about it and you're maybe you're dreaming about it that evening as well. So, um, you know, really kind of bringing it back there is still a way to go. But I think for me, it's a journey it's I don't, I'm not sure that we're ever gonna reach a place where we just go, oh, and now we've got it all sorted. I think it's gonna be an, an evolving journey. I think it's things are gonna change. There'll be other priorities that come about, um, over time. But for right now, it's about focusing on what is the next step? What is the next best thing that you can do to support your employees in their overall wellbeing?

Vic ([25:05](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1505.55)):

Do you think because there is a stigma talking about mental health and people at work might be scared to bring it up kind of, for fear of like it being judged. I know I've seen articles about people have become like the topic of office gossip, because like just Chinese whispers have been passed on. Do you think, as an employer, a leader, a manager, is there signs that someone's like burnt out anxious that they should look out for so that they can kind of offer them that extra support?

Aoife ([25:35](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1535.22)):

Yeah, well, there's a, there's a couple of points to pick up on there, Vic. Um, the first one is around, you know, and it goes back to what I said earlier about role modeling. So don't feel as an individual employee that, that you need to be the one carrying the burden of, of talking about this kind of stuff, really, from my perspective, it needs to come from that leadership team. So them being open and them role modeling, what does this actually look like? And how do I talk about my own struggles and, and the issues I have. Like, there's so many different stories and it's not necessarily related to wellbeing, but I do remember hearing a story of a senior who basically the only piece and quiet he got was in the bathroom. And therefore, when he was dialing into his calls, he was, um, had this video turned off and he was dialing in from the bathroom and it was someone else then who ended up just taking that chance and being vulnerable and saying, oh, Hey guys, I'm actually dialing in from the bedroom or whatever it might I've been.

Aoife ([26:29](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1589.3)):

And then the senior leader found courage to say actually I've been dialing in from the bathroom. And he turned his video on I've been dialing in from the bathroom the whole time, because it's the only place I would think it was the only place that'd had a lock on the door where he wouldn't be disturbed. Um, and so he, he, he had to do it from there. So I just think, you know, taking those times and, and, and if you're listening, don't think someone else can do that because I don't want to think about your, your own personal journey and what you could potentially share. Like, just talking about what happened during the pandemic or, or, you know, it's kind of, the time has sort of passed for me now. Anyway, I don't feel like I need to ask people, what did you do in the pandemic, but they're the kinds of conversations that people were having all throughout.

Aoife ([27:14](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1634.78)):

Like what has the pandemic been like for you? And I'm still curious if I meet new people, like, what was the pandemic actually like for you? Here's what it was like for me. And just open up those kinds of conversations to understand where people are coming from. Like I said, I live by myself. It was very isolating. I felt very lonely a lot of the time when we're in locked in to two kilometers and they had, um, the garda, like the police in Ireland, checking, doing road checks, saying where you're going to, and making sure that you're not going beyond the two kilometers or the five kilometers, even if you're just driving down to the supermarket. So, um, you know, you had all of that kind of going with it as well. Um, but really, yeah, so, so it's about it is about role modeling from the top to begin with.

Aoife ([27:57](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1677.28)):

I think it is about understanding what supports are available to people, not letting it go too long, you know, going back to what you said, Vic, about this idea of like recognizing the signs that people are going to burn out. Probably they're working crazy hours. They're sending emails at ridiculous times. Um, if, if someone doesn't have their camera on, maybe they need someone to reach out to them and just kind of connect with them so that they feel a bit more comfortable if they're feeling very isolated, um, that they, they just need someone to, to reach out. And now the things have kind of opened up a little bit more. Is there someone in the vicinity, you know, is there, if they're not coming into the office, if people are still working from home, can someone just go for a walk and a talk with them or something like that to get them out. And really it's, it's about bringing it back to human connection. Isn't it like, that's the, the big thing that was missing from the pandemic was that we couldn't connect with people on a individual basis on a, on a in-person basis, that it was all very much, it's all through a screen. And we got so used to it and it's difficult then to get back into doing, doing things the way we used to

Vic ([29:02](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1742.14)):

It definitely is. And we're social beings by nature. Aren't

Aoife ([29:06](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1746.08)):

Yeah. Even like I'm an, I'm a total introvert and even I felt that. So I think it, you know, it doesn't matter that you're an introvert versus an extrovert. I think we all still need that, that, you know, um, we all still need that social interaction.

Scott ([29:21](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1761.96)):

I think there's a lot of, uh, screen fatigue as well, early pandemic between very quizzes outside of, outside of work. Yeah.

Aoife ([29:30](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1770.67)):

I didn't do enough quizzes Scott. Now I have to say, so I feel if someone wants to invite me to a quiz, I'd be happy to join in

Vic ([29:39](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1779.06)):

We can do a quiz, take a trip down memory lane.

Aoife ([29:40](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1780.55)):

I love a good quiz.

Vic ([29:43](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1783.56)):

Everyone's just become so much better at pub quizzes now as well. Haven't they <laugh>. But, um, I just wanna go back to what you were speaking about earlier. So like with boundaries yeah. Do you have like examples, cause a lot of people might not know, like, this is what I need. You have examples of like setting boundaries?

Aoife ([30:00](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1800.08)):

It's interesting. So boundaries it's become kind of a, a buzzword. If you like people, a lot of people are talking about it for me, what it means is it's kind of like where I am, where I start and, and, and, uh, or yeah, where I endand work starts. It's kind of the, the division between me and another person or me and whatever it is that I'm, I'm doing as well. So in the work context, and you know, an example of this is, um, I, I, I really loved this and I used to share it with people all the time at the start of the pandemic, if you want to denote when work starts and when work ends, you go for a walk around the block for five minutes or 10 minutes at the start of the day. And then you say, right, okay, that, that was my commute.

Aoife ([30:43](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1843.11)):

And now work is starting and you get into work. And then at the end of the day, you do the same thing. You go for a walk around the block and you come back and you're like, right now, work is over. You put the laptop away and everything before you go for the walk and now work is over for the day and you leave it and you put it somewhere that you can't see it. Um, so like that is an example of a boundary. Another one would be finding positive ways to say no. So we have a tendency to people please, a lot the time, or at least think we're pleasing other people by saying yes all the time and taking on additional work, but finding positive ways to say no, can be something as simple as, uh, you know, someone asks you to do something additional and you say, okay, so I have this, this and this, um, in this timeframe, I can't get everything done.

Aoife ([31:24](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1884.92)):

Would you mind prioritizing what are the most important things that need to be done? And if the additional thing that you're asking me to do is not on top of the priorities, then we can look at that maybe another time. But I think oftentimes we don't appreciate the work that other people have. And, and it's so easy to delegate. It's so easy to get so far off our plates, but maybe think about the work that you're giving to other people as well. So if you're even things like sending an email, so if you send an email and then it, it comes into someone's inbox, they have to do something, they have to action that email, um, you know, there's all of these different things. But for me, I think a big thing around work is, is the ability to say no. And if someone's trying to, give you additional work, do that in a positive way, like I say, it's not just a, no, it's a, okay, I can take that on, but you need to reprioritize and take something else off my plate.

Aoife ([32:11](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1931.59)):

If you want me to get this done as well. And there's no good going back and complaining to other people saying I've got too much work. If you're not complaining to the person who's controlling. Yeah. How much work you have? Um, you know, I, I was always, I always felt very lucky in that. I, I kind of controlled the amount of work. I, I dealt with clients and it was the clients that I had to say no to. And again, if the work is coming from clients, then it's about knowing how to prioritize that and, and kind of pushing back. And they're trying to chance their arm trying to get more work done and trying to get more out of you. Um, if it's coming from a boss, then it's about having those conversations as well. So yeah.

Vic ([32:50](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1970.14)):

It can feel quite scary though. Can't it to, oh yeah, yeah. Especially when you are naturally a people pleaser. Yeah. I think,

Aoife ([32:56](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=1976.56)):

Yeah, absolutely. Yeah. It's so like, I'm not gonna say this is something that's really easy to do, but it's something I learned quite early on in my career and it's really, you know, stood me in good stead over the years. Just being able to say like the temptation of course is like, yeah, no problem. And then like, we used to have regular catch up meetings if I think back to my agency days, um, you know, years and years ago, and we're like, I, we did this, this, this, this, and they wouldn't have realized just how much work was on your plate because it's one person managing the workload, but it's a whole load of other people who are giving you the different little tasks to do, but it's too late at that stage to say, look how much work we did do. It's more about being able to manage that and saying, look how much we have on our plate.

Aoife ([33:37](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2017.96)):

Can you prioritize this for us please? Um, if I, you know, if I, something just kind of came into my head as well, like I had COVID there before Christmas. And if one thing I learned from that is what I do is not life or death. So I had to cancel client meetings. I had to cancel meetings and I thought I'll be out of action for about a week. But the reality I was out of action for two full working weeks. Yeah. And I had loads of stuff lined up. It was right before Christmas. And I had planned to finish up on the 17th of December. And I just said to myself, what I'm doing is not life or death. I can very easily reschedule these meetings. It's not a big deal. And I had to prioritise myself and my own health. And I don't think I've ever done that before.

Aoife ([34:23](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2063.989)):

If I've ever been sick, I always kind of work through it. Uh, if, like I say, if I'm close to burnout, I always kind of go, oh no, just this one more thing. I have to get this done. Just this inner drive in me. So I think, you know, prioritize your own health and wellbeing. Um, and even think like you can, uh, embody someone else. So, you know, try and think, oh, like think of someone who you find really assertive and maybe try and embody them to say, what would they do in this situation? Like, that's kind of one thing that you could do. Another thing you could do is think about the impact that it would have. So what is impact of you taking on this additional work? Um, you know, is it that you're spending less time with your kids? You have less time for your hobbies. You won't get to meet up with, uh, your friend for dinner. What are the impact and think about, okay, so if I'm saying yes to this, what am I saying no to, and, you know, that's another way to kind of frame it and really taking responsibility for yourself and, and your own wellbeing and your own workload.

Vic ([35:25](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2125.53)):

Yeah. I think that's so important as well, because you are gonna do better work if you set them boundaries anyway. Oh yeah,

Aoife ([35:32](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2132.14)):

Yeah. Then it's about the quality of the work, not the quantity. So focus on doing fewer things, but doing them to a higher quality. Yeah,

Vic ([35:39](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2139.41)):

Definitely. They're really great points. And I love that one about integrating a morning commute into your day.

Aoife ([35:44](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2144.96)):

Yeah. It's great. Isn't it? Yeah. Yeah.

Vic ([35:46](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2146.66)):

People did that. Didn't they, they actually got up, got dressed, like drove around a bit, pretended that they were on their morning commute. Yeah. But it did get you in that head space of work, yeah.

Aoife ([35:56](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2156.79)):

Some people it's, it's any reason to get out of the house if you had kids at home during the pandemic, just being able to get out I think for, for a few minutes, um, going out to the car for a couple of minutes and just sitting in the car and having a bit of peace and quiet, I think for people really made the world of difference.

Vic ([36:11](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2171.08)):

Definitely. And I think we've kind of covered bits in here, but the next point is where can employers start with making mental health, a priority, kind of talking about things relating to the business, like mental health programs, perks and benefits, flexible working. Yeah. Um, and creating that kind of space to talk about it. Do you have bits on that?

Aoife ([36:32](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2192.96)):

Really? It kind of goes back to the, the point I made earlier and this focus being more, um, on the outcomes from work rather than the inputs, which would be the time that you spend at work. So moving away from this whole nine to five. Yeah. And being, you know, is that, that you prefer to start earlier, you have a break in the middle of the day and maybe yeah. You put the kids to bed in the evening, but then you work later on and really, you don't have to feel like sometimes people feel like, oh, well, you know, I've done my eight hours for today. I can knock off now. Or I haven't done my eight hours. I need to put in another couple of hours, it's moving away from that mentality more towards a I've achieved the goals I set out for myself today, understanding how those goals relate to the bigger picture of the organization, the

Aoife ([37:17](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2237.6)):

Orders, the KPIs. Um, and, and then, you know, and then saying, it's okay to, to switch off, it's okay to shut down because I've achieved what I said I to achieve this week or this day or whatever it might be. Um, I think, and that facilitates us to be able to work more flexibly. Um, like I said, I don't think we're there yet with the hybrid model. I think it's gonna take a few years where we really nail it and it's have to go, it's gonna have to be on a very individual basis. So what's gonna work for individual organizations, individual teams. And I think organizations are looking to each other to see, oh, what did they do? And oh, and Google have announced this. And Twitter announced that and let's follow suit. They must, they must know what they're talking about. Let's do that.

Aoife ([37:59](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2279.89)):

But really, you know, with my research and data nerd hat, <laugh> on, it's about finding out what works best within your own organization and not relying on other people, but listening for that feedback and taking action on the feedback that you're getting from staff, not forcing them back into the office for no kind of good reason. It's great for socializing. And if you want to do like a half day onsite and bring people together, that's brilliant for socializing purposes and for reconnecting and seeing people in person, but not to come into the office for a full day to sit on zoom calls. Um, and again, going back to that client, I spoke to earlier, he was saying that even though they were back in the office, they were having zoom calls with someone who was maybe two floors above or something. They were still kind of in that way of working that they weren't necessarily, um, you know, there and meeting in person and, and collaboration in person that was still done through zoom, which is absolutely pointless if you're bringing people into the office only to have meetings on zoom. Yeah.

Vic ([39:02](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2342.87)):

Yeah. It's the last thing you wanna do. Isn't

Aoife ([39:04](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2344.83)):

It. Exactly. Exactly. Yeah. Yeah. Um, yeah. Yeah. So I think that's, that's kind of one of the, the big things and that kind of ties in with this of culture and work patterns. I think culture, it was really difficult to maintain, um, during the pandemic, if anyone has any thoughts on that or if you've done a particularly good job, uh, I'd absolutely love to, to hear from people with that, because I know for a lot of my clients, it has been a real struggle maintaining that the kind of the same culture that they had, um, remotely and, and bringing people into that culture. So if someone new started being able to bring them and onboard them sufficiently in, into the culture, I think was really difficult as well.

Vic ([39:44](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2384.75)):

We were onboarded during the pandemic weren't we? So I think we both, obviously I'd, I'd never worked for a company and been onboarded remotely, not met everybody, but it went really well for us. I think our company makes an effort to kind of schedule things online, like team building things and regular check-ins. So it, it was the case that everyone, our team kind of met each other. And it was so weird because we all met online first and then we all arranged to like go and meet at the beach cuz we spoke to each other likely. And it was so weird meeting everyone in person for the first time. But

Aoife ([40:22](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2422.12)):

Yeah,

Vic ([40:22](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2422.79)):

Even though people sometimes might think like, well, I'm a bit nervous about going to that. It's good to kind of scheduling them regular things with your teams and individually. And I think when a new person joined, everyone's kind of encouraged to like set up a meeting with them, like have a coffee and get to know each other. And I felt like that was really, really nice.

Aoife ([40:41](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2441.1)):

Yeah. Yeah. Yeah. It makes a huge difference to a sense of belonging I think. And that's so nice. It is like, for me, it's one thing to see someone through a screen, but if we, so we haven't met in person, but if we met in person, I think the conversation that we have through a screen would really change. I think it would really elevate, like it's, it's one through a screen, but I think, I definitely think that the in person gives that boost and makes a real difference. It

Vic ([41:05](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2465.02)):

Does definitely.

Scott ([41:05](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2465.93)):

Yeah. Creating a culture that supports mental health conversations and awareness. I guess we've kind of been on an over, I would say that when I was kind of looking at research on that and just kind of around how you would support that, it does seem to be kind of the responsibility is on everyone. Whether that's the individual, the senior team as, as you've kind of discussed through here or yeah. Or that line manager being the bridge, it doesn't be that everybody has, you know, some degree to, of course look after themselves, but also to kind of, you know, make sure that those around them are performing well.

Aoife ([41:36](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2496.6)):

Yeah. Yeah. And sometimes actually that you, it can make you feel better just by helping someone else. So if you are feeling a bit down or feeling like you're not getting the help that you need, have a look at yourself and see, where can I add value? Where can I help someone else? Is there someone I can reach out to, to see? Can I help them as opposed to putting the focus on you? I know when we, um, when we get a little bit more depressed, but down we, the focus tends to be on us and we spiral a little bit. Um, and so maybe thinking about, okay, so if I get like that, is there someone I can reach out to and say, how are you doing and how can I, how can I help you and put the focus on other people, um, you know, thinking about how you, and then, you know, it's gonna come back, it's gonna come back and, and kind of pay, um, um, come back to you in spades. Basically, if you start doing things like that.

Vic ([42:27](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2547.57)):

Exactly. It's team effort, isn't it? Yeah. We have to look out for eachother don't we, and I think finally, as we are on Comms in a nutshell, what are your top tips for coping with anxiety, burnout, and stress in the workplace? So that can be individually or to business leaders?

Aoife ([42:45](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2565.41)):

I think, um, like the, the big things that I think can really help, um, are boundaries and, you know, we spent a bit of time talk, talking about that idea of boundaries. I think it's, that's really important to understand and maybe understanding if someone's crossing your boundaries is basically something that's annoying you, something that's bothering you. So if you're complaining to someone else saying I have too much work, then, then a boundary has been crossed somewhere and you need to address it. You need to go back to the source and address it there rather than complaining to someone else. Um, I think finding that balance. So it's not just all about work, it's about thinking, you know, and, and for me, this is something that the pandemic hugely impacted, like what are my hobbies? And like when people ask, what are my hobbies, or what do I do outside of work?

Aoife ([43:29](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2609.39)):

I had to think about it and say, what, what do I do outside of work? So bringing back more of that enjoy, and like, what are the things like, why do you do the work that you do for, for non-work reasons? So my work facilitates X, Y, Z, it enables me to travel and, you know, it means that I can support my family. It, me, you know, going back to the non-work reasons for, for your purpose at work, essentially <affirmative>, and then the other thing really is getting the basics, right? So that is exercise, making sure to exercise and move your body. Doesn't have to be like an hour in the gym, just move around the place a little bit more. Um, the pandemic had us all working from home, sitting for most of the day, rather than getting up and moving around between meeting rooms or from meeting to desk.

Aoife ([44:16](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2656.28)):

So just moving, eating well. So making sure that you're not getting takeaways all the time, that you're having a reasonably balanced diet and that you're remembering to eat as well. So I know I don't suffer from this, but I know some people who kind of forget to eat throughout the day. So making sure that you actually are eating and you're eating nutritiously and then sleep getting enough sleep. I'm a huge advocate for having the eight hours a night. So I try and get to bed, uh, start getting ready at about nine. And, and, um, you know, by the time I end up in bed, then about half 10, uh, between getting everything ready and, and stuff like that. But, but making an effort to have a decent night's sleep and knowing when you haven't had a decent night's sleep and, and the impact of that, and being able to address it because everything is better, I think when we've had a proper night's sleep. Very

Vic ([45:01](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2701.51)):

True. I definitely agree with that. Yeah.

Scott ([45:03](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2703.43)):

<laugh> Unanimous <laugh> yeah.

Vic ([45:08](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2708.1)):

Well, thank you so much for coming on and being our guest today it has been great filled with little bits of knowledge, and we might have to get you on for an episode two. Cause I feel like there's so much we can,

Aoife ([45:18](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2718.4)):

Oh, there's so much more I could talk about. Yeah, yeah, yeah, yeah. <laugh>

Vic ([45:22](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2722.58)):

That has been absolutely great having you on today.

Aoife ([45:24](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2724.14)):

Thank you so much. Thanks for inviting me. Yeah, absolutely. And

Vic ([45:27](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2727.7)):

We'll see you next month. Everyone.

Scott ([45:31](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2731.63)):

We hope you enjoyed this episode. Make sure you subscribe to on from YouTube, our social media channels and your favorite podcast player to get all the latest Comms In A Nutshell content.

Vic ([45:40](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2740.51)):

If you want to learn more about how an intranet can transform employee engagement and streamline your communications, why not head to our website and book a demo with one of our experts.

Scott ([45:50](https://www.temi.com/editor/t/YemL4hgIj_mT1SKJwhMNM9lAl9oC26s39HUuDP1gvi35eyAho2pyU7unIdOX5pgd6d48pellKiyH7_vCHFmIOEm9JLA?loadFrom=DocumentDeeplink&ts=2750.11)):

So go ahead, give us a follow and we'll see you for our next episode.