## THE HAPPY WORKER: 79min FULL TRANSCRIPT

GRAPHIC [10:00:00:00-10:00:06:14]: Yellow Film & TV

10:00:10,200 --> 10:00:12,360

[Narrator] If you have ever worked in an office,

10:00:12,960 --> 10:00:14,800

you'll be familiar with these.

10:00:16,360 --> 10:00:18,360

It's often hard to concentrate,

GRAPHIC [10:00:17:11-10:00:21:09]: 1) Interrupt work as often as possible.

10:00:22,400 --> 10:00:25,000

and there are the endless meetings.

GRAPHIC [10:00:25:14-10:00:33:23]: 2) Arrange meetings when there is more important work to be done.

10:00:32,000 --> 10:00:34,480

Did somebody mention a paperless office?

GRAPHIC [10:00:34:06 - 10:00:39:02]: 3) Multiply paperwork.

10:00:39,280 --> 10:00:40,480

And if you want a decision,

10:00:40,520 --> 10:00:43,320

you will have to wait for a bigger meeting.

GRAPHIC [10:00:41:21 - 10:00:45:18]: 4) All decisions should be taken to a committee.

GRAPHIC [10:0048:12 - 10:00:51:20]: Not a team player.

10:00:51,160 --> 10:00:52,640

To raise your spirits,

10:00:52,680 --> 10:00:56,840

you'll go to town halls,

and hear from motivational speakers.

GRAPHIC [10:00:55:02 - 10:00:59:18]: 5) Hold ”speeches, bring up irrelevant issues.

10:01:01,640 --> 10:01:04,080

And you remember the time

when you had one boss,

10:01:04,120 --> 10:01:05,720

but now you have two..

10:01:05,760 --> 10:01:08,360

..three, well, many.

GRAPHIC [10:01:06:21 - 10:01:12:13]: 6) 3 people have to approve anything when one would be enough.

10:01:11,720 --> 10:01:12,600

Sound familiar?

10:01:15,680 --> 10:01:18,680

Well, all of these examples

are taken from this.

10:01:20,920 --> 10:01:23,160

It's a Second World War

sabotage manual

10:01:23,720 --> 10:01:26,760

distributed to resistance fighters

in occupied Europe,

10:01:26,760 --> 10:01:28,680

to cripple the enemy war machine.

10:01:32,880 --> 10:01:37,920

So, somehow we've take known methods

of sabotage and disruption.

10:01:40,440 --> 10:01:44,000

And turned them into an ordinary day

at the office.

10:01:46,880 --> 10:01:48,480

How did this happen?

CREDIT [10:01:48:15 - 10:01:54:16]: YELLOW FILM & TV PRESENTS

CREDIT [10:01:58.24 - 10:02:10:10]: SUPPORTED BY

CREDIT [10:02:10:10 - 10:02:14:14]: CINEMATOGRAPHY

CREDIT [10:02:18:12 - 10:02:23:23]: EDITING

CREDIT [10:02:27:20 - 10:02:31:01]: GRAPHIC ARTIST

CREDIT [10:02:53:21 - 10:02:58:01]: SOUND DESIGN

CREDIT [10:03:00:18  - 10:03:05:11]: MUSIC

CREDIT [10:03:07:20 - 10:03:11:19]: LINE PRODUCER

CREDIT [10:03:16:08 - 10:03:19:24]: CO-PRODUCER

CREDIT [10:03:22:15 - 10:03:26:14]: PRODUCED BY

CREDIT [10:03:27:15 - 10:03:30:22]: CO-WRITER

CREDIT [10:03:33:20 - 10:03:38:20]: WRITTEN & DIRECTED BY

MAIN TITLE [10:03:47:19 - 10:03:58:06]: THE HAPPY WORKER - or how work was

sabotaged.

10:04:09,840 --> 10:04:11,040

[Carla]: There you don't feel comfortable,

10:04:11,080 --> 10:04:13,800

but you just like

I am better at other things probably!?

10:04:13,840 --> 10:04:15,160

[Hazel ] Yeah, exactly.

TITLE CARD [10:04:15:04 - 10:04:23:21]: Carla

10:04:17,440 --> 10:04:20,680

[Interviewer] Alright so...

The first time you were fired?

10:04:24,080 --> 10:04:25,920

The first time I was fired?

10:04:27,880 --> 10:04:28,720

Seriously?

10:04:28,720 --> 10:04:29,480

[Interviewer] You don't have to say that...

10:04:29,480 --> 10:04:31,080

I was never fired in my life.

10:04:35,120 --> 10:04:37,240

[Carla] When I was 20,

I was not thinking about

10:04:37,280 --> 10:04:38,640

buying a house or have a family,

10:04:38,680 --> 10:04:41,720

or even, like, a career.

10:04:41,720 --> 10:04:42,800

I was just thinking like

10:04:42,840 --> 10:04:45,320

what ever I'm gonna do,

I'm gonna rock it.

10:04:45,360 --> 10:04:46,440

[Hazel] And it worked?

TITLE CARD [10:04:46:18 - 10:04:51:20] : Hazel.

10:04:49,480 --> 10:04:54,520

I just thought I would

become a successful career woman.

10:04:54,760 --> 10:04:58,600

I don't know,

like in a business management like this,

10:04:58,680 --> 10:05:00,160

like this industry.

10:05:00,160 --> 10:05:01,320

[Hazel] It looks fancy.

10:05:01,360 --> 10:05:02,080

[Tiejo] Yeah, it looks...

10:05:02,440 --> 10:05:04,960

How to influences a mass

the mass by visuals.

TITLE CARD [10:05:05:21 - 10:05:09:15]:Tiejo.

10:05:04,960 --> 10:05:05,680

[Hazel] Yeah, exactly.

10:05:05,680 --> 10:05:08,000

[Tiejo] It's what it's all about, right?

10:05:08,000 --> 10:05:09,880

Like the new skill for dictatorship.

10:05:09,880 --> 10:05:12,280

[Gemma] How to make contents,

like how to design them?

10:05:12,320 --> 10:05:13,360

How to convey them?

TITLE CARD [10:05:10:16 - 10:05:13:19]: Gemma.

10:05:13,360 --> 10:05:15,600

[Tiejo] To convey them

and make massive impact.

TITLE CARD [10:05:13:20 - 10:05:16:12]: Bernardo.

10:05:15,640 --> 10:05:17,200

[Hazel] But I don't do design anymore.

10:05:17,200 --> 10:05:19,800

So it's just like...

10:05:19,840 --> 10:05:22,920

...kind of like...

...no, I don't think I'm good at it.

10:05:22,960 --> 10:05:25,360

[Vanessa] I watched Ally McBeal

when I was young,

10:05:25,400 --> 10:05:26,960

like a small child.

10:05:26,960 --> 10:05:32,040

And I didn't expect unisex bathrooms,

and dancing babies.

10:05:32,040 --> 10:05:36,200

But I dunno, I guess it just like,

I had the image of when

TITLE CARD [10:05:33:01 - 10:05:38:24]: Vanessa.

10:05:36,200 --> 10:05:38,480

I was a lawyer,

I would be able to help.

10:05:40,720 --> 10:05:43,320

So I was just like working day after day,

10:05:43,360 --> 10:05:44,840

feeling really tired

10:05:44,840 --> 10:05:47,960

and like a little bit maybe anxious even

10:05:48,000 --> 10:05:50,240

in the mornings, you know,

when I would wake up

10:05:50,280 --> 10:05:52,160

to go to work,

I would just sometimes cry

10:05:52,200 --> 10:05:56,200

before I would have to, you know,

wake up from the bed.

10:05:56,520 --> 10:05:59,520

But yeah,

so this was kind of still felt like,

10:05:59,560 --> 10:06:01,920

like the way it is,

like this is work

10:06:01,960 --> 10:06:03,200

that's how it is.

10:06:07,080 --> 10:06:08,720

[Interviewer] If we start with Keynes.

10:06:08,720 --> 10:06:09,920

[David] Okay.

10:06:09,920 --> 10:06:11,680

[Interviewer] And the 15-hour work week.

10:06:11,680 --> 10:06:12,920

Okay.

TITLE CARD [10:06:12:24 - 10:06:21:16]: David Graeber, anthropologist.

Author: Bullshit Jobs.

10:06:12,920 --> 10:06:15,880

[Interviewer] So tell us,

can you tell us a little bit about

10:06:15,920 --> 10:06:20,520

what Keynes predicted

and about what the hell went wrong?

10:06:20,520 --> 10:06:24,960

Yes, well Keynes wrote this thing

in the 1930s and he was trying to write

10:06:24,960 --> 10:06:28,560

something optimistic

and imagine what the world would be like.

10:06:33,760 --> 10:06:36,720

[David] For the most part,

when people back then imagined

10:06:36,760 --> 10:06:38,120

what the world would be like

10:06:38,160 --> 10:06:41,440

everyone thought, well,

industrialisation it's miserable,

10:06:41,440 --> 10:06:44,120

but it's going to lead us in a direction

where the technology's gonna

10:06:44,120 --> 10:06:48,160

advance so far that we're all going

to be living lives of leisure.

10:06:48,160 --> 10:06:51,520

We'll have robot servants

taking care of us.

10:06:51,520 --> 10:06:55,840

We'll have automation will eliminate

the drudgery of farm work,

GRAPHIC [10:06:56:08 - 10:07:02:20]]: Agriculture employment 1920 – present.

10:06:55,840 --> 10:06:58,840

factory work,

eventually service work as well.

10:06:58,880 --> 10:07:02,440

And that was in a way, the point

of all of this onerous work that

10:07:02,440 --> 10:07:05,240

people were doing in factories,

it was to eventually get to the point

10:07:05,280 --> 10:07:07,080

where we don't have to do it anymore.

GRAPHIC [10:07:09:01 - 10:07:15:00 ]: Industry employment 1920-present.

10:07:15,880 --> 10:07:18,160

[David] Globally,

we're getting to the point

10:07:18,200 --> 10:07:21,160

where we could be working 15 hour weeks.

10:07:21,200 --> 10:07:23,800

The question then is why aren't we!?

GRAPHIC [10:07:27:08 - 10:37:34:01]: One hundred years ago, office work was only imagined in dystopian futures.

10:07:32,000 --> 10:07:34,560

[David]So what's really happened,

10:07:34,600 --> 10:07:39,200

is that we've created these

administrative office jobs.

10:07:39,200 --> 10:07:42,760

And these have gone from something

like 25% of employment,

10:07:42,800 --> 10:07:45,920

which they were in Keynes' time,

to something like 75%.

GRAPHIC [10:07:50:16 - 10:08:01:12]: Service employment 1920 – present.

10:07:55,240 --> 10:08:01,520

[David] We created supervisory jobs,

managerial jobs, clerical jobs...

10:08:05,320 --> 10:08:09,000

And millions and millions

and millions of them around the world.

10:08:23,160 --> 10:08:25,240

[David] And one of things that

really struck me

10:08:25,280 --> 10:08:29,600

in a lot of the testimonies that

people sent to me about their jobs

10:08:30,000 --> 10:08:35,840

was just how unhappy they were

and just how confused they were

10:08:35,840 --> 10:08:38,920

over a fact that they were unhappy.

GRAPHIC [10:08:40:00 - 10:08:43:12]: Of employees worldwide…

GRAPHIC: [10:08:44:23 -10:08:48:04]: 20 % are engaged.

GRAPHIC: [10:08:49:23 - 10: 09:04:03]: 61 % are not engaged, 19 % are so unhappy

they are workings against their employer.

GRAPHIC [10:09:13:24 - 10:09:38:21]: Engaged, not engaged, miserable. USA, Brazil, Sweden, Germany, Kenya, UK, South Korea, France, Japan. Gallup.com

10:09:40,320 --> 10:09:41,880

[Francesca Eleuteri]

Good morning, everyone.

10:09:42,000 --> 10:09:47,640

Today we start the workshop

as a group workshop about,

10:09:47,640 --> 10:09:51,120

specifically about work-related stress.

10:09:51,240 --> 10:09:53,840

So it's really about interaction.

10:09:53,840 --> 10:10:00,240

So really feel free to jump in

and kind of observe something,

10:10:00,680 --> 10:10:03,240

like matching with your experience.

10:10:03,280 --> 10:10:08,080

And in doing that in the group session

means that we do this together.

10:10:08,760 --> 10:10:13,720

Bernardo in a way,

which are your goals for this week?

10:10:13,720 --> 10:10:16,320

[Bernardo] Would be to work more

than one year in a company.

10:10:17,760 --> 10:10:20,600

No, but it's a...

...it's more to think,

10:10:20,640 --> 10:10:24,240

maybe understand

how my colleagues here

10:10:25,560 --> 10:10:28,840

are coping with those anxiety issues

and things like that.

10:10:28,840 --> 10:10:32,960

Every day you need to like,

give your best,

10:10:33,000 --> 10:10:38,640

present yourself as a motivated person,

happy and not only deliver the task,

10:10:38,680 --> 10:10:41,360

but also pretend that, you know,

everything's fine.

10:10:41,360 --> 10:10:42,760

I was being efficient.

10:10:42,800 --> 10:10:45,960

I was delivering what...

the task that they gave it to me,

10:10:46,000 --> 10:10:47,880

but it wasn't enough.

10:11:20,440 --> 10:11:24,480

[Tiejo] There's always this shame about

expressing how you feel at work.

10:11:26,280 --> 10:11:31,440

The constant charade you're putting up

and that you can never really be honest.

10:11:32,800 --> 10:11:35,200

I mean, you...

...of course you want.

10:11:35,640 --> 10:11:42,360

We all want to be honest about

our manager or about our director, or...

10:11:42,400 --> 10:11:44,320

... because,

but he's in that same charade.

10:11:44,320 --> 10:11:46,120

So you only see half of him.

10:11:51,080 --> 10:11:54,520

So we're in this surreality,

10:11:57,000 --> 10:11:59,520

this, this play.

10:12:07,800 --> 10:12:12,240

[Narrator] The play is based on the

original sabotage manual.

10:12:13,320 --> 10:12:15,800

But we haven't just stuck to the script.

10:12:16,960 --> 10:12:21,240

We've added many new scenes of our own.

GRAPHIC [10:12:21:02 - 10:12:26:11]: The CEO.

10:12:27,240 --> 10:12:32,080

[Narrator] Like any play,

this too has a cast of characters.

10:12:32,560 --> 10:12:36,280

The star of the show is of course,

the Chief Executive Officer

10:12:36,800 --> 10:12:38,680

who has a star's salary to match.

GRAPHIC [10:12:38:04 - 10:12:44:07: Since 1978 CEO salaries grew 1322 %.

Workers’ grew 18 %. [EPI.org](http://EPI.org).

10:12:46,000 --> 10:12:49,080

[Narrator] The CEO's main role

is to give the big monologue.

10:12:49,440 --> 10:12:51,120

[ARCHIVE: Stephen Elop] We can accelerate

our current momentum

10:12:51,160 --> 10:12:53,800

and gain a stronger financial backing

10:12:53,840 --> 10:12:56,080

with which to be more successful.

10:12:56,280 --> 10:12:58,320

[Narrator] This speech

is often rooted in fantasy.

10:12:58,840 --> 10:13:01,200

And has very little to do with

how the play will turn out.

10:13:01,760 --> 10:13:04,640

[Stephen Elop] We are now delivering

the best products we have ever delivered.

10:13:04,680 --> 10:13:08,560

[Narrator] But paying them more

doesn't seem to make them any better.

10:13:08,600 --> 10:13:11,960

As all too often, they are

the stars of spectacular failures.

GRAPHIC [10:13:07:22 - 10:13:15:12]: Nokia, Lehman Brothers, Wirecard,

General Motors, Servier, Theranos, Flowtex.

10:13:17,000 --> 10:13:20,160

[Stephen Elop] It continues

to be an exciting time for our devices

10:13:20,160 --> 10:13:22,160

and services business.

GRAPHIC [10:13:17:11 - 10:13:21:14]: Under ELOP’s leadership Nokia lost €4,9 billion.

GRAPHIC [10:13:21:16- 10:13:25:24]: His exit bonus was €25 million.

10:13:22,320 --> 10:13:24,120

We remain here to win.

10:13:24,120 --> 10:13:25,440

Thank you very much.

10:13:29,920 --> 10:13:33,720

[Narrator] But the one cost

that is never calculated is the human cost

10:13:33,800 --> 10:13:35,920

of all these failures.

10:13:35,960 --> 10:13:42,440

Of the disruptive reorganisations

and the unhappiness that goes unspoken.

10:13:51,040 --> 10:13:55,280

[Christina] I had finished my PhD

in Experimental Social Psychology.

TITLE CARD [10:13:53:12 - 10:13:58:12]: Christina Maslach, professor of psychology.

Author: The burnout challenge.

10:13:55,960 --> 10:14:00,720

So I had been trained to do research

in the lab and I got my job

10:14:00,760 --> 10:14:03,400

at the University of California, Berkeley.

10:14:04,040 --> 10:14:07,680

And I was thinking maybe what I'll do

is I'll develop some new ideas

10:14:07,680 --> 10:14:11,200

about emotions,

which I had done laboratory research on

10:14:11,240 --> 10:14:14,200

and how people understand

their feelings,

10:14:14,400 --> 10:14:17,280

how they cope with really strong,

emotional arousal,

10:14:17,280 --> 10:14:19,600

or threatening challenging kind of things.

10:14:20,680 --> 10:14:23,400

And I thought, well,

why don't I go out and talk to people

10:14:23,440 --> 10:14:26,520

who encounter this

sometimes in their life.

10:14:26,720 --> 10:14:28,600

And I started interviewing them.

10:14:30,960 --> 10:14:35,240

And they got emotional doing this.

10:14:35,800 --> 10:14:38,400

Some of them would get angry

as they talked about things.

10:14:38,400 --> 10:14:40,360

Some of them would cry,

some of them would, I mean...

10:14:40,400 --> 10:14:41,920

This was like,

and I'm thinking:

10:14:41,960 --> 10:14:44,360

Hmm, maybe there's a story here.

10:14:44,360 --> 10:14:46,160

Maybe there's more of a phenomenon.

10:14:46,160 --> 10:14:51,400

So I would ask people at the end of

the interview, things like, so when

10:14:51,400 --> 10:14:54,960

you talk about this with other people,

do you have kind of a name for this?

10:14:54,960 --> 10:14:56,160

I mean, is there a way you share this.

10:14:56,880 --> 10:15:00,200

Usually it was, I never talk

about this with anybody.

10:15:00,200 --> 10:15:02,040

I don't want anybody to know.

10:15:08,640 --> 10:15:10,960

[Christina]

So I started looking at literature

10:15:10,960 --> 10:15:12,960

and trying to come up with concepts

10:15:13,240 --> 10:15:16,280

that seemed like it would capture

what people were telling me.

10:15:16,320 --> 10:15:20,560

And there was

dehumanisation in self-defence.

GRAPHIC [10:15:17:20 - 10:15:30:16]: Dehumanization in self-defense.

10:15:23,200 --> 10:15:25,120

Oh, no, no, no, no.

10:15:25,160 --> 10:15:26,600

You know, it's like

too much baggage there.

10:15:26,600 --> 10:15:27,600

The dehumanisation.

10:15:27,600 --> 10:15:29,840

No, you know, you know...

10:15:29,880 --> 10:15:30,680

Okay.

10:15:30,680 --> 10:15:33,560

What about detached concern?

GRAPHIC [10:15:31:12 - 10:15:42:12]: Detached concern

10:15:35,240 --> 10:15:37,680

Well, you know,

it was kind of like,

10:15:37,720 --> 10:15:39,720

but it's oil, water.

10:15:40,000 --> 10:15:42,560

I can't, it doesn't,

you know, didn't really do it.

10:15:43,680 --> 10:15:46,800

So I was still trying to figure out

how to talk to people

10:15:46,800 --> 10:15:48,920

or about what they were telling me.

10:15:49,360 --> 10:15:51,600

And so I would ask

the next interviews at the end,

10:15:51,640 --> 10:15:54,000

you know,

dehumanisation in self-defence!?

GRAPHIC [10:15:52:19 - 10:15:53:24]: Dehumanization in self-defense.

10:15:54,000 --> 10:15:56,240

No, no, no.

Detached concern? - No.

GRAPHIC [10:15:54:16 - 10:15:55:18]: Detached concern

10:15:56,280 --> 10:15:57,040

Burnout?

GRAPHIC [10:15:56:12 - 10:16:06:24]: Burnout.

10:15:57,080 --> 10:15:57,920

Yes.

10:15:57,920 --> 10:15:59,720

That's it, burnout!

10:16:08,400 --> 10:16:10,240

[Tiejo] Yeah, the first physical.

10:16:15,040 --> 10:16:19,640

Yeah, a complete exhaustion,

but this was like an exhaustion,

10:16:19,680 --> 10:16:21,880

which was totally new to me.

10:16:22,600 --> 10:16:26,840

But it was really intense,

like so intense that I could

10:16:26,840 --> 10:16:29,320

barely get out of bed physically.

10:16:30,080 --> 10:16:31,560

I live on the first floor.

10:16:31,560 --> 10:16:35,240

I could not walk up the stairs,

literally.

10:16:35,240 --> 10:16:39,680

I had to hold myself halfway through

or stop twice even and catch my breath.

10:16:40,720 --> 10:16:47,040

It was just, I felt like,

like a 90 year-old in a very bad state.

10:16:47,600 --> 10:16:49,680

Well,

I thought it was the flu.

10:16:49,680 --> 10:16:55,040

And at one point my GP,

I went to my GP and he really, yeah...

10:16:56,040 --> 10:16:59,200

Put it in front of me,

he said, this is not the flu.

10:16:59,240 --> 10:17:01,680

You are,

you have got all the symptoms of burnout

10:17:01,680 --> 10:17:04,680

and yeah, period.

10:17:06,720 --> 10:17:07,640

I remember very well,

10:17:07,640 --> 10:17:12,920

going back to work,

after I think it was a good

10:17:12,920 --> 10:17:17,000

five months of being absent.

10:17:18,720 --> 10:17:21,720

And I went back to work to try

and walk to the office.

10:17:22,960 --> 10:17:27,440

I really, I remember very well,

like going what's... what happened to me.

10:17:27,600 --> 10:17:35,240

It was really like, I was confused,

confused, angry, disoriented, actually,

10:17:35,240 --> 10:17:39,680

what really popped into my mind then

was like, where the hell did I lose?

10:17:40,520 --> 10:17:42,040

You know, my exit.

10:17:42,040 --> 10:17:45,160

I mean, which,

how come did I continue

10:17:45,160 --> 10:17:47,080

on this freaking highway.

10:17:47,080 --> 10:17:49,680

To where I'm at now,

but I should have... I missed my exit.

10:17:50,640 --> 10:17:52,200

That's what came to my mind.

10:17:52,200 --> 10:17:53,440

I missed the freaking exit.

10:18:04,000 --> 10:18:05,960

I wanted to become an engineer

because my grandfather was an engineer

10:18:07,440 --> 10:18:10,520

and I thought I want

to be effective and efficient.

10:18:13,080 --> 10:18:15,720

So always having that bar super high.

10:18:17,880 --> 10:18:21,800

Perfectionism in order to show

that you're successful,

10:18:26,120 --> 10:18:26,880

worth it.

10:18:28,320 --> 10:18:30,080

Mediocrity is just not even an option.

10:18:41,160 --> 10:18:42,200

Your body is saying:

10:18:44,680 --> 10:18:45,680

- time out.

10:18:49,640 --> 10:18:50,440

I had a burnout,

10:18:52,080 --> 10:18:54,080

but then, then what?

10:18:54,520 --> 10:18:56,440

You really fall into this new world.

10:18:56,760 --> 10:19:03,280

It's almost like a new reality,

my whole self and my compass,

10:19:03,280 --> 10:19:07,440

which I was actually sailing on my life.

10:19:07,840 --> 10:19:09,600

I realised that compass is wrong.

10:19:09,600 --> 10:19:11,800

Because, otherwise

I wouldn't have been here.

10:19:15,000 --> 10:19:22,680

You feel like a, yeah,

like a failure because you're yeah...

10:19:22,840 --> 10:19:29,280

One of those people who

fell through the... through the gates,

10:19:29,280 --> 10:19:31,920

into the abyss of burnout,

and that's all down to you

10:19:31,960 --> 10:19:36,680

because you didn't manage it right

and you are now a burden to society

10:19:36,680 --> 10:19:41,000

and your employer

and the... yeah.

10:19:42,680 --> 10:19:46,160

You look like the weak,

the weak one.

10:19:46,200 --> 10:19:48,400

While you've fought so hard

10:19:50,080 --> 10:19:53,040

to actually accomplish something,

10:19:53,080 --> 10:19:57,920

whatever that maybe but the result

is the total opposite,

10:19:57,960 --> 10:20:00,360

instead of gratification

and the successful

10:20:00,360 --> 10:20:04,040

and being the success story of society,

10:20:04,040 --> 10:20:07,840

you are,

you feel yourself as a yeah...

10:20:08,120 --> 10:20:10,240

In, in, in one of the deepest down...

10:20:10,560 --> 10:20:11,880

...deepest corners of society.

10:20:21,240 --> 10:20:25,080

[Christina] If you think it's only you

or very few people, you know,

10:20:25,080 --> 10:20:29,240

as opposed to more,

then the focus automatically goes -

10:20:29,240 --> 10:20:30,480

so what's my problem?

10:20:30,840 --> 10:20:32,080

Why am I not strong enough?

10:20:32,080 --> 10:20:33,400

Why am I not capable enough?

10:20:44,280 --> 10:20:47,920

And so what we saw early on

was a phenomenon that is

10:20:47,920 --> 10:20:50,040

known as pluralistic ignorance.

10:20:50,840 --> 10:20:55,880

And what that means is that

you're feeling something is going wrong,

10:20:58,400 --> 10:21:01,920

not just that you're exhausted

and got too much to do,

10:21:01,960 --> 10:21:03,720

but you're shortchanging the work.

GRAPHIC [10:21:03:23 - 10:21:10:05]: Exhausted, cynical, ineffective.

10:21:03,720 --> 10:21:06,440

You're not doing a good job

and you know it and you're

10:21:06,440 --> 10:21:07,480

feeling bad about yourself.

10:21:07,480 --> 10:21:09,240

Well, you're not going

to go over and chat with somebody

10:21:09,280 --> 10:21:11,280

at coffee about how I'm feeling.

10:21:11,920 --> 10:21:14,440

No, what you're going to do is you're

going to put a smile on your face.

10:21:15,400 --> 10:21:16,120

I'm fine.

10:21:16,160 --> 10:21:17,200

I can handle this.

10:21:17,200 --> 10:21:17,840

I can do it.

10:21:18,920 --> 10:21:19,360

Okay.

10:21:19,360 --> 10:21:21,400

And just move along

and hope nobody notices.

10:21:22,560 --> 10:21:25,560

What you don't know is that there

are a lot of other people around you

10:21:25,560 --> 10:21:26,920

who are doing the very same thing.

10:21:28,320 --> 10:21:32,440

So your social perception is that

everybody is smiling, happy doing fine.

10:21:33,280 --> 10:21:35,360

I'm the only one who's got a problem.

10:21:36,920 --> 10:21:41,840

When in fact the reality is behind

those masks, behind that smiley face,

10:21:42,160 --> 10:21:44,840

there are a lot of other people

thinking, oh my God, I'm the only one.

GRAPHIC [10:21:51:21 - 10:21:56:20]: One in two employees have burnout symptoms.

GRAPHIC [10:21:58:08 - 10:22:03:11]: Among millennials it’s three out of five.

Indeed.com

10:22:04,760 --> 10:22:10,360

The World Health Organization

came out 2019 recognising burnout

10:22:10,360 --> 10:22:17,120

as a response to chronic stressors that

have not been successfully managed.

10:22:17,960 --> 10:22:23,240

They said it's not a disease,

but we have to recognise

10:22:23,240 --> 10:22:24,440

where it's coming from.

10:22:26,680 --> 10:22:28,440

[Narrator] On top of the problem

of not being able to say

10:22:28,440 --> 10:22:29,720

what you really feel,

10:22:30,560 --> 10:22:33,520

half the time you don't understand

what anybody's saying.

GRAPHIC [10.2:27:07 - 10:22:41:00]: Jargon, nonsense, bullshit.

10:22:36,760 --> 10:22:39,080

[André] So if you think about

your average meeting.

10:22:39,400 --> 10:22:41,040

The social contract is this.

TITLE CARD [10:22:42:18 - 10:22:47:19]: André Spicer. Author: Business bullshit.

10:22:41,120 --> 10:22:44,400

You'll sit there and speak nonsense

and I'll sit there quietly

10:22:44,440 --> 10:22:47,440

and not listen to you and check my emails

while you're speaking nonsense.

10:22:47,480 --> 10:22:50,200

[man on televison]

We can empower the intelligent transformation

10:22:50,200 --> 10:22:51,520

[woman on television]

And accelerating adoption.

10:22:51,520 --> 10:22:54,200

[man on televison]

Connect and enable the new experiences.

10:22:54,760 --> 10:22:56,840

[man on televison]

Make the move to enable the application

10:22:56,880 --> 10:22:59,480

to truly gain knowledge.

10:23:00,160 --> 10:23:02,280

[André] How to speak

the language of management.

10:23:03,920 --> 10:23:06,680

So I blame a character

called Charles Krone.

10:23:06,800 --> 10:23:10,400

He was swept up in the kind of

new age mysticism, which was

10:23:10,640 --> 10:23:14,360

washing across the West Coast

during the 60s and 70s.

10:23:18,400 --> 10:23:23,320

Krone gets hired by Pacific Bell

and his job is to come in

10:23:23,320 --> 10:23:26,520

and engage in what they call a

transformational change project.

10:23:26,720 --> 10:23:27,880

[Archive]

Workshop participants,

10:23:27,920 --> 10:23:31,040

take part in an exercise

designed to broaden perception

10:23:31,040 --> 10:23:33,160

and increase sensory input.

10:23:33,360 --> 10:23:37,720

And Krone's role was really to

kind of reprogram the employees

10:23:37,760 --> 10:23:42,040

by introducing them

to his own personal philosophy,

10:23:42,080 --> 10:23:45,920

which was drawn from a Russian mystic

called George Gurdjieff.

10:23:45,920 --> 10:23:50,240

Devotees of Gurdjieff would

often engage in mystical dancing,

10:23:50,440 --> 10:23:52,640

reciting mystical poetry, et cetera.

10:23:52,880 --> 10:23:56,200

And the board members of Pacific Bell

were particularly keen on this.

10:23:56,560 --> 10:23:58,280

And they thought that

their employees should

10:23:58,280 --> 10:23:59,240

get a bit of it as well.

GRAPHIC [10:23:59:12 - 10:24:11:02]: Blue sky thinking, touch base, close the loop, circle back, thought leader, going forward, drill back.

GRAPHIC [10:24:12:05 - 10:24:34:04]: Incentivising, close the loop, game changer, low hanging fruit, going forward, right-sizing, touch base, circle back, paradigm shift, blue-sky thinking, give 110 %.

10:24:05,560 --> 10:24:10,080

Now, if you look back to that language,

now, it sounded scandalous

10:24:10,080 --> 10:24:14,040

and strange at the time,

but now it's part of everyday language.

10:24:19,480 --> 10:24:22,600

People need a justification

for what they're doing.

10:24:22,640 --> 10:24:27,440

They need a language which

makes these empty tasks,

10:24:27,440 --> 10:24:29,240

which people have in companies,

10:24:29,720 --> 10:24:32,640

it gives them some substance

or apparent substance.

10:24:32,960 --> 10:24:37,760

So there's the sense that Kroning

provides a way of covering up

10:24:37,800 --> 10:24:41,280

the gaping hole,

which is corporate life often.

10:24:42,680 --> 10:24:48,040

[Tiejo] If you go back to the,

like the cause the burnout

10:24:48,040 --> 10:24:51,680

what would you say

if you had to narrow it

10:24:51,720 --> 10:24:53,680

down to only a few, few topics?

10:24:53,680 --> 10:24:55,160

What is it for you guys?

10:24:55,160 --> 10:25:00,880

What, what would you name as the,

the key, the key drivers of your?

10:25:01,760 --> 10:25:04,240

[Hazel]

I think it's been like coming out.

TITLE CARD [10:25:08:06 - 10:25:13:20]: Hazel, IT Industry

10:25:05,160 --> 10:25:11,280

Like mild symptoms, but mostly like,

I felt really strong, was I think back

10:25:11,280 --> 10:25:17,600

in March this year where I kinda like

felt myself, not being able to do

10:25:17,800 --> 10:25:23,200

daily stuff or like running errands

or like talking to people like

10:25:23,200 --> 10:25:27,600

where I felt like overwhelmed by doing that.

10:25:28,120 --> 10:25:30,840

Like wake myself up,

brush my teeth, sit at the table.

10:25:30,840 --> 10:25:32,960

That was the hardest thing

to do in the morning.

10:25:33,040 --> 10:25:36,520

And that was like the prominent

symptom for me to

10:25:36,560 --> 10:25:39,400

recognise that I have a problem.

10:25:40,520 --> 10:25:42,880

[Vanessa]

It's embarrassing to, to admit

10:25:42,920 --> 10:25:45,320

but I actually sometimes

felt that it would be easier

TITLE CARD [10:25:44:04 -10:25:49:19]: Vanessa, law.

10:25:45,360 --> 10:25:49,440

if I would be hit by a car in the morning

on my way to work,

10:25:49,480 --> 10:25:52,320

because that would solve the problem

of not having to go there.

10:25:52,320 --> 10:25:56,640

That was, like how deep

I was in my own misery.

10:25:56,680 --> 10:26:01,720

Like just it felt so anxious

and impossible even sometimes

10:26:01,720 --> 10:26:05,080

to go to work because

I knew what was waiting.

10:26:05,080 --> 10:26:08,240

And I just felt like if somebody

or something outside of me would

10:26:08,560 --> 10:26:12,280

solve the problem,

then I wouldn't have to think about it.

10:26:12,320 --> 10:26:14,920

But like, these are things that

I've only realised afterwards.

10:26:15,520 --> 10:26:20,400

So it's like when your eyesight gets worse,

you don't really notice it,

10:26:20,400 --> 10:26:24,440

but then when you get the glasses,

you realise wow, I can see.

10:26:24,680 --> 10:26:27,120

[Gemma]: You just brought back a memory,

actually, because I remember

10:26:27,160 --> 10:26:31,040

wishing that I'd get run over as well

and I am laughing again,

10:26:31,080 --> 10:26:32,920

but it's not funny.

TITLE CARD [10:26:34:13 - 10:26:40:03]: Gemma, administration.

10:26:33,160 --> 10:26:36,160

And I did just, so I had an excuse

to lay in hospital for a few months

10:26:36,160 --> 10:26:40,720

and sleep and be looked after,

and I thought how sick in the head is that?

10:26:41,920 --> 10:26:45,640

I totally refused the idea

that I was in burnout.

TITLE CARD [10:26:41:20 -10:26:47:10]: Carla, corporate finance.

10:26:46,000 --> 10:26:49,000

I just felt like I'm invincible.

10:26:49,360 --> 10:26:50,480

I cannot have a burnout.

10:26:51,000 --> 10:26:52,640

This cannot happen to me again.

10:26:53,880 --> 10:27:01,520

So it was kind of hard for me to start

to realise, admit, accept, and process it.

10:27:01,520 --> 10:27:06,640

It was really a long, long process

for me because I don't know...

10:27:07,320 --> 10:27:08,080

...I'm just proud.

10:27:08,080 --> 10:27:10,080

[Tiejo] It's the hardest thing ever.

10:27:11,000 --> 10:27:12,080

[Carla] It's just like, yeah...

10:27:12,160 --> 10:27:13,760

[Francesca] Communicate that to the company.

10:27:14,680 --> 10:27:17,040

[Carla] You feel guilty,

and it's not your fault.

10:27:17,080 --> 10:27:19,200

[Tiejo] As you're saying it comes back,

all comes back.

TITLE CARD [10:27:22:03 -10:27:28:13]: Tiejo, construction.

10:27:19,240 --> 10:27:23,800

It was for me too,

by far the toughest thing I've ever did.

10:27:23,800 --> 10:27:27,920

I mean work-wise, to admit

that you were in a freaking burnout.

10:27:29,240 --> 10:27:32,120

[Bernardo]: I never went through

fully even recovery mode.

TITLE CARD [10:27:35:11 - 10:27:40:06]: Bernardo, developer

10:27:32,880 --> 10:27:39,480

When I had the burnout,

I just quit from my employee...

10:27:39,520 --> 10:27:41,320

...my employer, because,

10:27:41,320 --> 10:27:45,400

I want to stop thinking about even work.

10:27:46,200 --> 10:27:49,480

I have like 15 years experience

working in this industry

10:27:49,480 --> 10:27:51,920

and I worked in 16 different companies.

10:27:52,320 --> 10:27:54,600

So it's less than a year an average of,

you know,

10:27:54,600 --> 10:27:57,840

I'm not counting the companies

that I built myself.

10:27:58,000 --> 10:28:01,920

And I always thought that,

okay, maybe I am the reason

10:28:02,000 --> 10:28:05,880

I'm doing something wrong or

because I'm hopping on different

10:28:05,880 --> 10:28:07,480

companies every year or so.

10:28:08,120 --> 10:28:10,760

And maybe I am the person that

is doing something wrong,

10:28:10,760 --> 10:28:15,280

not the companies, but nowadays,

maybe I am perceiving differently that

10:28:15,280 --> 10:28:17,720

it's not me only.

10:28:17,760 --> 10:28:21,640

It's maybe the whole industry or

the ecosystem that we are working on.

GRAPHIC [10:28:33:22 - 10:28:45:08]: I used to have to go a little insane to get into work. Erase the real me and become the thing that can do this work.

GRAPHIC [10:28:53:22 - 10:29:05:10]: I dreaded going on holiday. The work I missed would be waiting for me when I got back. However hard I try, I am replaceable.

GRAPHIC [10:29:06:11 - 10:29:16:02]: However hard I try, I am replaceable

10:29:17,600 --> 10:29:19,040

[Christina]

When they talk about exhaustion,

10:29:19,680 --> 10:29:22,680

if that's all it is,

then why change the name?

10:29:23,000 --> 10:29:25,680

Why not just call it what it is,

which is exhaustion.

10:29:26,720 --> 10:29:29,960

With burnout,

we're talking about more than that.

10:29:30,720 --> 10:29:34,840

The exhaustion response is

what we think of, that's stress.

10:29:34,840 --> 10:29:36,520

It is the stress response.

10:29:38,320 --> 10:29:40,920

Chronic, everyday stressors.

10:29:41,840 --> 10:29:43,120

Burnout is a signal.

10:29:43,160 --> 10:29:44,400

It's a red flag.

10:29:44,440 --> 10:29:45,040

It's a warning.

10:29:45,040 --> 10:29:49,120

If you start seeing problems with burnout,

it's telling you not who is burning out,

10:29:49,160 --> 10:29:51,400

it's telling you - why.

GRAPHIC [10:29:55:14 - 10:30:00:05]: The human machine

10:30:12,720 --> 10:30:16,600

[André] In the 19th century, we got

the invention of a new professional

10:30:16,600 --> 10:30:19,400

class of people who were managers.

10:30:22,480 --> 10:30:26,080

Those managers often came

from an engineering background.

10:30:26,080 --> 10:30:29,240

So they were quite good

at sort of tuning the machinery.

10:30:30,000 --> 10:30:33,920

They began then to see the people as cogs,

that they could potentially tune

10:30:33,920 --> 10:30:36,040

and make more efficient as well.

10:30:42,280 --> 10:30:47,320

In about the late 1970s, a corporation,

a company was no longer treated

10:30:47,600 --> 10:30:49,600

as an entity with people in it.

10:30:52,080 --> 10:30:55,920

The purpose of the corporation

is to maximise shareholder value.

10:30:58,400 --> 10:31:01,680

Companies began to say how

much human capital have we got.

10:31:01,680 --> 10:31:04,640

And they began to treat their employees

like a kind of balance sheet

10:31:04,640 --> 10:31:07,840

which they could measure,

manage as if they have no history.

10:31:08,320 --> 10:31:11,520

As if they have no family, as if they

have no attachment to place.

10:31:14,920 --> 10:31:16,680

It's not even just a cog in the machine.

10:31:16,680 --> 10:31:19,040

It's a flickering digital line

on a balance sheet

10:31:19,040 --> 10:31:22,600

somewhere that can be easily deleted

at the press of a key.

10:31:35,280 --> 10:31:37,120

[Christina]

Burnout is all in engineering.

10:31:37,120 --> 10:31:41,040

I mean, rocket boosters burn out,

you know, ball-bearings burn out.

10:31:42,680 --> 10:31:46,920

So it's not a surprise that when

they started Silicon Valley startups,

10:31:46,920 --> 10:31:48,160

they called them burnout shops.

10:31:48,160 --> 10:31:50,080

They advertised as burnout shops.

10:31:50,280 --> 10:31:51,920

Cause this is what the life

is going to be like,

10:31:52,400 --> 10:31:56,200

but it was intended

to be a limited time.

10:31:56,320 --> 10:32:00,680

It was intended to be a sprint

two to four or five years, max.

10:32:02,720 --> 10:32:06,480

Is now the model for a marathon.

10:32:09,840 --> 10:32:13,080

This is the way we do business

all the time, for years.

10:32:15,400 --> 10:32:19,120

Th human body cannot run a marathon

at a sprint pace.

10:32:32,800 --> 10:32:34,160

[Hazel] What did I want from work...

10:32:35,720 --> 10:32:42,720

Growing up in high school,

I thought maybe like, I don't know.

10:32:43,080 --> 10:32:47,400

I just,

because I will have to make money

10:32:47,400 --> 10:32:49,560

I thought I will have a work,

10:32:50,280 --> 10:32:57,040

but I just really didn't have

like specific expectation of work,

10:32:57,080 --> 10:32:59,280

and how it would shape my life.

10:32:59,280 --> 10:33:02,240

Like how,

how it will affect my life.

10:33:02,640 --> 10:33:04,200

Not in that sense.

10:33:04,600 --> 10:33:06,120

[[Interviewer]] And today?

10:33:06,560 --> 10:33:13,040

And today I have so much

thoughts about that idea...

10:33:13,240 --> 10:33:16,240

Cause now I have lived, you know,

I've worked

10:33:16,280 --> 10:33:20,400

and I've kind of like tried to balance

with work and life.

10:33:20,800 --> 10:33:24,320

Like now I'm in the position

where I can think

10:33:24,320 --> 10:33:27,680

like sort out my expectations and reality,

10:33:28,600 --> 10:33:31,720

but back then I hadn't an idea

like everyone else.

10:33:41,400 --> 10:33:46,520

[Hazel] Korean people,

take care a lot about title and status.

10:33:46,520 --> 10:33:50,880

Like which school did you go,

what kind of company do you work for

10:33:51,440 --> 10:33:53,320

and how big is that company?

10:33:53,440 --> 10:33:57,320

Like how well known it is,

doesn't matter what your role,

10:33:57,360 --> 10:33:59,800

what do you do,

like what's your value.

10:33:59,800 --> 10:34:01,000

Not really.

10:34:08,200 --> 10:34:12,800

[Hazel] If you go to a good university,

you will most likely to be

10:34:12,800 --> 10:34:16,480

accepted in a named company.

10:34:24,800 --> 10:34:31,360

That kind of pressure is shaped,

like since you are four or five.

10:34:42,680 --> 10:34:47,520

If you're a parent, you end up sending

your kids to this private education

10:34:50,040 --> 10:34:52,640

and it ends in like 1:00 AM or ish.

10:34:53,560 --> 10:34:57,880

And it's all for this

university entrance tests.

10:34:58,120 --> 10:34:59,680

(Korean) Is that a study cafe?

10:34:59,960 --> 10:35:01,760

(Korean) Back in our day they weren't like that

10:35:02,280 --> 10:35:05,080

(Korean) They were called ´study rooms´ back then

- That's right, ´study rooms´

10:35:05,440 --> 10:35:07,440

(Korean) It's really fancy inside

- Oh really?

10:35:08,040 --> 10:35:10,200

(Korean) I heard it's like a coworking space

10:35:11,280 --> 10:35:13,720

(Korean) I would have been in there all the time

10:35:15,480 --> 10:35:18,320

(Korean) Our study rooms were more

like sweatshops

10:35:24,240 --> 10:35:25,560

[Hazel] Well, first I hated it.

10:35:28,320 --> 10:35:33,480

I remember I cried every night,

like in front of my mom, begging,

10:35:33,560 --> 10:35:35,920

can I please quit this institution?

10:35:37,480 --> 10:35:39,200

And my mom was like, no.

10:35:40,320 --> 10:35:41,440

It's for the best.

10:35:50,880 --> 10:35:55,360

My mom was the first

and the only one who went to college

10:35:55,360 --> 10:35:57,160

out of her seven siblings.

10:35:57,760 --> 10:36:03,000

So for her like giving

whatever she could to me was

10:36:03,040 --> 10:36:04,600

like the goal of her life.

10:36:16,560 --> 10:36:21,760

If you are in that environment,

your friends become competitors.

10:36:25,520 --> 10:36:27,280

And if you don't make it up

to certain level,

10:36:27,280 --> 10:36:29,280

you become loser,

10:36:30,280 --> 10:36:33,160

and there's no other way to define you.

10:36:45,120 --> 10:36:48,520

[Hazel]

Lawyers, like doctors, I would say,

10:36:49,240 --> 10:36:53,160

these days - developers, obviously.

10:36:53,160 --> 10:36:55,840

A new paradigm, he's like - no, no.

But yeah.

10:36:56,960 --> 10:36:59,280

Like whatever it brings more money.

10:36:59,280 --> 10:37:00,200

It's a good job.

10:37:00,240 --> 10:37:01,400

You know, whatever.

10:37:01,840 --> 10:37:07,880

And may be like getting into huge

corporations, like Samsung, LG,

10:37:07,880 --> 10:37:09,960

whatever, the big names are.

10:37:10,600 --> 10:37:12,800

And then you are okay,

I'm safe.

10:37:13,400 --> 10:37:14,760

I've made my life.

10:37:15,000 --> 10:37:15,600

Then what?

10:37:15,600 --> 10:37:19,640

Like people will have

middle life crisis in their 40s and 50s,

10:37:20,040 --> 10:37:24,480

because they have never been able

to define their own meaning of life.

10:37:26,280 --> 10:37:29,400

[Tiejo] I was told that I needed to get

this corporate life, and be successful.

10:37:29,920 --> 10:37:33,480

I was supposed to perform whatever,

and I was supposed to get a career.

10:37:33,480 --> 10:37:36,520

And, but exactly, as you said,

without really knowing

10:37:36,960 --> 10:37:38,960

why I personally wanted this

10:37:39,120 --> 10:37:42,960

I just had a disconnect with

my personal drivers

10:37:43,720 --> 10:37:47,160

[Bernardo] My expectation of course,

was to be a football player, right?

10:37:47,160 --> 10:37:50,120

My entire childhood

and youth was training

10:37:50,120 --> 10:37:53,000

and active, you know,

in the field, et cetera.

10:37:53,600 --> 10:37:57,080

And suddenly when I start working,

I was in an office,

10:37:57,120 --> 10:38:02,760

sitting in a chair all day long,

so I didn't want that.

10:38:02,760 --> 10:38:03,760

I was like, wow.

10:38:03,800 --> 10:38:06,880

I never imagined

that would be like that.

10:38:06,920 --> 10:38:12,040

I was like, you know,

nine hours, eight hours in a chair

10:38:12,040 --> 10:38:17,440

and the cubicle and like,

in front of a screen, typing all day long.

10:38:27,840 --> 10:38:29,400

[Bernardo]

What the fuck is that like?

10:38:32,000 --> 10:38:34,120

This is the sound of silence?

10:38:44,840 --> 10:38:48,560

And suddenly the commercial guy

came to us and told:

10:38:48,760 --> 10:38:52,400

We, you know,

instead of expanding to the whole Europe,

10:38:52,440 --> 10:38:56,880

we want to reach UK,

but you have like two months to do it.

10:38:58,440 --> 10:39:01,400

So every day was, you know, before,

bed I was hearing that thing

10:39:01,720 --> 10:39:04,440

that thing,

what the fuck, man!?

10:39:06,400 --> 10:39:08,440

You finished one task,

you feel ok, I finished.

10:39:08,480 --> 10:39:11,960

But you look to the board and there's more

and more things to deliver.

10:39:12,240 --> 10:39:16,000

Because, you know,

you're going to make tons of money for them.

10:39:16,560 --> 10:39:20,680

And the management team just

put more pressure on you.

10:39:20,680 --> 10:39:24,760

And it doesn't matter if you're happy

if you are motivated, doesn't matter.

10:39:24,760 --> 10:39:27,160

You just need to make

more money to them.

10:39:28,560 --> 10:39:29,640

And it was tinnitus.

10:39:30,160 --> 10:39:32,680

I developed tinnitus

during that stress period.

10:39:39,080 --> 10:39:43,160

But I also kind of understand

the position of my manager.

10:39:46,160 --> 10:39:49,080

They have also pressure

from their manager, right.

10:39:49,440 --> 10:39:53,240

And their managers,

the ones that are creating the strategy

10:39:53,240 --> 10:39:56,280

to make more money for their manager,

their investors.

10:39:58,760 --> 10:40:01,200

And the ball roll on to us that

we need to deliver,

10:40:01,200 --> 10:40:04,920

because this is what it's gonna

make money to the company.

10:40:04,920 --> 10:40:08,960

So anxiety,

stress level goes extremely high

10:40:09,000 --> 10:40:12,560

and they just don't care

if you are like that,

10:40:12,560 --> 10:40:15,920

it's just, okay, you're out,

someone else will replace you.

10:40:15,920 --> 10:40:17,680

Because there are plenty.

10:40:17,720 --> 10:40:20,800

So, and period.

It's done.

10:40:34,400 --> 10:40:36,600

[Jim] Most people come to work,

really wanting to make a difference.

TITLE CARD [10:40:43:16 - 10:40:51:17]: Jim Harter, chief scientist, workplace, Gallup. Author: It’s the manager.

10:40:41,160 --> 10:40:43,760

And it starts with the most

basic: clear expectations.

10:40:44,480 --> 10:40:47,520

So when people come to work,

they need to know what their role is.

10:40:48,000 --> 10:40:52,840

And too often in organisations now,

people don't.

GRAPHIC [10:40:57:20 - 10:41:07:24]: Only half know for sure what is expected of them at work. Gallup.com

10:41:07,520 --> 10:41:11,240

[Jim] One of the great challenges

of leadership is bringing teams together.

10:41:11,240 --> 10:41:15,840

Creating a common purpose,

how that mission or purpose

10:41:16,280 --> 10:41:19,600

comes to life - is the manager.

GRAPHIC [10:41:17:12 - 10:41:21:10]: The Manager.

10:41:20,560 --> 10:41:23,480

It's the manager that helps

that employee see how that work

10:41:23,520 --> 10:41:25,520

connects to that bigger picture.

10:41:29,760 --> 10:41:34,080

Often times we put people in managerial

positions for couple reasons.

10:41:34,080 --> 10:41:35,560

We ask managers:

How'd you get into your job?

10:41:35,560 --> 10:41:39,280

One, tenure.

They've been around the organisation a long time.

10:41:40,800 --> 10:41:43,120

Two, I was really successful

as an individual contributor

10:41:43,160 --> 10:41:45,160

before I was a manager.

10:41:45,960 --> 10:41:49,120

Neither of those two things correlate

with being an effective manager.

10:41:50,480 --> 10:41:53,520

The motivation is I want to be a manager

because I'll probably get paid more.

10:41:53,760 --> 10:41:56,280

I feel like I've reached a

higher level in the organisation.

10:41:57,480 --> 10:42:00,960

Those are two human nature motivations

that it's hard to get people out of

10:42:00,960 --> 10:42:06,320

unless you have a path where somebody

can see they have a high esteem position,

10:42:06,320 --> 10:42:08,280

maybe even paid more than managers

10:42:08,320 --> 10:42:11,360

for being an exceptional individual contributor.

10:42:20,680 --> 10:42:23,000

They may not think

about people as individuals.

10:42:23,000 --> 10:42:28,320

May not even naturally care about them

as individuals that much.

10:42:28,360 --> 10:42:31,120

So they think almost completely

about the work itself,

10:42:31,120 --> 10:42:34,280

not about how that person

can develop over time.

10:42:34,280 --> 10:42:36,840

So what it does is it deteriorates

the culture of the team,

10:42:36,840 --> 10:42:40,040

but it also isn't good for the manager.

10:42:41,680 --> 10:42:45,600

But that's the system

or the right to passage

10:42:45,640 --> 10:42:47,360

that's happened inside organisations.

10:42:47,640 --> 10:42:49,680

If you're gonna ask me what

a root cause of all this is?

10:42:49,680 --> 10:42:50,840

That would be one of them.

10:42:51,720 --> 10:42:53,080

[Narrator] Here's the financial logic.

10:42:53,520 --> 10:42:55,320

You make somebody a manager,

just because they're good

GRAPHIC [10:42:59:01 - 10:43:09:24] : Euro [currency] symbols

10:42:55,320 --> 10:42:58,200

at doing a certain job,

and you pay them more,

10:42:58,200 --> 10:42:59,920

not to do that job anymore.

10:42:59,920 --> 10:43:02,280

And instead to do a job that

they're not qualified to do.

10:43:02,280 --> 10:43:05,680

With the result of the productivity of

everybody else in the team goes down,

10:43:05,680 --> 10:43:07,480

but you still have to pay their salaries.

10:43:10,040 --> 10:43:12,080

Meanwhile, the new manager

has to prove to his boss

10:43:12,080 --> 10:43:13,720

that he's still getting results.

10:43:14,360 --> 10:43:17,320

So he hires a management consultant

to try and fix the problem.

10:43:18,400 --> 10:43:21,760

It produces a cool report,

but half the time changes nothing,

10:43:23,240 --> 10:43:24,760

but you still pay the consultant.

GRAPHIC [10:43:26:17 - 10:43:32:18]: I didn’t leave my job, I left my manager.

GRAPHIC [10:43:33:22 - 10:43:40:18]: Globally the cost of poor management is 7 trillion dollars a year. Gallup.com

10:43:44,080 --> 10:43:45,960

[Gemma] Did you get it done in two months?

10:43:45,960 --> 10:43:47,560

[Bernardo] Well,

I left the company before that.

10:43:52,800 --> 10:43:54,360

[Tiejo] Well, I mean,

I don't know how many managers I had

10:43:54,680 --> 10:43:57,720

but that's a lot

and I think only two.

10:43:59,080 --> 10:44:03,520

So maybe, you know,

10% which you could have really

10:44:03,520 --> 10:44:07,560

could really have

a personal conversation with.

10:44:08,920 --> 10:44:14,360

Which made a complete difference

in how I was actually doing my job.

10:44:17,800 --> 10:44:20,960

That was actually the worst

part of the whole burnout.

10:44:22,920 --> 10:44:27,400

That total sense of being lost.

10:44:28,080 --> 10:44:30,080

And I'm convinced...

10:44:31,920 --> 10:44:36,440

...that it has a very strong link

to my childhood,

10:44:39,960 --> 10:44:45,960

because getting

that feeling of self

10:44:45,960 --> 10:44:49,760

and self esteem

and self worth.

10:44:51,680 --> 10:44:54,160

[Interviewer]

Can I ask a quick question?

10:44:54,200 --> 10:44:56,920

It's something that everybody

has touched upon here.

10:44:57,280 --> 10:44:58,760

You know,

you talk about the expectations

10:44:58,800 --> 10:45:01,000

from childhood about working life.

10:45:02,040 --> 10:45:07,800

Do you remember a specific

instance of that clash between

10:45:07,800 --> 10:45:10,800

expectations and reality?

10:45:14,880 --> 10:45:16,320

[Vanessa] I was thinking about this.

10:45:16,320 --> 10:45:21,840

As I mentioned earlier,

I'm the big sister in the family

10:45:21,840 --> 10:45:23,560

and I have a little sister.

10:45:23,560 --> 10:45:28,080

She is two years younger than I am,

and we are very different.

10:45:28,160 --> 10:45:30,800

She is the wild spirit.

10:45:30,800 --> 10:45:35,240

And the one who has been

searching for herself her entire life,

10:45:35,280 --> 10:45:40,480

whereas I've been

more of the rational one perhaps.

10:45:40,520 --> 10:45:45,040

And, the one who gets good

grades and just like do what

10:45:45,040 --> 10:45:46,880

the society is expecting me to do.

10:45:46,880 --> 10:45:50,840

And that's why I said earlier that

I felt like there was this train for me.

10:45:50,840 --> 10:45:52,480

So I jump on the train.

10:45:52,760 --> 10:45:55,840

Then there is the school,

you get the good results.

10:45:55,840 --> 10:45:56,520

You do good.

10:45:56,520 --> 10:45:58,120

Don't upset the teachers.

10:45:58,280 --> 10:46:02,280

Then of course, I will go to uni

it's law school or med school

10:46:02,280 --> 10:46:03,760

or whatever, be the good girl.

10:46:04,960 --> 10:46:08,320

Maybe the point is like,

I feel like I was something.

10:46:08,360 --> 10:46:13,640

And then I was like, shaped into like,

suffocated into being like something else

10:46:13,640 --> 10:46:15,760

something less, something smaller.

10:46:16,800 --> 10:46:21,880

And that's why I kind of developed

the sense that I'm not good enough.

10:46:22,080 --> 10:46:25,440

And I am, there is something wrong with.

10:46:26,400 --> 10:46:30,840

Like there is something fundamentally,

deeply wrong with me as a human being.

10:46:32,040 --> 10:46:34,560

And perhaps that is something

that I've been trying to kind of

10:46:34,560 --> 10:46:38,440

then fix through these

different achievements in life.

10:46:38,440 --> 10:46:41,720

Like go to uni,

get those results because

10:46:41,720 --> 10:46:43,560

I felt that that is my responsibility.

10:46:43,960 --> 10:46:47,760

As Vanessa, as the person

I am like, I am the person

10:46:47,800 --> 10:46:49,960

who is supposed to do these things.

10:47:03,720 --> 10:47:05,200

[Vanessa]

I did figure skating.

10:47:05,840 --> 10:47:09,880

So I was on the ice,

six days a week or so.

10:47:09,880 --> 10:47:13,760

It was very competitive and

very, very achieving as well.

10:47:20,720 --> 10:47:25,440

So I've always gone through life

through those grades and achievements.

10:47:27,480 --> 10:47:30,680

And teachers saying Vanessa

you did well,

10:47:30,720 --> 10:47:33,440

so that's when I felt

like I'm doing all right.

10:47:35,640 --> 10:47:39,120

So that's why I probably made that

choice as a profession as well.

10:47:40,200 --> 10:47:42,680

It's a sensible career, study law.

10:47:42,720 --> 10:47:48,000

You will get a good, good job and,

you know, keep your family happy.

10:47:48,000 --> 10:47:50,360

And like, I don't know,

a secure future, whatever.

10:47:55,680 --> 10:47:58,080

I guess everyone hopes that their

work, that you still do

10:47:58,120 --> 10:47:59,720

eight hours a day or 10 or whatever.

10:47:59,800 --> 10:48:02,120

That it would be something

like you really enjoy.

10:48:02,160 --> 10:48:06,440

And when you realise it's not, and this

is what you've been like studying for

10:48:06,440 --> 10:48:09,840

for years, like this is not who I am.

10:48:09,840 --> 10:48:12,080

I don't want to be a

part of whatever this is.

10:48:18,000 --> 10:48:19,920

It shatters you in some way.

10:48:30,840 --> 10:48:33,600

And that's when I just

totally like broke.

10:48:34,360 --> 10:48:37,240

I walked into the doctor's

office and didn't know really

10:48:37,240 --> 10:48:38,360

what I was doing there.

10:48:38,400 --> 10:48:39,560

What I would you say.

10:48:39,600 --> 10:48:44,000

And then when I went in, I just

completely lost it and just cried.

10:48:44,280 --> 10:48:47,200

Cried everything out that has

been piling up through the years.

10:48:53,080 --> 10:48:56,360

Because the control aspect has

been very present in my life.

10:48:56,600 --> 10:49:00,200

Always wanting to be

in control of everything.

10:49:01,760 --> 10:49:02,880

Being wherever

10:49:02,880 --> 10:49:10,000

I was at that moment was just so

relieving to kind of say,

10:49:10,160 --> 10:49:12,440

I don't know what's going to

happen and I don't have to know.

10:49:12,720 --> 10:49:13,320

Please help me.

10:49:31,440 --> 10:49:32,960

[David]

One of the things that has fascinated

10:49:33,000 --> 10:49:35,000

me over the years is education.

10:49:39,480 --> 10:49:43,840

It's almost designed to destroy

the natural curiosity we have as children.

10:49:52,440 --> 10:49:56,040

Somehow, you know, when

you're in primary education,

10:49:56,480 --> 10:49:57,680

they're beating that out of you,

10:49:57,720 --> 10:50:00,560

they're destroying

that natural curiosity.

10:50:00,800 --> 10:50:04,240

Then when you go to higher education,

that kind of gets halfway put back, you never quite

10:50:04,240 --> 10:50:07,200

get back to where you were when you

were five, but you know, maybe you get

10:50:07,200 --> 10:50:10,080

a little of it just enough that you

can function as an intellectual.

10:50:12,880 --> 10:50:17,200

Many of the rituals and structures

of primary education are designed

10:50:17,200 --> 10:50:18,880

to prepare people for factory labor.

10:50:19,440 --> 10:50:22,360

That's why they have bells ringing

and you have to get up and you

10:50:22,360 --> 10:50:23,560

have to move from room to room.

10:50:23,560 --> 10:50:25,960

And there's no particular reason you

should have to move from room to room.

10:50:27,760 --> 10:50:30,040

The interesting question for

me is why are they still doing?

10:50:30,360 --> 10:50:33,760

Because it's not like very many

kids going to school are going to

10:50:33,760 --> 10:50:35,080

be working on factories anymore.

10:50:38,080 --> 10:50:43,120

My conclusion is that they are

preparing us for a life that

10:50:43,120 --> 10:50:44,240

isn't going to make a lot of sense.

10:50:58,080 --> 10:51:03,640

They're teaching us not to ask questions

about things that any intelligent person

10:51:03,640 --> 10:51:08,120

who hadn't been so trained would, like,

but why are we filling out this form-

10:51:08,160 --> 10:51:11,920

if we don't get any money

either way anyway.

10:51:11,960 --> 10:51:13,240

Why are we writing this report

10:51:13,320 --> 10:51:15,600

if nobody's going to read it?

10:51:15,640 --> 10:51:17,800

All these things that

anybody in a bullshit job

10:51:17,800 --> 10:51:21,040

really should be asking,

but knows as a condition of

10:51:21,040 --> 10:51:22,440

their employment, that they shouldn't.

10:51:26,640 --> 10:51:29,200

If a guy shows up in a white coat

or acting like he's an authority

10:51:29,200 --> 10:51:33,120

[Archive] Faster than Nokia has ever gone before.

-just play along.

10:52:02,360 --> 10:52:07,400

Children first figure out that they are

separate from the world around them,

10:52:07,680 --> 10:52:10,160

when they realise they can

have predictable effects.

10:52:10,160 --> 10:52:13,400

And here is a scenario where

say a child is moving his arms

10:52:13,400 --> 10:52:14,840

around and he moves a pencil.

10:52:14,920 --> 10:52:20,320

There's a pencil there and it rolls down

table and he figures out what happens

10:52:20,320 --> 10:52:22,160

if he moves his hand again, and

it rolls a little further.

10:52:24,160 --> 10:52:25,280

This is great.

10:52:25,600 --> 10:52:26,600

Oh my God.

10:52:26,600 --> 10:52:29,480

You know, I am an entity

that can have affect on things.

10:52:29,840 --> 10:52:32,040

And that's the moment you

realise you are a person.

10:52:32,480 --> 10:52:35,320

And there is a world and they're

not the same thing.

10:52:56,600 --> 10:52:59,560

And when you take that

away, people just collapse.

10:52:59,600 --> 10:53:01,160

It shatters their sense of self.

10:53:03,440 --> 10:53:06,440

Really the very basis of what

makes us human or feel human.

10:53:13,600 --> 10:53:16,520

[Finnish] My mug!

3D GRAPHIC [10:53:16:14 - 10:53:22:11]: It’s a charade.

10:53:24,440 --> 10:53:32,040

It strikes me that we need to reevaluate

what we see as valuable in labor,

10:53:33,400 --> 10:53:38,080

because if we've got to a situation

where millions and millions

10:53:38,080 --> 10:53:40,120

of people around the world are coming

into work every day,

10:53:40,120 --> 10:53:43,080

saying there is no social value

in what I do, and it's pointless.

10:53:43,080 --> 10:53:45,440

So there is a clash between

what the market dictates,

10:53:45,480 --> 10:53:49,520

what our economic

system identifies as valuable.

10:53:49,800 --> 10:53:52,040

And what people actually feel

in their hearts is valuable.

10:53:52,040 --> 10:53:53,000

There's a disjuncture.

10:53:53,000 --> 10:53:54,440

People feel there's

something terribly wrong.

10:53:59,640 --> 10:54:05,360

They have some kind of notion

that real work meets people's

10:54:05,560 --> 10:54:08,040

needs, desires, it takes...

10:54:08,480 --> 10:54:13,720

...it's about furthering something

in humans that we wish to further.

10:54:19,440 --> 10:54:22,920

[Carla] So when you enter a company,

they make you feel like you are

10:54:22,920 --> 10:54:28,200

blessed working for them, that

they choose you to work for them.

10:54:28,920 --> 10:54:33,720

And it's not you, that applies for

the job, but they kind of pick up,

10:54:34,680 --> 10:54:39,200

pick you up from out of nowhere

and they choose you to be

10:54:39,240 --> 10:54:41,200

the blessed one working for them.

10:54:41,640 --> 10:54:46,800

So then you kind of have to feel

your life is the company life.

10:54:46,920 --> 10:54:49,560

So you don't have an identity anymore,

10:54:50,600 --> 10:54:53,000

but you are the company.

10:54:53,000 --> 10:54:55,000

You're going to get married.

10:54:56,960 --> 10:55:00,440

In Italy we say like,

when you have the Prosecco bottle

10:55:00,480 --> 10:55:04,200

and you open it, if the cap

finish on you, you will get married.

10:55:04,680 --> 10:55:05,360

Something like that.

10:55:05,360 --> 10:55:05,640

Yeah.

10:55:06,240 --> 10:55:07,560

It is crazy.

10:55:07,560 --> 10:55:09,800

[Sophieke]

It's like catching the bouquet...

10:55:09,840 --> 10:55:11,240

Yes, exactly.

10:55:11,280 --> 10:55:13,280

[Sophieke]

...but then with alcohol.

10:55:13,800 --> 10:55:17,200

My boyfriend did say, he said,

he said it's so cute,

10:55:17,200 --> 10:55:18,240

when you speak Dutch,

it's like a child you know..

10:55:22,080 --> 10:55:26,960

[Sophieke] I cannot wait to, well,

I don't want to get married,

10:55:26,960 --> 10:55:29,960

I think, but like, I cannot wait to...

10:55:30,000 --> 10:55:31,840

[Carla] In three years

I have been assisting to

10:55:31,880 --> 10:55:35,880

three reorganisation where people

have been losing their jobs where

10:55:35,880 --> 10:55:39,720

people have been crying where they

were working since 20 years or more.

10:55:40,640 --> 10:55:43,320

So in the back of my

head, I always had that,

10:55:43,320 --> 10:55:46,440

you are giving the best of

yourself to this company

10:55:46,440 --> 10:55:48,160

but remember one day,

10:55:49,200 --> 10:55:52,520

they will call you and say, you

have to pack your stuff in a week.

10:55:52,760 --> 10:55:57,520

But I had the social pressure of

my age to get always that awkward

10:55:57,520 --> 10:56:00,920

phone call from your mom saying

'Hi, when you getting pregnant?'

10:56:00,920 --> 10:56:03,000

just like, are you working on it?

10:56:03,000 --> 10:56:06,000

Like, no, I want to buy a house first.

10:56:06,520 --> 10:56:12,160

I had a relationship for a few years,

so we were living together and, of course

10:56:12,160 --> 10:56:14,120

we decided to start a family together.

10:56:14,920 --> 10:56:21,200

And then we could not buy a

house together due to our incomes

10:56:21,200 --> 10:56:23,160

because it was just too low.

10:56:24,080 --> 10:56:26,680

I was the one of the two

who had a better contract.

10:56:27,360 --> 10:56:28,280

A better income.

10:56:28,760 --> 10:56:33,040

So I felt like if I fail in this

job, we will not buy a house.

10:56:33,720 --> 10:56:35,640

So we will not build up a family,

10:56:35,640 --> 10:56:36,920

it will be all my fault.

10:56:37,320 --> 10:56:39,600

So I was really stressed at home.

10:56:39,600 --> 10:56:44,000

I was doing extra work at home,

so I was not really there for

10:56:44,000 --> 10:56:46,640

the couple, for living together.

10:56:47,120 --> 10:56:51,840

At that point what happened to me

is that I worked too much at the point

10:56:51,840 --> 10:56:54,400

that I kind of destroyed my private life.

10:56:56,440 --> 10:56:59,440

I was really frustrated

because I thought I work

10:56:59,440 --> 10:57:01,080

hard for more than 10 years.

10:57:01,080 --> 10:57:02,120

I want to settle down.

10:57:02,120 --> 10:57:03,080

I want to have kids.

10:57:03,120 --> 10:57:05,080

I want to do this kind of things.

10:57:05,120 --> 10:57:06,080

And I cannot.

GRAPHIC [10:57:14:15 -10:57:18:15]: Empty promises.

10:57:21,400 --> 10:57:25,400

[André] Corporations are a grand example

of the 'emperor has no clothes'.

10:57:27,120 --> 10:57:28,200

It's all about promises.

10:57:28,200 --> 10:57:30,240

It's all about what we're

going to do in the future.

10:57:32,720 --> 10:57:36,720

They're constantly undergoing these

change processes, reorganisation,

10:57:36,720 --> 10:57:39,920

restructuring, downsizing,

rightsizing.

10:57:40,080 --> 10:57:43,480

You fire people, you hire people,

you shift around the signs,

10:57:43,520 --> 10:57:46,760

but very little at the end of

the day actually changes.

GRAPHIC [10:57:44:19 - 10:57:49:15]: Emma, Jan, Michael, Mia worked here.

10:57:53,200 --> 10:57:57,920

We know lots of people lose from all

of this, many people who lose their job

10:57:57,960 --> 10:58:02,040

and it often becomes extremely

stressful for the people who stay.

10:58:02,040 --> 10:58:04,840

Often those things are done, not

necessarily because they need to be

10:58:04,840 --> 10:58:10,800

they're done because the CEO

has to show that something's happening.

GRAPHIC [10:58:15:13 - 10:58:21:10]: 60 % of reorganization programs improve nothing.

10:58:24,080 --> 10:58:28,560

Who it does impress is financial

analysts, who set the price or make

10:58:28,560 --> 10:58:31,480

a recommendation of what they think

the price of a share should be.

10:58:32,120 --> 10:58:35,920

Nothing actually changes or how well

the company does, but the share price

10:58:35,920 --> 10:58:38,720

goes up because they've said the

right thing to the financial markets.

10:58:40,360 --> 10:58:43,760

But that also means because

the CEO is often rewarded on

10:58:43,760 --> 10:58:47,520

the basis of stock options or share price,

their pay goes up.

10:58:53,160 --> 10:58:57,840

[David] One of the most pernicious things

about our current economic system

10:58:57,880 --> 10:59:03,160

is that - the more your work benefits

others in an obvious and immediate sense,

10:59:03,200 --> 10:59:08,480

the more your work has a clear

and undeniable beneficial effect

10:59:08,520 --> 10:59:10,240

on other human beings.

10:59:10,240 --> 10:59:12,120

The less you are likely to get paid for it.

GRAPHIC [10:59:13:11 - 10:59:33:18]: Hospital cleaner creates x 10 value of wage

Childcare creates x 7 value of wage. London banker destroys x 7 value of wage.

Neweconomics.org

GRAPHIC: [10:59:33:18 - 10:59:59:17]: Productivity vs wages [graph]. Oecd.org

10:59:31,640 --> 10:59:35,720

[David] If you look at the graphs,

wages just basically stay completely flat.

10:59:36,240 --> 10:59:38,400

Whereas productivity

continues to rise precipitously.

10:59:40,640 --> 10:59:45,160

So the big question is what's

happened to that extra profit?

10:59:45,480 --> 10:59:49,560

Again, the story we tell ourselves,

and this time it's not entirely untrue,

10:59:49,560 --> 10:59:52,920

is that,

it all got pumped into finance.

10:59:52,960 --> 10:59:56,520

Basically the profits went

to the richest 1% of the population,

10:59:56,520 --> 10:59:59,960

and they basically are gambling with it.

GRAPHIC: [11:00:05:00 - 11:00:16:02]: Housing prices vs wages [graph]. Oecd.org

11:00:10,480 --> 11:00:14,080

[Carla] I was running all my life

to study and get a job in a company.

11:00:14,400 --> 11:00:16,520

so I could have a good life.

11:00:16,560 --> 11:00:19,000

I'm going to buy an amazing

house, you know, for myself.

11:00:19,040 --> 11:00:22,600

And then, I want to be single

and travel for a long time.

11:00:22,600 --> 11:00:24,600

And then I want to have kids

and settle down

11:00:26,320 --> 11:00:28,320

and it's just a big dream.

11:00:28,360 --> 11:00:29,400

It's just an illusion.

GRAPHIC [11:00:35:24 - 11:00:49:02: Millennials are 40 % poorer than their

parents or grandparents at the same age. Stlouisfed.org

11:00:49,640 --> 11:00:55,360

So for me to give up so much of

my private life and not having

11:00:55,400 --> 11:01:00,640

achieving the results that I expected to,

it was just mindblowing.

11:01:01,240 --> 11:01:02,720

My brain stopped working.

11:01:03,240 --> 11:01:06,320

I can tell you like,

this is the feeling that I have now.

11:01:06,360 --> 11:01:12,160

Like something break inside my brain

and I could not picture how that happened.

11:01:13,920 --> 11:01:14,960

It was unbelievable.

11:01:23,680 --> 11:01:25,480

[Narrator]

The original sabotage manual

11:01:25,520 --> 11:01:28,520

was written for a world

where most people who worked

11:01:28,520 --> 11:01:30,360

operated a machine.

11:01:34,560 --> 11:01:38,640

But we've been just as effective

at sabotaging work in our world

11:01:38,960 --> 11:01:42,520

where most work relies not on a machine,

11:01:43,560 --> 11:01:45,640

but on the brain power of humans.

11:01:48,440 --> 11:01:51,560

The authors of the original manual

would have been amazed

GRAPHIC [11:01:48:22 - 11:02:09:21]: The CEO, jargon, the human machine, the manager, education, empty promises. Simple sabotage field manual.

11:01:51,560 --> 11:01:54,360

at how effective our sabotage has been.

11:01:54,400 --> 11:01:58,360

Only 20% of the workforce

are engaged in their work.

11:01:58,920 --> 11:02:02,640

Those that manage them

are seldom qualified for the job.

11:02:03,680 --> 11:02:08,920

And that less of the benefits of work

goes to those who do the work.

11:02:12,720 --> 11:02:14,280

[Christina] Why are we creating?

11:02:14,520 --> 11:02:19,400

We - society, creating an environment

in which people are doing really good work,

11:02:19,400 --> 11:02:23,920

necessary work, beneficial work,

and making them do it in a way

11:02:23,920 --> 11:02:27,280

that it just sort of tears them apart

and you know, out they go.

3D GRAPHIC [11:02:22:13 -11:02:30:11]: Purpose. Meaning.

11:02:30,160 --> 11:02:37,920

So how to make that realisation, that

the setting and the environment in which

11:02:37,920 --> 11:02:43,560

people function really, you know,

as much as possible, how do we design it

11:02:44,200 --> 11:02:48,200

to make people really grow and thrive?

11:02:51,400 --> 11:02:55,280

We've known for a long time,

all about ergonomics: that we have

11:02:55,280 --> 11:03:00,480

to design furniture and tools

that adapt to the human body.

11:03:01,200 --> 11:03:03,080

You may not like the way

the human body was designed,

11:03:03,080 --> 11:03:04,640

but that's the way it functions.

11:03:06,800 --> 11:03:09,960

I guess I'm talking more about

ergonomics in terms of the social,

11:03:09,960 --> 11:03:11,720

psychological, what makes people tick?

11:03:12,080 --> 11:03:15,720

[Gemma] This is the weird thing for me,

and this is the conundrum for me personally,

11:03:15,720 --> 11:03:18,960

because I love my job

that I do at the moment.

11:03:19,480 --> 11:03:22,120

And I'm actually, for the first

time in 20 years doing something

11:03:22,160 --> 11:03:26,320

I really care about,

I feel like I'm making a difference.

11:03:26,360 --> 11:03:31,360

I'm working

in a meaningful industry and...

11:03:31,360 --> 11:03:39,240

but yet I'm still experiencing

symptoms of a burnout.

11:03:39,280 --> 11:03:43,000

So how have I still got to this stage?

11:03:43,000 --> 11:03:44,560

What is it that's gone wrong?

11:03:44,960 --> 11:03:47,120

You know, what is it that

I've done wrong maybe?

11:03:47,120 --> 11:03:50,440

Or why am I having panic attacks?

11:03:50,440 --> 11:03:51,640

Is it because of...

11:03:52,000 --> 11:03:56,000

[Christina] You and I could have

the same job and there's something

11:03:56,040 --> 11:03:59,160

out there that drives you crazy

and I'm okay.

11:04:00,040 --> 11:04:04,040

What has been discovered in a lot of

research by a lot of people

11:04:04,080 --> 11:04:08,560

is at least six areas where that kind of

11:04:08,880 --> 11:04:14,280

job person balance or unbalance,

that fit or the misfit occurs,

11:04:14,320 --> 11:04:19,160

that can be predictive,

if it's a good fit

11:04:19,160 --> 11:04:21,160

of greater engagement with the work.

11:04:21,160 --> 11:04:25,400

If it's a bad fit,

the risk of burnout

11:04:25,400 --> 11:04:27,160

becomes more of a problem.

11:04:27,200 --> 11:04:33,960

[Bernardo] The workload is always huge

and there's no like long-term projects.

11:04:34,040 --> 11:04:36,880

It's always like for yesterday

that you need to deliver.

11:04:38,280 --> 11:04:40,840

[Chrstina] So the one that everybody

thinks about is workload,

GRAPHIC [11:04:39:21 -11:04:55:06]: Workload.

11:04:43,080 --> 11:04:45,080

and that is the one that is probably

11:04:45,080 --> 11:04:47,800

most clearly tied

to problems with exhaustion

11:04:48,120 --> 11:04:51,760

and basically the imbalance there,

or the misfit is that the demands

11:04:51,760 --> 11:04:54,480

are really high

and the resources to

11:04:54,480 --> 11:04:55,960

handle those demands are low.

11:04:56,920 --> 11:04:58,000

You don't have enough time.

11:04:58,120 --> 11:04:59,480

You don't have the right information.

11:04:59,480 --> 11:05:01,840

You don't have the tools, you don't,

you know, there's no way

11:05:01,840 --> 11:05:04,800

that that can be done,

given that.

11:05:06,120 --> 11:05:08,720

[Bernardo] It's a never ending process.

11:05:09,120 --> 11:05:12,400

You finish one task

and tomorrow you have plenty more

11:05:12,680 --> 11:05:14,560

because they need to expand

to other countries.

11:05:14,640 --> 11:05:18,160

[Christina] The second one is control,

and that's really the extent

GRAPHIC [11:05:15:12 -11:05:23:17]: Control.

11:05:18,160 --> 11:05:21,720

to which you have some choice,

some discretion, some autonomy,

11:05:21,760 --> 11:05:24,400

some way of deciding

how best to do the job.

11:05:24,440 --> 11:05:26,840

Given what it is like today,

11:05:28,080 --> 11:05:30,560

as opposed to

you have no discretion, no choice.

11:05:30,560 --> 11:05:31,360

You must do this.

11:05:32,960 --> 11:05:36,600

And what we find is it's not so much

workload, but if you have high workload

11:05:36,600 --> 11:05:39,440

and you have high control, no problem.

11:05:39,800 --> 11:05:42,680

It's when you have

high workload and no control.

11:05:45,080 --> 11:05:46,680

It's like Sisyphus pushing up the rock

11:05:46,880 --> 11:05:49,640

and all of a sudden,

at the end of the day, it's back.

GRAPHIC [11:05:51:02 - 11:06:01:19: Reward.

11:05:56,240 --> 11:05:59,600

When there is insufficient reward,

that it means that no matter what

11:05:59,600 --> 11:06:03,920

you do, how successful you are,

how great you are meeting the deadlines

11:06:03,920 --> 11:06:05,120

and getting things done in time.

11:06:07,120 --> 11:06:08,440

No good feedback comes.

11:06:10,920 --> 11:06:13,880

The reward is not just about

the salary or the benefits.

11:06:14,480 --> 11:06:18,320

I mean, I don't want to throw that out,

but I mean, that's not usually the biggies.

11:06:18,360 --> 11:06:21,680

The biggies are

the social recognition,

GRAPHIC [11:06:20:05 - 11:06:33:23]: Social recognition, appreciation,

my gosh!, you did it!, thanks so much!

11:06:22,280 --> 11:06:25,480

the appreciation,

that somebody noticed you

11:06:25,480 --> 11:06:27,800

you really, you know,

oh my gosh, you really got

11:06:27,800 --> 11:06:32,320

us out of a bind there by the thing

that you did and, oh, thanks so much.

11:06:32,360 --> 11:06:33,960

And you know, we couldn't have done

it without you.

11:06:34,000 --> 11:06:35,680

Little things like that.

11:06:35,720 --> 11:06:38,520

[Gemma] God, I'm going to have

the logo in my eyes soon.

11:06:38,520 --> 11:06:42,840

And I'll just be walking around

like a zombie, because it was like,

11:06:42,880 --> 11:06:46,200

you know, and you have to live

and breathe our values

11:06:46,200 --> 11:06:50,960

and you need to be a change agent

and you need to do this

11:06:50,960 --> 11:06:51,720

and you need to do that.

11:06:51,760 --> 11:06:56,840

[Christina] Community is really

the social environment that you,

GRAPHIC [11:06:54:22 - 11:06:59:16]: Community.

11:06:56,880 --> 11:06:59,640

the people you come in contact

on a regular basis.

11:07:00,080 --> 11:07:02,280

[Bernardo] Okay.

We have a flexible time.

11:07:02,520 --> 11:07:07,160

We have a flexible working time,

but every day at 10:00 AM you have a meeting.

11:07:09,840 --> 11:07:11,280

How can this be flexible?

11:07:12,840 --> 11:07:16,360

Can I work from 12 to 9 PM?

- No.

11:07:16,360 --> 11:07:22,160

[Christina] When it works well,

when there is social support,

11:07:22,200 --> 11:07:24,760

mutual social support, you know,

we sort of help each other out.

11:07:24,800 --> 11:07:27,160

If somebody is unclear,

we kind of clarify,

11:07:28,000 --> 11:07:32,680

when there is trust,

there is kind of respect for each other

11:07:32,720 --> 11:07:35,280

and, you know,

a notion of reciprocity.

11:07:36,960 --> 11:07:40,680

When all of that is working well,

quite honestly,

11:07:40,680 --> 11:07:41,960

it is like money in the bank.

11:07:42,000 --> 11:07:44,280

[Carla] Even though

I gave them the message:

11:07:44,280 --> 11:07:46,280

Listen guys, this is too much for me.

11:07:46,440 --> 11:07:48,440

And I got a burnout because of this.

11:07:48,920 --> 11:07:52,280

They don't care.

They just like hide the problem

11:07:52,320 --> 11:07:54,960

and they keep on doing

whatever they have to do.

GRAPHIC [11:07:56:10 - 11:08:02:10]: Fairness.

11:07:57,880 --> 11:08:02,760

[Christina] When people feel

they are working in a place that is unfair,

11:08:02,800 --> 11:08:04,560

that treats people unfairly,

11:08:07,200 --> 11:08:10,840

this will raise the level

of that cynicism sky-high.

GRAPHIC [11:08:08:13 - 11:08:17:02]: We value our employees.

11:08:12,760 --> 11:08:19,520

And if there is a value conflict,

it's even worse.

11:08:19,600 --> 11:08:21,800

We need to take into account

11:08:21,840 --> 11:08:25,480

what human beings are like

and how they function.

11:08:25,840 --> 11:08:27,400

What makes them motivated?

11:08:27,400 --> 11:08:30,520

What makes them do great things.

11:08:30,520 --> 11:08:35,560

What do they need to recharge

and reboot and, you know, have a life.

11:08:38,360 --> 11:08:40,880

When I ask often what

would be something that would

11:08:40,880 --> 11:08:43,120

really make a difference do you think?

11:08:43,840 --> 11:08:48,080

One of the overwhelming reactions

is: somebody else.

11:08:48,600 --> 11:08:52,400

[Vanessa] Looking back,

no wonder I had my burnout.

11:08:52,400 --> 11:08:57,680

No wonder I got like sick

and had a long, long recovery period.

11:08:57,720 --> 11:09:01,000

But I also,

I'm very lucky now that I see those

11:09:01,840 --> 11:09:05,720

signs that led to it,

and maybe, hopefully

11:09:05,720 --> 11:09:07,960

will be able to spot them better

in the future.

11:09:10,640 --> 11:09:14,760

[Tiejo] When I hear these stories,

all of them actually are so similar because

11:09:14,760 --> 11:09:19,200

we're all chasing some kind of image.

11:09:19,320 --> 11:09:21,880

That's where you've missed

where it kind of went wrong.

11:09:21,880 --> 11:09:28,920

We've taken away our conscious ability

to choose in line with what

11:09:28,920 --> 11:09:30,960

we want and therefore be happy.

11:09:31,680 --> 11:09:34,240

[Hazel] I wish I had this support

when I was growing up.

11:09:35,360 --> 11:09:40,480

I wish there was like one person telling

me or giving me this kind of support.

11:09:41,120 --> 11:09:46,040

Like, I wouldn't be that

like depressed, like self...

11:09:47,200 --> 11:09:52,280

Fighting like this girl, I guess,

it's an important phase of your life.

11:09:52,320 --> 11:09:57,320

Like from 14 to like, you know,

13, 14 to 18,

11:09:57,320 --> 11:09:59,200

you need like emotional support.

11:09:59,200 --> 11:10:00,200

And I didn't have it.

11:10:01,400 --> 11:10:07,400

[Bernardo] I never actually spoke about

like the whole thing, like how I felt,

11:10:07,440 --> 11:10:12,360

what I felt, is, I mean,

of course I knew it internally,

11:10:12,880 --> 11:10:15,560

but I never spoke up about it.

11:10:15,640 --> 11:10:20,720

So that's actually a good

exercise to maybe

11:10:20,720 --> 11:10:23,800

relieve a bit of those frustrations.

11:10:24,560 --> 11:10:25,600

[Tiejo] Was this your first time?

11:10:25,640 --> 11:10:29,840

[Bernardo] To speak freely about it?

Yeah, it was the first time.

11:10:36,400 --> 11:10:39,400

[Vanessa] I just want to say like this,

this has surprised me the group

11:10:39,400 --> 11:10:41,440

the power of the group, like for sure.

11:10:42,240 --> 11:10:44,200

And you guys are so

like, you're so amazing.

11:10:44,200 --> 11:10:45,680

You're so, so freaking amazing.

11:10:46,800 --> 11:10:52,800

[Vanessa crying]

So, thank you. Thank you for listening.

11:10:52,800 --> 11:10:57,200

No, but it means a lot to me,

like sup.. like a lot.

11:10:57,840 --> 11:10:58,200

Thanks.

11:11:01,440 --> 11:11:02,160

[Carla]

It's incredible.

11:11:02,160 --> 11:11:04,520

The power of the support group, right?

11:11:05,160 --> 11:11:09,840

Like we, I mean, I didn't

expect this kind of results.

11:11:10,160 --> 11:11:12,960

That's very precious, really precious.

11:11:13,880 --> 11:11:18,200

[Tiejo] Carla, can I just say something

and it looks like it is the light,

11:11:18,240 --> 11:11:21,040

but I'm sure it's not,

you look like a different person.

11:11:24,280 --> 11:11:27,680

[Gemma] But if I somehow experience up

in one word, I'd personally say it's

11:11:27,680 --> 11:11:32,520

been very cathartic, like cleansing,

Vanessa used that word as well.

11:11:32,520 --> 11:11:38,040

And it has, because I think

yesterday was the catalyst

11:11:38,040 --> 11:11:40,040

for me where something just really.

11:11:42,000 --> 11:11:44,160

I thought to myself, I've got this.

11:11:56,520 --> 11:11:59,560

I felt like, yes, I understand

what my mum and dad had been

11:11:59,560 --> 11:12:03,560

telling me all the time, since I

was young, I'm kind of thinking,

11:12:03,560 --> 11:12:05,640

do I go the same way with my kids?

11:12:08,520 --> 11:12:13,200

Because see my mum and dad were

very like easygoing, and they really

11:12:13,200 --> 11:12:15,600

didn't push me in any direction.

11:12:16,000 --> 11:12:18,440

They said, Gemma,

do you know what, they said,

11:12:18,560 --> 11:12:25,040

if you had a job in a fast food outlet

or whatever, and that was enough

11:12:25,040 --> 11:12:28,400

to get you by and you just thought

I enjoy my job,

11:12:28,440 --> 11:12:30,000

I've got great colleagues,

11:12:30,240 --> 11:12:31,680

if that's what makes you happy;

11:12:32,880 --> 11:12:34,200

Do you know what?

-Go for it

11:12:58,440 --> 11:13:00,960

[David] For generations,

people thought they were working really hard.

11:13:00,960 --> 11:13:03,800

So someday they'd create a world where

people don't have to work so much,

11:13:03,800 --> 11:13:10,200

where robots will do the unpleasant

drudgery, repetitive, stupid labor

11:13:10,200 --> 11:13:11,440

that nobody really wants to do.

11:13:25,960 --> 11:13:29,520

Now we're living under a system,

a capitalist market system.

11:13:30,120 --> 11:13:32,360

Which is supposed to be efficient.

11:13:32,560 --> 11:13:37,280

It can allocate resources in a way that

will guarantee the maximum production

11:13:37,280 --> 11:13:41,600

profitability.Maybe it makes people unhappy,

but ultimately it creates

11:13:41,600 --> 11:13:45,280

greater good by being the most efficient

system anybody could ever imagine.

11:13:58,160 --> 11:14:04,600

I mean, any efficient system you think

should be able to reallocate resources

11:14:04,600 --> 11:14:07,480

in such a way that we work less

and everybody still has enough to eat.

11:14:08,080 --> 11:14:10,280

If we can't do that,

there's something terribly wrong.

11:14:10,320 --> 11:14:13,400

I mean, we have an insanely

ridiculously inefficient system.

11:14:18,280 --> 11:14:21,360

I think we should change

the way we think of the economy.

11:14:21,440 --> 11:14:23,600

Let's not talk about production

and consumption anymore.

11:14:25,720 --> 11:14:31,880

Most work isn't actually making stuff,

it's not changing it even,

11:14:31,880 --> 11:14:36,200

you know, transforming it to make it into

something else - it's trying to keep it the same.

11:14:36,240 --> 11:14:39,440

We got to take care of

things or else they will fall apart.

11:14:43,000 --> 11:14:47,200

Then they tell us, well, you know,

we're going to create robots that

11:14:47,200 --> 11:14:48,920

will get rid of all our jobs.

11:14:49,160 --> 11:14:50,640

This is a big problem.

11:14:54,040 --> 11:14:56,800

Well, you can't have people

have too much leisure time.

11:14:56,800 --> 11:14:58,560

They'll be depressed.

11:14:58,560 --> 11:15:00,280

They'll just sit around

and watch TV all day.

11:15:00,280 --> 11:15:03,080

They won't, they won't be able to

figure out what to do with themselves.

11:15:06,440 --> 11:15:09,000

People do want to contribute

to the world and make the world

11:15:09,000 --> 11:15:12,120

better for the people around them,

and left to their own devices

11:15:12,120 --> 11:15:15,240

they're more likely to do something

useful then if they're not.

11:15:19,680 --> 11:15:21,760

Well, how do we know we're not going

to have a world full of annoying

11:15:21,760 --> 11:15:28,760

street mimes or you know,

bad poets or awful musicians?

11:15:30,080 --> 11:15:31,840

You know, crank scientists with hollow

11:15:31,880 --> 11:15:34,800

earth theories, or trying to

create perpetual motion devices.

11:15:34,800 --> 11:15:39,800

All we need is like one of those

bad musicians to be Miles Davis

11:15:39,800 --> 11:15:43,880

or John Lennon, or one of those

crank scientists to be Einstein.

11:15:43,880 --> 11:15:46,480

And, you know, you've pretty

much made back your investment.

GRAPHIC [11:15:53:18 - 11:15:57:10]: WITH SPECIAL THANKS TO:

CLOSING TITLE [11:15:58:19 - 11:16:03:06]: BERNARDO ALVES

CLOSING TITLE [11:16:03:12 - 11:16:08:17 : CARLOTTA SERVADIO

CLOSING TITLE [11:16:08:19 - 11:16:13:05]: VANESSA TÖRNBLOM

CLOSING TITLE [11:16:13:09 - 11:16:17:00]: GEMMA FAIRES

CLOSING TITLE [11:16:17:07 - 11:16:21:12]: TIEJO KEPPLER

CLOSING TITLE [11:16:21:16 - 11:16:27:20]: EUNHWAN (HAZEL) LEE

CLOSING TITLE[11:16:29:22 - 11:16:37:07] : David Graeber, Jim Harter,

Christina Maslach, André Spicer.

ROLLING CREDITS [11:16:38:00 - 11:19:02:08]