



## Conscious Life presents

### Workplace Exhaustion and Burnout

**Guest: Amanda Baudier**

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#### **[00:00:09] Meagen Gibson**

Welcome to this interview. I'm Meagen Gibson, co-host of this super conference. Today I'm speaking with Amanda Baudier, co-founder of Full Plate, Full Cup, which empowers ambitious executives to get off autopilot and make impactful positive changes in a way that actually feels nourishing. She even believes you can be successful and happy. Amanda Baudier uses a whole person lens grounded in both her executive coaching experience and hundreds of hours as a yoga teacher and practitioner, as well as training to become a somatic therapist under Dr Peter Levine. Amanda Baudier, thank you so much for being with us today.

#### **Amanda Baudier**

So much for having me. I'm really happy to be here.

#### **Meagen Gibson**

So I'd love to start with just acknowledging that anybody that's working today or in a relationship with anybody that's working these days understands that workplace trauma exists. And I think at this point I would love it if you could define for me what workplace trauma, both on an individual level and an organizational level, is.

#### **Amanda Baudier**

Yeah, I mean, there's kind of two ways to think about workplace trauma and I want to sort of caveat that at least as far as my expertise is, I don't want to talk about trauma that is actively occurring in the workplace. Abuse, aggressively toxic, sexual harassment, et cetera, like the severe stuff, right, over here. What I deal with in my work and what I talk about kind of all day long is the triggering of little t and big T traumas that occur on a really consistent basis in the workplace simply because humans are interacting with one another.

Any situation in which humans are interacting with one another, we're going to be pressing each other's buttons. We're going to be reminding people of other people in our past or in our lives. Office dynamics just inherently sort of set up this hierarchical family structure. I coach primarily founders and CEOs, and I always have to remind them that in some regards they are being viewed

as mom or they are being viewed as dad. And so that their behaviors are sort of overlaid with this sort of expectation of how they should behave or how much attention they should give people.

**[00:02:31]**

So really workplace trauma is any of those buttons being pushed, those triggers being activated that happen in a work environment. And I think because we are, A, working more, connected constantly and sort of expected to bring more of our whole self to work these days, I think it's actually become more prevalent rather than less prevalent versus the old days when work was work and you didn't talk about stuff and then you were home at five and nobody could reach you. So it's gotten a lot worse as we've gotten more connected in more ways than one.

### **Meagen Gibson**

It's so interesting because as you were speaking, I was reflecting on all of the different kinds of pivots I've done in my career. And I started as a news journalist. And that was traumatic for me because I was exposed to so much trauma on a daily basis, and I had to extract myself from that career because I knew it wasn't a good fit for my disposition and my background, et cetera. And then there's situations where you're maybe being harassed or abused or mistreated, and that's a different kind of situation that you're dealing with.

And then there's perhaps the ways that, I'm in a fantastic job now, I would hope, right, and noticed all of the old programming that I was bringing into a fantastic environment and how I was then alerted to, like, oh, I've got work to do. It wasn't always just my environment. I've got work to do to heal myself as a person in this organization with stuff I've brought into.

### **Amanda Baudier**

Yeah, 100%. And I think that, I coach a lot of people on burnout, so I'm sure we're going to talk about that today, but there are environments that are more conducive to trauma triggering, more conducive to burnout, it is not always just you, but it's also not always just the environment. There are people who would find ways to be anxious while laying on a beach in the Maldives. There are things that we bring with us, and then there's environments that are inherently more stressful, more chaotic, less compassionate. So that's absolutely happening. So I don't want to discount the fact that, yes, you might be in an environment and it's the environment's fault, but it takes two to tango for the most part. Absolutely.

### **Meagen Gibson**

Yeah. And I was really just acknowledging for anybody that feels that there can be different types of, right, like, it could be the environment, it could be you, it could be you and the environment, or it could be just you.

### **Amanda Baudier**

Yes, for sure.

**[00:05:18] Meagen Gibson**

Right. So given all those factors, how do we know what and what are the signs of workplace burnout?

**Amanda Baudier**

Yeah. When people think about burnout, the first thing people think about is typically exhaustion and overwhelm. And that is super, super common. I think most people who are burnt out are feeling exhausted. They're feeling overwhelmed. They are making it to the end of their week with no gas left in their tank. Such that Friday night, Saturday, Sunday, they either need alcohol, drugs, excessive caffeine, et cetera, to kind of rev them up, or they're, like, almost catatonic.

I always hear people say, Saturday, I couldn't even move. I was just, like, on my couch. Couldn't even move because I was just so exhausted, so overwhelmed. However, there is also a big piece of burnout that is actually the part that, I don't want to say I care about the most, but that I think about the most, which is this sort of cynicism or hopelessness. It's so ingrained in our culture. I think social media has made this like cynicism has become very much a cultural currency. It's the way that we joke with one another. It's the way that we relate to one another, right?

It's like, oh, work sucks. Every meme, that's like, how many times did you want to quit today? And so this cynicism and this feeling of, like, everything sucks. Nothing's ever going to change, nothing's ever going to get better. I can't see beyond sort of the hamster wheel, right? And that can come from, and I can speak to that myself personally with my own burnout experience, that can come along with the exhaustion and the overwhelm of just a merciless, demanding schedule. But that can also come from too much mundane work or a lack of work that is stimulating. It can come from being underutilized.

So if you're in a role or at a job where you're not respected, you're not listened to, you don't get to have any input or you feel like you have no autonomy, you're just at the mercy of whoever, that can drain you, even if you're doing very little, right? And so it's not burning you out in the sense that you've used up all of your available energy. It's actually the opposite. You have all of this available potential that's not being utilized at all. And so it's almost like you crumble from within, and you almost get a little bit hollowed out.

And that's where a lot of the, like, nothing's ever going to change, they don't see me, no one's ever going to see me, and that's a form of burnout as well. So it's usually too many hours, too much screen time, et cetera, et cetera. But it can also be a lack of utilization. And the last thing I would add, and I see this a lot because I coach a lot of young founders and CEOs, it is not just their job that's contributing to burnout, right?

We all have to be very honest with each other about our lifestyles, how much time we're spending on our freaking phones. And I'm the first to admit, like, I'm on the IG too much myself. But if you are doing a lot of screen time, if you are drinking a lot, if you're not sleeping, if you're binge watching, we only have so much capacity to be stimulated.

And so if you already have a very intense job, if you have kids, if you have a lot of things pulling on your energy, and then you're also like, well, I can stay up till midnight, or I can drink a bottle of wine three nights a week. No, you can't. No, you can't. And you might be at an eight out of ten just from

your work, and then it's all the other stuff that puts you over the edge. And then you want to blame the job. And look, not saying it's not the job, but there's a lot of factors that go into it.

### **[00:09:45] Meagen Gibson**

Yeah, absolutely. You said a lot of things that I want to come back to because you said a lot of great things and I'm like, wait, say more about that, but I don't like interrupting. So I'm so glad that you named both because I'm thinking of, like, nervous system regulation and being kind of overloaded or underloaded if I'm speaking it. Yeah, right. And I had not considered but it makes so much sense being underutilized at work being something that's going to drain you of your lifeblood and your desire to be at work.

Because everybody needs to be purposeful and valued and have meaning in their work and in their life. And I remember when I was working in television, I used to tell the PAs, the Production Assistants, I would say, if you don't get promoted soon to the next position up, you need to go somewhere else, you need to find work elsewhere. Because I would see these systems in play where somebody was a Production Assistant, but they were almost too good at it.

And so everybody wanted to keep them there because they made everybody else look so good and they made everybody else's job so much easier. And so people get underutilized sometimes, not because they don't have the talent or the capacity or the ability to do a better or higher paying or more responsibility job, they're overlooked because they make everybody comfortable where they are.

### **Amanda Baudier**

Yeah. And you brought up the nervous system. And I think about, I mean, you know, our mutual friend Britt Frank and her fabulous stuff, but from a career lens, there are a lot of people who are in roles where they are underutilized, and they have this yearning, put me in, coach, put me in, coach, put me in, coach, but coach doesn't put them in. And so then it starts to erode their sense of self, their sense of capability, and so then they think they're stuck. Well, I better stay at this job because nobody's going to want to hire me. Look at my title. I'm this old, I'm this, I'm that.

And I even experienced that when I was changing industries early in my career having this real feeling, like, well, I've been in one industry for twelve years, I'm never going to be able to pivot, like who's going to want me in a new role? That underutilization burnout can lead to that feeling of stuckness and sort of that, from a nervous system sense, that dorsal vagal just like I can't expend, I'm so low in my available energy. And that just breaks my heart. That really drives a lot of the work that I do.

### **Meagen Gibson**

Absolutely. And I could see how that would really play on somebody's self worth and what they think their value is on the open market when that story might not be true at all. It's just I'm undervalued here amongst this social schemata and hierarchy in my job, not I am of no value elsewhere.

**[00:12:50] Amanda Baudier**

And the most messed up thing is that we are always the least valued at the company where we work. I mean, not always, but quite often. It is a rare company that really values their talent and doesn't always have one eye looking for who's better. But you all of a sudden put yourself on the job market, you can be whoever you want to be, baby, with the right razzle dazzle and pitch and resume cleanup.

I've seen people jump and make \$70,000 more. I've had situations myself when I was early in my career and shopped around and was like, oh my God, they're paying me this. I could be making that. What? Because companies, for better or for worse, there is a lot of taking people for granted. And in my work, I work more with leaders than I do with employees. And it's something that I really try to help them see. Because it's so funny, I've been on both sides of the table in companies, and there's something funny that happens when people become a leader or executive, it's like they forget, they forget what it feels like to be on the other side of the table.

And it's like, no. It is so easy to have loyal employees. Value them, take care of them, be vocal about them doing good work, compensate them fairly. And if you can't increase their compensation, be super transparent and honest about why and when it might happen. Most people don't actually ask for much from their employer. If you are like a strong B, your employees are going to be pretty loyal. But there's a lot of scared leaders and that fear in them leads to all the other trickle down workplace trauma that we see.

**Meagen Gibson**

Yeah, absolutely. And I'm so glad that you contextualized it like that because I think we under appreciate, appreciate is the wrong word, under evaluate leadership's fragility as well. Right?

**Amanda Baudier**

I'm so glad that you said that, because like I said, my whole career, for most of my career, I was more of in a leadership role. My first job and my very long standing job was with Tau Group. But I was an intern there when I was a sophomore at Columbia and got in at the right time, was an early employee, became a partner at 27. But in the hospitality world, it's such a huge, like, there's so many different types of roles, right? There's busboys, there's people cleaning the floor. There's CFOs.

It's not like a typical office structure. And so I was managing people from the day that I started that job, whether they were someone who was sweeping a floor, whether they were a DJ, I mean, it ran the gamut. And so I always had one ear in the leadership room. What type of conversations were being had about employees. But then I also had an ear in the employee at the water cooler because people trusted me. I was down.

And the divergence in conversations was so fascinating to me and in the leadership rooms where I had, where I was also trusted, and I would often try to remind people of what was happening in the other side of the team. Because for the most part, I mean, we know that impostor syndrome is like this big whatever thing that everybody has but leaders, I think, to an outsized degree, have a lot of impostor syndrome that manifests as deep seated fear in the nervous system.

**[00:17:07]**

Fear means you're always scanning for threats. You're not safe, and everybody is a potential risk. Instead of from a sense of deep security, like grounded leadership that says, they're doing a good job for me. Yeah, let's treat them like humans. No, it's like... All of this scarcity, all of this fear, all of this self doubt that manifests outwardly in these kinds of toxic ways, and it's more common than I think it should be.

And that's a lot of the work that I do with leaders and founders is to help them drop in a little bit, because I see their heart. I coach people who are toxic bosses who have been sent to me because their upward feedback is like, this person is a psycho. And I am in the room with them, seeing their vulnerability, seeing their fear, seeing their tears, sometimes. And so there's a big delta between who they project and how they're behaving and the fear that they're instilling in their employees. And then the scared little person that's just trying to be, this is what a boss does.

So I have a lot of empathy on both sides. I don't villainize, bosses are evil, right, I don't villainize them. But I also very much see the harm that is being done by that lack of groundedness in leaders.

### **Meagen Gibson**

Absolutely. And I always have the image, I used to give a lecture when I was a professor in college and the hierarchical triangle and as you succeed and as you move up in the ranks, there are not only fewer jobs, but there's way fewer horizontal supports. There's fewer people. You get more responsibility, you get more expectation, and yet there are fewer people who understand what you're going through or the pressure that you're on or that's on you.

Whereas when you're starting out and a lot of people are entry level positions and there's a lot of them, you have a large water cooler of people to compare experiences to or to get the workplace cynicism you talked about where you can be like, oh, my gosh, the camaraderie of did you get the email from so and so? Or did so and so yell at you for that thing? And they're like, yeah, it's not personal. It's not about you. I got the same lecture. I was mistreated in the same way. Not that that's saying that's right, but there's just so much less horizontal support, the higher up you get in responsibility and management structure.

### **Amanda Baudier**

And the other thing I would say is we're not taught how to manage people. We're not taught. I decided to go back to school, to NYU, to become an executive or to be trained in executive coaching. Truthfully, when I went back to school, it was 2018, I was not planning on becoming an executive coach. I didn't have some grand vision that this was what I was going to do. But I found myself at a startup with really smart people with amazing pedigree. Harvard Business School, Bain, McKinsey, you name it.

But they had come from the consulting world. They'd never managed people. Whereas I like to say, I got my business school on the ground, right? I worked my way up from intern to partner, and I literally hired and managed thousands of people. And the thing about the hospitality world, I think everybody should work in some form of hospitality at some point because it's one of the few

industries nowadays where if your employees don't like you, the business is making less money, right? Waitresses, bartenders that hate their boss, they're not performing.

**[00:21:08]**

But the thing is, it's happening in every business. When your employees are unhappy and don't like you, they are not performing. But you don't get to see it in real time the way that you get to see it in hospitality, because it's like, so, when you're a leader in hospitality, you have to really learn how to motivate people, how to inspire people, how to make sure people think that you see them as human beings and trust them. Because if they think that you're looking down your nose at them, forget about it. They're having a crappy shift and the numbers are going to be low. The proof is in the pudding there.

So I came to this startup and I was like I felt like I had all of this stuff to teach them about how to be a leader, but no credentials, right? You can't just walk into a place as not the CEO and be like, well, here's how we should manage teams and here's how we motivate people. Nobody really wants to be like a know it all. So I was like, let me go back to school for executive coaching, learn some stuff, maybe be like, hey, I'm reading this case study in my coaching.

**Meagen Gibson**

But here's the evidence.

**Amanda Baudier**

Yeah, here's evidence. Here's data, right? You guys love data and spreadsheets, right? Harvard Business School. But if I hadn't kind of had the natural inclination to lead, if I hadn't been sort of raised by hospitality world leaders who once again needed to get great morale from their people, or if I hadn't chosen to go back to school, no one literally ever said, here's how you run a weekly one on one. Here's how you do X, Y and Z. Here's how you deal with an employee who comes to you with a health or mental health problem.

No, it's like, okay, at one point, I had like 39 people reporting to me. And nobody taught me how to manage people. And what I found is there are some big organizations that have that baked into their culture. Like big companies that have management training and blah, blah, blah. But the startup world, it's possible that your CEO has never had a different job, let alone managed somebody, and so you have, like, 30 under 30, I'm not going to say anything bad about 30 under 30 because...

**Meagen Gibson**

Let her rip.

**Amanda Baudier**

Many of my clients are 30 under 30 people. I think my name was written on the wall in a bathroom at the 30 under 30 event because I have many, many clients who are 30 under 30, and I'm glad to have them because they need me. But you expect a 28 year old to know how to adapt to the psychological and emotional needs of a whole organization of people and then also be

accountable to creating policies and pay structures that are fair, equitable, make sense, and transparent.

**[00:24:14]**

It's amazing that 28 year olds can come up with amazing ideas for businesses. Like, they're creative and they're risk takers and they're vibrant and all that. But I mean, every young founder should be given like, a wise elder who just helps shepherd them through the stuff that, I'm sorry, but even the most evolved, even evolved older people, it is certainly not guaranteed that if you are a great individual contributor, you're talented, you're smart, you're experienced, that you're also going to be a good leader, people manager, and holder of human space. It's not.

### **Meagen Gibson**

100%. And I've had this conversation with my partner a lot that in the sales world, he's in the sales world, and the joke that I always make is that a good salesman will immediately get promoted to manager. And they have no management skills. They don't know how to manage people. They know how to sell things. So the logical step would be to take someone good at one thing and make them do something totally different and then wonder why their team isn't motivated or doesn't support them or... It's because they don't know how to do that job. Nobody told them. Nobody trained them.

### **Amanda Baudier**

Yeah. And even like the, I won't name names or companies, but some of the piddly little like, oh, there's going to be this one day thing. No, truly, leadership is an art. It's a science and it's an art, and it is such a huge responsibility. And one of the failed catchphrases, I guess, for my business, Full Plate, Full Cup, I want to build the next generation of heart centered leaders. And what I mean by that is you're a human and the people that work for you are a human. Nothing more than that. Let's relate to one another as humans, and let's have exquisite professional boundaries.

We don't need to be best friends. I don't need to be your therapist. And I know that there is a heart beating inside of you, and it has to go both ways. It's not just from the leader down. It's also from the employee up. And actually, when I go into companies and lead workshops, that's one of the things I talk about a lot, is, like, bottom up culture building, because sometimes the leader is not that bad, but the team is toxic and negative. It goes both ways. But you have to give your leader a break. Just like they need to give you a break.

Humans, just humans. Humans. We're all human people. We don't take off our human suit when we go into the office, like, oh, take off the human suit, put on the business suit. No, we're humans doing work together.

### **Meagen Gibson**

I don't know if anybody's seen that show Severance, but it's like you don't get brainwashed and lose all your memories of work when you go back to being a human and then forget who you are in the outside world when you go to work. We are an integrated person that goes to work and comes home and have needs and wants that extend beyond all those roles into one person. Right?



**[00:27:31] Amanda Baudier**

Yeah.

**Meagen Gibson**

All right, well, I want to talk about a few things. I definitely want to talk about what red flags are in toxic work environments. If you're an employee or even if you're in leadership and being courted by an organization to be brought in and lead, what does that look like? And then, obviously, what do green flags look like in a workplace culture? But first, before we even get to that, I just want you to talk kind of about the stakes of it all. So if we just keep grinding, if our brains are giving us signals that we need to slow down or stop, what happens, what's at stake here? Why is this important?

**Amanda Baudier**

Well, I'll tell my story, which I think you're familiar with. When I was 27 years old, I just made partner at what is now Tau Group. At the time, it was like a bunch of more kind of loosely organized venues, but still a big deal. Only woman, young, the youngest. And I thought I was on top of the world. I had a phone in one hand, a BlackBerry in one hand. I worked at least 12 hours a day, and I'm not exaggerating. Like, there were many days where I would go to work at 09:00 A.M., go home around seven for a little while to put on a better outfit and go back to work until two, three, four in the morning.

And I went to a routine Gynecological checkup in the middle of the workday. And my doctor is like, Amanda, something is wrong with your heart, your pulse is so erratic, like, this is not normal. You need to go to a cardiologist right now. I'm like, what are you talking about? I'm healthy. I was a vegan, yoga teacher, 27 years old, like, Hottie McHottie, New York City, like high heels every night kind of girl and she was like, no. She's like, my husband just had a heart attack, and this is no laughing matter. Like, go to the cardiologist right now. And I'm like, shit, I have to go back to work. Whatever. She was like, I will not give you a birth control prescription unless you...

**Meagen Gibson**

I won't give you what you want unless you give me what I want.

**Amanda Baudier**

Yeah, okay. Well, I need that. So I went to the cardiologist, long story short, my heart was skipping every third beat. So I had extremely severe arrhythmias to the point where they were like, yeah, you could die any second. Your heart is not functioning as it properly should. It needs to get basically shocked back into a proper heart rhythm. And there weren't any, not that I was living the cleanest lifestyle, but I wasn't, like, a heavy drug addict. I wasn't smoking cigarettes. I wasn't overweight. I wasn't old, right?

And they were like, it's got to be stress. And I was like, oh, yeah, that makes sense. Even though I always say stress and burnout manifest in people very differently. I had what in the Somatic Experiencing world we call global high activation, which basically means, like, I love being in the sympathetic, I love being in fight or flight mode, I love just, like, high intensity go, go go. And so my brain, I wasn't having a lot of mental or emotional side effects, but I'd been fainting.

**[00:30:59]**

I had really bad digestive issues, and wasn't getting my period. I mean, there were lots of signs that I was ignoring because they didn't slow me down. But I had to have heart surgery to a catheter ablation to basically shock my heart back into proper rhythm. And they told me basically, like, I was going to need a pacemaker. I was going to need to be on medication for the rest of my life. And I was like, no, this is not my life. I can't do that. And so then I started really deeply studying mindfulness.

The funny thing is that I already had a toe in that world. I was already a yoga teacher. But I started really taking it seriously. I thought I was indestructible, to be honest with you. I was like, I'm a New York City cockroach. Can't kill me. But I started really deeply studying mindfulness. I did MBSR, which is Mindfulness Based Stress Reduction training. I started studying the work of HeartMath, which HeartMath is all about, it's fascinating and a little weird, but very scientific of the way that our heart rhythm responds to the way that we live our lives, among other things.

And I took a sabbatical during that year. I got all the certifications. Reiki, IIN, two different meditation certifications.

### **Meagen Gibson**

The overachiever sabbatical, by the way, I just need to reflect. You're like that was your version of a sabbatical. Yeah, I love it.

### **Amanda Baudier**

But as soon as I was told I needed heart surgery, I started meditating every day. Before that, I wanted to because I thought it was cool, I wanted to be like my yoga teachers and be this mindful person, but I just didn't. It felt like a waste of time. And then after the diagnosis, I really became a daily meditator. But long story short, I mean, I think of my own story, sort of like the meth teeth of burnout. Your heart is very much at risk, your digestive system.

Everybody that's got IBS and bloating, it sounds mild, but if you've had digestive issues, it ruins your life. Autoimmune. Almost every autoimmune condition is deeply tied to stress and nervous system overuse, overstimulation. Anxiety, depression. All of the mental health spectrum is triggered and exacerbated by stress. But more than that and the why behind the work that I do is that burnout sucks the joy out of your life. You cannot be burnt out and joyful in the same breath.

And so, for me, when I was at the height of what I was doing, I didn't feel like I was suffering because I was so achievement driven. And the fact that I was wanted in the rooms where I was wanted was so important to me. Oh, my God, they want me to come to that meeting. They want me to lead that team. They want me to kill myself to make this business successful. I've been chosen.

All I did was work. It was all encompassing, and it gave me my worth at that time. So there's so many different ways that it can manifest, because we're all different. But you cannot be burnt out and have joy in the same breath. And it is my mission to make sure that people don't sacrifice their actual, like, their life, all the potential and the joy and the magic and the wonder. You can still have a big career. I run a business. I have two kids.

**[00:34:57]**

It's not like, you could probably tell, I'm not, like, sitting on my ass doing nothing. But I have exquisite boundaries. I have exquisite practices that are baked into my life. I have created a career that taps directly into my purpose and my joy. I'm 39. I wasn't 30 under 30. But there is a way to have, in any type of industry, a really great career and a joyful life. But it does require a lot. It's so much easier to just work your ass off. It is easier, right?

It's not better, but it's a lot more simple and straightforward. Creating boundaries and structures, learning to say no, learning how to regulate and work with your nervous system, it's a lot. It really is a lot, but it's worth it because everything's at stake. I mean, truly, everything's at stake.

### **Meagen Gibson**

And it's interesting because as you're talking about purpose and joy, I keep thinking about the fact that people who have had traumatic experiences, especially in childhood, are very disconnected, automatically sometimes, from their sense of purpose and their joy. And so it's no coincidence. And part of it we've been normalized into, like, your 20s are just for the grind and no boundaries and you just gotta put in the work.

But at some point there's a tipping point where if you have had trauma and you've normalized not having your own purpose and your own joy being prioritized, it doesn't occur to me as being odd that you would then get into your 30s and be in a career where you think you're working your whole purpose and joy is the job and that's your identity. And then you end up with heart problems.

### **Amanda Baudier**

The other thing that I think is really important for people listening who maybe haven't achieved whatever their pinnacle of success is but are still very much in pursuit of it, most people that I coach, not all, but most of the people that I coach, have achieved something that would outwardly be extremely exceptional. They've founded a business that went somewhere. They're on the cover of magazines. They've got the do do do. And many of them have reached that point of but I'm not happy. Oh, shit.

I did the thing. I climbed the mountain, I looked around, and the joy wasn't there waiting for me at the top of the mountain, right? And so that doesn't mean that there's anything wrong with the top of the mountain. I am not somebody who is anti success, anti work, anti wanting to have your best selling book or your company get acquired, right? Like all of those things. But the hole that we try to fill with achievement cannot be filled with achievement.

Achievement is great. Achievement can help you feel more fulfilled, which is a piece of the puzzle. Fulfillment is important, but it's not the whole picture of joy. And so what I really work with with these quite successful people to figure out is what are the little things? Because human beings, we're not that complicated, right? We're really not. Like, nature, rest, music, play, dance, pleasure, family. All that stuff is so important. And then the other thing is, a lot of times there's joy to unlock in your work.

Hey, all those people that you haven't been giving a chance, what if you got real with them and actually started caring about people so that your heart was being used not in the work, work, work

but actually in the way that it's meant to be used, which is like in this real, reciprocal way. And so I think there's the way that especially social media has really glamorized entrepreneurship and entrepreneurs in general.

**[00:39:28]**

They say, like a heavy head that wears the crown. It's a lot, and it is far from a guarantee of happiness. Yeah. And and and just to touch on, you know, what you said about childhood trauma. So I am also in the Somatic Experiencing world which, many people watching this, I'm sure, know what it is, but a lot of the people that I coach, they know something's wrong. They know they feel off. They're willing to talk about the nervous system, but I have to be really careful with the word trauma, because they don't see themselves as having had trauma.

But what people don't understand who aren't in this world is that trauma is just the way that your nervous system responded to something that felt overwhelming or unsafe. So I have clients who were raised in achievement culture. I mean, I can say, I also, to a certain degree, had that patterning to where, well, mom and dad didn't feel good enough unless they were bringing home the bacon, grinding, working. If that's what I saw modeled, that's what I'm going to then replicate.

Or if I only got a hug when the report card came home or when I got the trophy or I got into Harvard or whatever the thing is, it's not surprising that this is what our culture celebrates. I mean, I recently moved from New York City to upstate New York, but the New York City mom culture, it's like, well, what grade school are they going to? What elementary school are they going to? What tutor do they have? And I'm like, no, put my kids in the dirt. Give them a hug.

Because I went to Columbia, and it didn't make me, it didn't magically turn me into this magical human who never had problems. I think most of my problems came from being in pressure cookers. So not just, once again, great, go to the Ivy League school, da da da, whatever, but being mindful of how much importance and how much weight we give to those things, especially if you're a parent, because kids are like, they don't really listen to what we say.

I always say, they don't absorb what we say, they absorb who we be. And so if Mom's not good enough until she gets the C suite, oh, I guess that means that's what being good. Okay. Oh. Worth. Yeah. Job. Okay. And then 30 years later, they're sitting on my couch.

### **Meagen Gibson**

Yeah, absolutely. There's no guarantees, but it's such a different way of moving in parenthood now. And my husband and I made a decision when my kids were under three. I had a newborn, a three year old, and we decided to leave Los Angeles. And they know the story. They could tell you the story. My mom and dad left Los Angeles because they wanted to make sure that they were raising us themselves and that they weren't apart from us. And they know the story.

It doesn't mean that that transition was smooth or easy or without pitfalls, but they know that we chose them, and we've still found great success in a way that works for us in our careers and our home life and our family. So they're not mutually exclusive, but you have to be really mindful about it when you're choosing and going about that. Right?

### **[00:43:13] Amanda Baudier**

I think for all of us, we have to know what our North Star is. And I know even now that I have my own business, and I'm starting to sort of build a personal brand, I'm not willing to do the things that would be necessary to do that in the way that other people do. Because for me, my kids come first, my weekend time comes first, my nighttime, my North Star, particularly at this phase and I really do think about the fact that I'm 39, my youngest is three, and so in 15 years...

But we have to have our North Star, and then we really have to align our actions to whatever that North Star is and be honest with ourselves. If our North Star is success at any cost, what does that look like versus if our North Star is I want to create a whole life that feels rich and rewarding, but also allows time and space for pleasure, play, rest, et cetera. And actually, with the bosses that I work with, I'm always harping on them. Like, when you're on vacation, be on vacation, because if you're checking Slack from Ibiza, your employees are going to be down the shore checking Slack and nobody's getting rest.

You're not showing that you're a great leader by never stepping out, you're showing that stepping out is not acceptable. So it's like we all need to demonstrate the behaviors for each other to really start to change things.

### **Meagen Gibson**

Sorry, I thought I muted when I was coughing. Unmuting. Ah, smooth production. Okay, so we've talked a lot about these decisions, our North Star, all of that. I definitely now want to talk about, kind of, and I want to talk about it from both levels, so if you're an executive and you are hiring at a company as a consultant or they're bringing you in, I just realized now I'm coughing, and now I have rainbows all over my face, folks, just roll with it. The sun changes. I can't control the sun. So what are you looking for when you're going into an organization, and what are you looking for as a leader as to how to detect burnout in the people that you're leading?

### **Amanda Baudier**

Yeah. So when you are in the interview process, let's say, nervous system people, many of your listeners will be, but we know about the resonant field, when you sense frantic, over the top energy, when the process feels chaotic, both in terms of the way that they speak to you, but also in the way that they're dealing with you, like they haven't given you clear timelines, they tell you one day and then it's the other day. And if it feels chaotic, it probably is chaotic.

Now, if you're coming in at a level where you could actually say, hey, I've noticed this was a little bit of a chaotic process, is that something that I'll be able to come in and help adjust? But if you're interviewing and you're an employee, right, huge red flag. If you smell chaos, there's chaos. And there's probably a lot more than they are communicating in the interview.

When it comes to smelling burnout in your team, the main thing that I would say is, once again, it's a nervous system thing. Speed, pace. If you're a boss, if you're a manager, you should be meeting with your team one on one, at least every other week, maybe, depending on how many people you have. If they're coming into the meetings and it's like this, it's your job to not physically, but energetically put their feet on the ground and just... Hey, we're good, but you have to be in your regulated state.

**[00:47:43]**

I actually give my clients little mini, three minute regulation things to do before they go into a team meeting so that they don't come in heightened, heightened, heightened, because then they'll bring it into the team. So I would say the sort of burnout smellings of smoke, it's when you see somebody who is in that sort of global high activation, they're moving way too fast.

Or if you see somebody who, on the other hand, is no longer putting forth ideas, no longer speaking up, taking risks, you notice that they're sort of dejected and they might be doing their business as usual work, but their light has gone out a little bit, they're no longer coming to you with ideas and suggestions and that's where you might say something along the lines of, hey, I've missed hearing from you. How's everything going? Do you have too much on your plate?

Because some people, like I was, they can get up here and they can stay up here, and other people, when there's too much going on or they're feeling burnt out, they just sort of... The two extremes.

### **Meagen Gibson**

Absolutely. And I love what you said about the kind of frenetic energy. I remember I interviewed somewhere once and there was a set of stairs in the entrance. It was one of those big kinds of warehouse spaces. And everyone I saw walking through the space had a laptop open in their hand as they were walking. And they were, like, looking at the laptop while they were walking around and sometimes typing. And I was like, yeah, I'm a no. I mean, I like the bar and the kegs, that's fun and cool ping pong table, but what I see is a bunch of people walking around with their laptops open that can't just walk across a room without being attached to their work. And I'm a no.

### **Amanda Baudier**

Yeah. It's something that you smell more than something that... Because people can say all the right things, people can say all the right things, the compensation could be there. It's really something you got to trust your spidey sense on, because transparency in interviews is like, really? They're not going to tell you for the most part, the good, the bad, the ugly, they're going to paint the picture. But the frantic faces or the way that the communication goes down is the most telling sign that you might be walking into a minefield.

### **Meagen Gibson**

Yeah. And you can't know what you don't know, so that gut instinct. It's not like you can ask. I think so many people get into situations and then there's that commitment. They're like, I wish I would have asked, or I wish I would have negotiated this way, or if I had only known and they beat themselves up, when you don't know what you don't know.

### **Amanda Baudier**

Yeah. It's almost impossible. And the same thing goes for senior leaders who are hiring people. Right? You can do a fabulous job interviewing somebody and they still might not be a fit or not be a culture fit or whatever. We can't beat ourselves up, but what we can do is pivot quickly. I'm a big believer that if you know something is wrong for you, the days of like, well, if I don't stay there two years, it's going to look bad on my resume, those days are gone. If you were at a place and you're

like, this place is bad for me, and you can make an exit either because you have savings or because there's another opportunity, go. Get out of there.

**[00:51:12] Meagen Gibson**

Absolutely. This has been fantastic. I feel like we don't talk about the workplace enough. We don't talk about the science of burnout and the way that we bring our own stuff and have to identify the stuff of our company culture at the same time. It's a lot of work and not to be done without support. So how can people find out more about you and Full Plate, Full Cup? No, I butchered it.

**Amanda Baudier**

I'll explain it. So full plate, right? We know what it's like to have a full plate. So how can you have a full plate but also have a full cup? Keep your cup full. Joy, rest, all of the things that go into kind of keeping your cup full. So we are everywhere. Well, we're not everywhere. We're on Instagram. We have a podcast that is also called Full Plate, Full Cup. And then our website is just [fullplatefullcup.com](http://fullplatefullcup.com).

My personal coaching work is [amandabaudier.com](http://amandabaudier.com). So with Full Plate, Full Cup, my business partner, who was supposed to be here, but is, like, probably having a baby right now, we have a course that's called From Burnt Out To Lit Up. That's all about healing burnout. It's a four week course. We also do workshops and organizational consulting, so we come into mostly startups and help them figure this stuff out.

And then our podcast, we typically interview leaders, entrepreneurs, some creatives, we've had Britt Frank on, so we love her, who have managed to reach some degree of enviable success, without sacrificing their families, their joy, their happiness, their inspiration. And kind of talking about how they did it, because it doesn't happen by accident. Nobody gets successful without suffering, without a lot of intentional choices.

And so I love telling those stories because it shows people, hey, it's possible. It's possible. It's possible in finance, it's possible in the creative field. It's possible anywhere. Not easy, but it's possible.

**Meagen Gibson**

Yeah. And I think we too often talk ourselves out of what is possible because it might be difficult or uncomfortable. Right?

**Amanda Baudier**

Yeah.

**Meagen Gibson**

All right, Amanda Baudier, thank you again so much for being with us today.

**Amanda Baudier**

Thank you.