

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

00:06.930 --> 00:13.220

You are now listening to the Audacity to fail podcast, a podcast about miss stepping into

00:13.220 --> 00:16.840

success.

Get ready to dive into conversations and real

00:16.840 --> 00:22.700

stories from leaders as they share how failure activates a growth mindset is an important part

00:22.700 --> 00:26.420

of learning and motivation for improvement.

I'm your host,

00:26.430 --> 00:32.220

Dr Shari Dade psychologist with the National Center for Organizational Development.

00:32.230 --> 00:34.860

Thank you for tuning in.

Let's get started.

00:41.030 --> 00:45.410

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

Support for this leadership podcast comes from  
the National Center for Organization

00:45.410 --> 00:49.270

Development N. C. O. D.

Aims to increase the long term growth and

00:49.270 --> 00:53.180

performance of the Department of Veterans  
Affairs by collaboratively working with the

00:53.180 --> 00:56.900

leaders throughout the V. A.

To improve organizational outcomes by

00:56.900 --> 01:00.820

supporting the development of an engaged  
workforce for additional information on our

01:00.820 --> 01:02.930

services, click the link in the show notes.

01:08.200 --> 01:13.650

Leaders often face the complicated task of  
supporting a reasonable workload and

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

01:13.650 --> 01:18.090

distributing it fairly.

However, there are many challenges that may be

01:18.090 --> 01:24.230

attached to successfully managing the load of  
work in our work group or service on this

01:24.230 --> 01:30.370

month's episode we explore the missteps leaders  
can make when trying to get it all done for

01:30.370 --> 01:34.010

this dialog.

I'm excited to be joined by Bobbi Jo Nye.

01:34.020 --> 01:37.560

The training and exercise branch Chief of the V.  
H. A.

01:37.570 --> 01:43.020

Office of Emergency Management Bobbi Jo  
manages multiple program and statutory

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

01:43.020 --> 01:47.880

initiatives ensuring that effective and efficient critical emergency management

01:47.880 --> 01:54.103

training and exercise support is provided to the key stakeholders internal and external to

01:54.103 --> 01:59.243

the Veterans Health Administration.

Get ready to join us as we explore the journey

01:59.243 --> 02:04.233

of Miss stepping into success.

This is the audacity to fail podcast,

02:04.243 --> 02:09.123

episode six.

Getting it all done even in the midst of chaos.

02:09.133 --> 02:12.706

Hi Bobbi Jo how are you today?

Hi, sorry,

02:12.706 --> 02:14.896

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

great, thank you.

Thank you for having me.

02:14.906 --> 02:19.276

Thank you for joining.

I am so happy that I get to chat with you on

02:19.276 --> 02:23.606

this month's episode because I truly believe  
the nature of work that you all do in your

02:23.616 --> 02:28.666

office makes you the great leader to talk to  
and chat with on this topic.

02:28.676 --> 02:30.526

Are you ready to get started?

I'm ready.

02:30.536 --> 02:35.020

Okay, well let's jump right on in.

So I know that you've listened to a couple of

02:35.020 --> 02:40.860

our episodes and I often like to begin these

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

conversations with the discussion of failure in

02:40.860 --> 02:46.020

order to set the tone to talk about the opportunities that we gain when we start to

02:46.020 --> 02:49.150

learn from personal missteps and the missteps of others.

02:49.160 --> 02:52.790

When I asked you about coming on the show and talking about workload,

02:52.790 --> 02:57.495

I remember you kind of laughed and said I'm still working on the mistake that I've made in

02:57.495 --> 03:00.895

that area.

I'm still working on learning from those

03:00.895 --> 03:03.535

mistakes.

You know, you're really honest about that.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

03:03.545 --> 03:08.885

And it just made me start to think about this first question at what point in your career or

03:08.885 --> 03:14.335

your leadership journey did you begin thinking about failure as a pathway to success.

03:14.345 --> 03:18.535

Wow, that's a great question.

I started my career really in the military,

03:18.535 --> 03:23.970

I was active duty for a while and I had this Colonel who had kind of,

03:23.980 --> 03:30.460

I had had something go wrong and I just had this high expectation of myself and he sat me

03:30.460 --> 03:34.380

down which was probably the best thing he could have ever done because kernels are pretty high

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

03:34.380 --> 03:37.140

up and I was, I had like maybe one stripe on my sleeve, right?

03:37.150 --> 03:40.770

So I was pretty nervous about that.

But he had a pretty frank conversation with me

03:40.770 --> 03:44.490

and, and and said failure is the pathway, like you said,

03:44.490 --> 03:46.770

the pathway to success.

It really is.

03:46.780 --> 03:50.670

If you don't fail, if you don't see your mistakes, how do you grow?

03:50.680 --> 03:54.740

You know, you're in an uncomfortable situations and you make the best decision you think and

03:54.740 --> 03:58.110



## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

sometimes it's not the right decision or  
sometimes it could have been a better decision.

03:58.120 --> 04:02.870

However, that's how you grow and he's like  
don't be afraid to fail.

04:02.880 --> 04:06.660

You know, if somebody calls you out on that,  
you learn what not to do when somebody else

04:06.660 --> 04:09.895

fails, you know, So he provides some gray  
scenarios and I think,

04:09.905 --> 04:14.545

you know, beginning of my active duty career, I  
was probably in my early twenties is really

04:14.545 --> 04:19.175

when I really started to get that because we do  
hold ourselves at a very high standard.

04:19.175 --> 04:23.855

We, we do expect a lot from ourselves and you

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

know, while that's awesome.

04:23.865 --> 04:27.415

I think sometimes we got to really think of,  
you know,

04:27.425 --> 04:30.565

the reality is we're not perfect and it's okay.  
It's okay.

04:30.565 --> 04:33.215

That's the best way to learn.  
It really is.

04:33.225 --> 04:37.490

Yeah, I like that thought around it is the  
reality, right?

04:37.490 --> 04:42.610

It's a little bit of reality testing for  
ourselves, saying in what ways do I learn from

04:42.610 --> 04:46.190

my failures?

And are there times where I make mistakes?

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

04:46.190 --> 04:51.290

But it actually allows me to bound forward to learn in that scenario?

04:51.290 --> 04:55.610

To learn in that situation.

So I'm so excited that you had a leader that

04:55.610 --> 05:01.143

was able to say, hey, this is a space for learning, this is a space to slow down and to

05:01.143 --> 05:06.403

really take inventory on the things that you can gain from those opportunities or those

05:06.403 --> 05:11.013

missteps that you've made.

Do you see yourself doing that at times with

05:11.013 --> 05:14.843

some of your direct reports or your staff?

Absolutely.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

05:14.853 --> 05:20.073

Um and you know, I step back to Dr Kessler, you had him in the first episode and he talked

05:20.073 --> 05:24.503

about his kids, right?

And I see I see a lot of the things that

05:24.516 --> 05:29.076

through my daughter, I'll just step back and talk about her as far as learning about,

05:29.086 --> 05:33.356

it's okay to make a mistake, it's and so some of those experiences I share with her and some

05:33.356 --> 05:38.376

of the things I get from her I use and today with myself with folks and not because their

05:38.376 --> 05:43.466

Children because that's not the point of this, but um just using those examples are are

05:43.466 --> 05:46.376

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

important.

So I think we forget that human factor

05:46.376 --> 05:50.330

sometimes, you know, that people are all human.

So, right now,

05:50.330 --> 05:55.850

I have a brand new team and they all come from

all different experiences and they all have

05:55.850 --> 05:58.990

some wonderful strengths and they all have

areas that they want to grow.

05:59.000 --> 06:03.300

So me being the trainer, I always want to kind

of like protect and you know,

06:03.300 --> 06:06.540

let's let's follow this rule and let's do this

and stuff like that,

06:06.550 --> 06:11.350

and I want to kind of provide that stuff to

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

them, but realizing that they're pretty smart

06:11.350 --> 06:15.220

people, right?

And to let them know that it's okay if,

06:15.230 --> 06:18.280

if you make a decision, I'm not here and it's  
not the right decision,

06:18.290 --> 06:21.360

it's okay.

I support you and I also want you to hold me

06:21.360 --> 06:24.380

accountable for things too, because I think  
it's a two way street,

06:24.390 --> 06:27.360

getting to know people, um getting to know  
their strengths,

06:27.360 --> 06:31.460

getting to know my, my folks strength is  
important, getting to know what,

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

06:31.470 --> 06:36.730

you know, makes them happy, building that relationship and instilling that trust is very

06:36.730 --> 06:40.590

important because when it, when it gets pretty chaotic and it can in this environment,

06:40.600 --> 06:43.420

sometimes you're just gonna push push, push, we need to get this done,

06:43.420 --> 06:44.800

we need to push through it, we need to do it now.

06:45.060 --> 06:50.030

And I think when you have that trust and they know that you're serious and things need to get

06:50.030 --> 06:51.430

done.

They're there to get it done.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

06:51.430 --> 06:54.640

Yes, how can I help you.

So, um, I value that,

06:54.640 --> 06:57.450

I value them.

So and I appreciate them.

06:57.450 --> 07:01.020

I, I so appreciate them and that to me is important as well.

07:01.020 --> 07:05.690

It is a two way street and I think what you're speaking towards that building of the

07:05.690 --> 07:11.430

relationship, you know that dual action of building a relationship with your team and

07:11.440 --> 07:17.050

allowing your team to build the relationship with you is so important when we focus in on

07:17.060 --> 07:23.850



## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

today's topic of workload because as we think about the chaos that can happen in a day to

07:23.850 --> 07:28.370

day work environment, workload becomes a part of that at times.

07:28.380 --> 07:35.040

And I think sometimes it's really difficult for leaders to think about focusing in on how to

07:35.040 --> 07:40.540

manage workload and it can be increasingly difficult if that relationship isn't there?

07:40.720 --> 07:44.160

And so I've noticed when talking with leaders about workload,

07:44.160 --> 07:48.940

they often times talk about feeling stuck, especially when they need to have conversations

07:48.940 --> 07:53.390

with their team about workload.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

Where do you think this stuck feeling stems

07:53.390 --> 07:55.220

from?

Well, it's a good question.

07:55.230 --> 08:01.290

I think for for me personally, I think  
sometimes it's the delegation being afraid to

08:01.290 --> 08:06.280

delegate too much or you know, I am I am I  
delegating enough.

08:06.290 --> 08:12.213

So I, I think in in respect for that is that  
the stuck feeling is how much do I give?

08:12.213 --> 08:14.103

And is it too much?

Will they talk to me?

08:14.103 --> 08:20.003

Will they tell me are they afraid to, you know,  
so I do a lot of pulse checks with folks.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

08:20.003 --> 08:24.033

I mean every morning we do a quick pulse check.

I just walk around,

08:24.033 --> 08:25.703

how you doing today?

How are you feeling today?

08:25.713 --> 08:31.943

But I try to get with them formally weekly and

we discuss together all the stuff that's in the

08:31.943 --> 08:35.746

pipeline, all this stuff that I've sent.

What are your constraints,

08:35.746 --> 08:39.236

what do you, what, what things are going on?

How is your weekend by the way?

08:39.246 --> 08:43.836

You know, because that sets the tone too.

If somebody had a really bad weekend and I

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

08:43.836 --> 08:48.276

start giving them a lot of stuff and I don't know that and then they don't get anything done,

08:48.286 --> 08:52.466

that's a problem and you want to make sure you kind of do it a touch with folks.

08:52.466 --> 08:58.506

So, so, so kind of get through that stuck area I think is talking to folks and keeping those

08:58.506 --> 09:02.949

communicate channels open.  
So like I said, I do a lot of checking in and

09:02.949 --> 09:04.949

saying, hey, you know, how are you doing with this?

09:04.949 --> 09:07.619

How do you feel about this?  
That's how I get through that.

09:07.619 --> 09:10.609

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

That's stuck time, stuck point.

Yeah, that's stuck point.

09:10.619 --> 09:14.359

It does still occur though, don't get me wrong  
because it can be really difficult.

09:14.369 --> 09:19.379

And I hear you saying that there are moments  
where there's that uncertainty there of my

09:19.379 --> 09:22.569

delegating enough.

Am I checking in, do I know what's happening on

09:22.569 --> 09:27.532

my team and you present and amazing path  
forward of checking in.

09:27.542 --> 09:32.602

So being able to ask those questions like what  
is your load feel like and not just what is

09:32.602 --> 09:37.542

your load feel like here at work, but what is

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

your load feel like outside of work?

09:37.542 --> 09:40.632

How was your weekend?

What's happening with you personally?

09:40.642 --> 09:45.192

And being able to build that relationship allows for some of that uncertainty to fall

09:45.192 --> 09:49.592

down because it allows for the team to feel as though they can come to you and say,

09:49.602 --> 09:54.085

hey bobby joe, this is happen then at home, or this is happening with my kids or this is

09:54.085 --> 09:58.505

happening with my team at the job and how can we work through this together?

09:58.515 --> 10:04.455

So I think you you provide an amazing example to think about a pathway forward from that

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

10:04.455 --> 10:07.945

stuck point because it does occur and it's very difficult at times.

10:07.955 --> 10:10.985

Absolutely, absolutely, and like I said, it still occurs everyone,

10:10.995 --> 10:17.385

you know, I'm not perfect either, right? So it definitely does.

10:17.670 --> 10:22.850

So as a leader, as you're trying to work towards managing some of that workload.

10:22.850 --> 10:26.610

I know you talked about some of the things that can be helpful as you're managing,

10:26.620 --> 10:31.380

checking in having those touch based moments from your experience though what are some of

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

10:31.380 --> 10:35.440

the difficulties that leaders often face or  
what are some of the difficulties that you

10:35.440 --> 10:39.410

faced when you've attempted to manage workload  
challenges.

10:39.420 --> 10:44.275

Some of those challenges is I always have to  
look at my audience,

10:44.275 --> 10:49.925

you know, I I don't not only um manage my team,  
but we we have a lot of subject matter experts,

10:49.925 --> 10:52.205

we have to bring in their within our  
organization.

10:52.215 --> 10:56.245

Um, and sometimes the subject matter experts  
have, you know,

10:56.255 --> 11:00.235



## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

have a certain way they want to do things.

So we all have a great personality,

11:00.235 --> 11:04.085

right?

So to kind of manage that and keep people

11:04.085 --> 11:07.715

moving forward as well as there's still work

load coming in.

11:07.900 --> 11:11.600

And sometimes teams get stuck, you know, they

get stuck points right,

11:11.600 --> 11:14.290

where they're just kind of stuck in an area.

And I,

11:14.290 --> 11:17.600

and I keep sending stuff, you know, down, oh,

we need to have this time,

11:17.600 --> 11:18.790

we need to have that done.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

11:18.990 --> 11:23.060

And, you know, it's like a time out.

We call them a time out moment really.

11:23.070 --> 11:27.850

And, and I learned this probably from the military as well as when we're we do a lot of

11:27.850 --> 11:31.730

patient movement in the military and we call it crew resource management.

11:31.740 --> 11:35.710

And, and, and sometimes we're just going so fast and we're doing things and,

11:35.710 --> 11:41.010

and people aren't sure of something, um, are lots coming their way because there's so many

11:41.010 --> 11:44.726

important steps with that.

They they take a time out and they say time out.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

11:44.736 --> 11:47.346

You know, there's too much coming at me, I'm going to miss something.

11:47.346 --> 11:50.836

It's important, Let's regroup.

And just let's just talk about this.

11:50.846 --> 11:57.546

So I believe in that time out moment because if we don't do that and people keep moving forward

11:57.546 --> 11:59.646

with the assumption it's supposed to go this way.

11:59.646 --> 12:02.836

And then something happens again and the fact in the military,

12:02.846 --> 12:05.356

you know, there's some critical elements you can't miss.

12:05.502 --> 12:08.472

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

Um, so I kind of bring that in.

Obviously, you know,

12:08.472 --> 12:12.702

we're developing training, you know, the  
critical elements are probably certain

12:12.712 --> 12:16.322

objectives we want to need.

But there may be some things that we train in

12:16.322 --> 12:20.082

the future, You know, when we have a lot of  
people go out and do emergency response,

12:20.082 --> 12:22.862

so we don't want to train them in the wrong way,  
We want to train them in the right way.

12:22.872 --> 12:26.662

So if we go down a path and we don't do a pulse  
check and a time out,

12:26.662 --> 12:29.190

we may be providing the wrong information.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

I mean,

12:29.190 --> 12:31.950

that's just a scenario, right?

So we don't want that to happen.

12:31.950 --> 12:36.790

So I think sometimes that that time out is important to kind of regroup,

12:36.800 --> 12:41.720

take a step back and either parking lot it so we can still move forward or do research.

12:41.720 --> 12:46.570

So we can figure out where why basically you bring up a really good point.

12:46.580 --> 12:50.130

The reality is that things can move at a really quick pace.

12:50.140 --> 12:57.077

Things can constantly go and constantly move and being able to slow down long in enough to

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

12:57.077 --> 13:00.567

say, let's take a quick time out moment, let's check in,

13:00.567 --> 13:03.627

let's see what's going on.

But I think often times a lot of the

13:03.627 --> 13:09.687

difficulties that come for leaders is being able to notice when it's time to take that time

13:09.687 --> 13:14.397

out, moment, being able to slow it down.

Being able to kind of pull the cord and say

13:14.397 --> 13:19.137

let's let's take a minute, let's take a minute to regroup here or at least to check in.

13:19.147 --> 13:22.547

Especially when there is chronic high workload, right?

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

13:22.547 --> 13:26.874

When there is this ongoing things are flying at you a mile a minute.

13:26.884 --> 13:31.604

Um Sometimes it can be hard to take that time out in those situations,

13:31.604 --> 13:36.404

especially in your office.

I know that you guys have uh ongoing high

13:36.404 --> 13:40.344

workload at times.

What things can be helpful with managing

13:40.344 --> 13:46.474

fatigue that may set in or um some of the feeling of burnout that may set in when that

13:46.474 --> 13:51.104

happens.

Um So recently we do like a team building lunch.

13:51.104 --> 13:55.021

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

Sure, we'll just take a little break and bring people together and and you know,

13:55.021 --> 13:58.161

order some pizzas.

We did this recently that we had a lot of stuff

13:58.171 --> 14:02.771

going on and the other section said, hey we're doing a team building lunch next week.

14:02.781 --> 14:07.801

Let's just sit down and take a little moment and kind of just get to know each other because

14:07.811 --> 14:13.301

we tend to work in our silos right?

We come together during emergencies and we do a

14:13.301 --> 14:17.401

lot of stuff during emergencies.

But then we go back to our normal workloads and

14:17.411 --> 14:21.688

and sometimes we get so ingrained in that we



# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

are all in or organization and we are all a

14:21.688 --> 14:25.068

team.

I think it's good to kind of take a break just

14:25.068 --> 14:28.308

for a little bit and kinda have some fun and  
laugh, Oh my goodness,

14:28.308 --> 14:32.048

laughing is so important.

I laugh, I laugh at myself a lot.

14:32.058 --> 14:36.718

So you know, if I laugh at myself then you know,  
people need to laugh at me too,

14:36.718 --> 14:41.588

so come on, we need, we need to bring up the,  
bring up the happy factor.

14:41.598 --> 14:45.648

Um so I think, you know, when we can and  
sometimes we can't do that,

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

14:45.648 --> 14:49.075

sometimes it's it's, we gotta push through, but  
I tell you when we're done,

14:49.085 --> 14:52.995

we got to enjoy ourselves a little bit because  
there's a little that self care is important.

14:53.005 --> 14:58.295

Um some people may decide to, you know do self  
care a little bit differently,

14:58.305 --> 15:01.755

you know, and I encourage that, whether it's,  
it's getting out in this beautiful weather and

15:01.755 --> 15:08.095

taking a walk or you know taking a break and  
calling a family member or something that's

15:08.095 --> 15:13.345

important, it's important and I don't want to  
forget about that because we do need that and

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

15:13.345 --> 15:19.222

especially this past year so much is going on  
and I know a lot of families and parents of

15:19.222 --> 15:24.372

Children, teenagers home, It's been pretty  
crazy.

15:24.862 --> 15:29.412

Absolutely.

It really makes me think of one of the frequent

15:29.412 --> 15:34.382

challenges that I hear leaders mentioned,  
especially at this time is how do I get it done

15:34.392 --> 15:39.852

and then how do I encourage my staff to do so  
especially with all of the challenges that have

15:39.852 --> 15:44.739

been present during the pandemic, just as you  
mentioned, I'm so glad you said that because um

15:44.739 --> 15:48.859

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

I I really wanted to kind of bring that around  
and that was the perfect opportunity.

15:48.869 --> 15:53.349

You know what I'm very proud of not only being  
the military but having many friends is is

15:53.359 --> 15:58.219

supporting our veterans.

So we do a lot of work and we do a lot of work

15:58.219 --> 16:02.359

that indirectly supports veterans where we're  
not direct patient care.

16:02.369 --> 16:07.079

However, we support the folks that are direct  
patient care.

16:07.089 --> 16:13.906

So sometimes when a lot of stuff is coming at  
at you or at us and I just try to bring it back

16:13.916 --> 16:16.336

to that.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

I know I know it's a lot of work and I know

16:16.336 --> 16:19.346

sometimes it seems redundant but remember why we're here,

16:19.346 --> 16:23.806

remember who we support and all you have to do is walk over to that medical center and see a

16:23.806 --> 16:27.506

veteran smile and bring it back.

I said, and if you need that,

16:27.516 --> 16:32.286

come walk with me, let's go over to the medical center and let's go say hi and and talk to

16:32.286 --> 16:35.696

somebody for a little bit.

I think that's that's important.

16:35.776 --> 16:39.746

That's awesome.

That's an awesome example of refocusing on the

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

16:40.750 --> 16:43.450

refocusing on.

Why are we here?

16:43.450 --> 16:47.640

Why do we do the work that we do?

Why do we love the work that we do and it goes

16:47.640 --> 16:50.920

beyond just saying, go read the mission and  
refocus on it.

16:50.930 --> 16:54.990

Right.

It is that let's go and get really up close and

16:54.990 --> 16:59.370

personal with this mission and let's look and  
let's see the work that we're doing,

16:59.370 --> 17:04.400

let's see the wins that were assisting that  
we're producing.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

17:04.410 --> 17:09.210

Because I do think managing workload can be difficult for the res that we've discussed

17:09.220 --> 17:14.940

earlier, but there are also strains when there is chaos attached to our typical work day,

17:14.950 --> 17:18.510

right?

So that adds to that workload challenge and the

17:18.510 --> 17:23.870

work that you do in your office, like you said, is responding to those emergencies where chaos

17:23.880 --> 17:30.390

is naturally present and so being able to take a moment to reaffirm and reconnect with that

17:30.390 --> 17:37.220

mission in a very real way, in a very concrete way is an amazing example of how you

17:37.220 --> 17:42.880

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

can continue to push forward and to have those conversations with staff.

17:42.890 --> 17:47.260

I will say, you know, when you do have those conversations um what are some of the outcomes?

17:47.260 --> 17:50.240

How do staff kind of feel about that reconnection?

17:50.250 --> 17:54.270

Um I I think it just gives them, I don't know, it's in their face,

17:54.280 --> 18:00.160

I mean it's not always a verbal.

Um I think the smile or just them saying thank

18:00.160 --> 18:03.530

you some of them say thank you, but I really am in touch with the nonverbal.

18:03.800 --> 18:08.740

Um I wear my heart on the sleeve on my sleeve,



## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

people know and I'm not happy.

18:08.740 --> 18:13.250

So I always have to check my attitude too  
because I don't have a good poker face.

18:13.260 --> 18:18.980

Um so I think it's, it's in their face, it's in  
their smile and when they come back to work,

18:18.980 --> 18:23.460

you know, I hear laughing.

So I think that's the most important part is

18:23.460 --> 18:27.990

just to look at them and know they feel better  
about themselves and then okay,

18:28.000 --> 18:30.850

I get it, I get it.

All right, let's get back to work now,

18:30.850 --> 18:36.830

right? Yeah.

I think that's a very unique example of things

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

18:36.830 --> 18:40.550

that as a leader, you can control when there are challenges,

18:40.550 --> 18:43.440

when there are challenges that are connected to workload.

18:43.610 --> 18:47.560

And what we also know is that there may be moments where there are things that are outside

18:47.560 --> 18:52.500

of your control when it comes to workload and when it comes to challenges with workload in

18:52.500 --> 18:58.280

those moments, are there any things that you have used or any strategies that you have found

18:58.280 --> 19:04.540

useful um, with advocating for staff with talking about ways in which you could position

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

19:04.540 --> 19:08.350

yourself to be, that advocate for things that may be outside of your control?

19:08.360 --> 19:14.010

I think what I try to do is use my team's strengths, right?

19:14.010 --> 19:17.670

And I bring them together and and if I say we got a lot of stuff,

19:17.680 --> 19:22.540

you know, on our plate and thrown at us at once, I'm not not sure where to go with this,

19:22.550 --> 19:24.180

you know, what are your ideas?

19:24.500 --> 19:28.660

You know, because sometimes my focus is in a different, in a different area.

19:28.660 --> 19:33.700

I'm focusing at this level, you know, trying to

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

think forward and the results and outcomes

19:33.700 --> 19:39.030

where I forget, you know, maybe we just go ask  
so and so to help out for like a day or maybe

19:39.030 --> 19:43.250

we know so and so it's got a great background  
and SharePoint and you know,

19:43.250 --> 19:48.360

they could help us get through this quick, so I  
think coming down and including them and say,

19:48.360 --> 19:52.430

hey, I'm on the struggle bus here, you know, do  
you guys have any ideas?

19:52.440 --> 19:57.250

You know, and again it gets, it gets buying  
because now they feel like they're part of that

19:57.250 --> 20:01.700

decision to go do this and if it's positive or  
negative outcome doesn't matter,

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

20:01.710 --> 20:07.020

you know, we tried it and they were part of that, so it can always happen that way,

20:07.030 --> 20:11.620

but you know, when I can include folks, you know, I tried to yeah,

20:11.630 --> 20:16.520

I think it's so important to community to have that space of communication with your team to

20:16.520 --> 20:21.650

bring them in right to allow them to be a part of the decision making right?

20:21.650 --> 20:27.180

I think so often leaders may assume that they have to make these unilateral decisions,

20:27.190 --> 20:32.730

but bringing in staff and being able to communicate about what you can control and then

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

20:32.740 --> 20:37.840

also what you cannot control.

I often say that that is just as important if

20:37.840 --> 20:42.980

not more important than communicating to the things that you can control.

20:42.980 --> 20:48.510

So being really open and honest about that and being clear with the staff about what falls

20:48.520 --> 20:54.250

into each of these categories can also assist them with making meaning and understanding what

20:54.250 --> 20:58.930

those areas of control and what those areas that are outside of control look like.

20:58.940 --> 21:02.060

Absolutely.

And I will say I don't always know those areas,

21:02.060 --> 21:06.080

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

so we talk about failure failing forward, but I  
have a great,

21:06.090 --> 21:09.910

great chain to as well that I can reach back to  
when I need to say,

21:09.910 --> 21:13.710

you know what, I need a little clarity on that.  
Could you provide some clarity?

21:13.930 --> 21:17.470

So it's a two way.

Again, it's it's both ways.

21:17.480 --> 21:23.540

So leadership and down to the staff because I  
think you can gain from both sides,

21:23.550 --> 21:29.340

definitely one of the things that you said  
earlier that made me think about another effect

21:29.340 --> 21:35.220

of covid that has significantly impacted

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

management and the management of workload is

21:35.220 --> 21:41.030

working remotely and I know the majority of the supervision that you provide is remote,

21:41.030 --> 21:43.670

correct?

It's probably half and half.

21:43.670 --> 21:47.570

So yeah.

So how do you approach managing workload when

21:47.570 --> 21:52.610

your team is remote or you can't physically have your team there to supervise or see the

21:52.610 --> 21:54.540

work that they're doing.

Thank goodness.

21:54.540 --> 22:00.470

We have these great platforms that have come through like teams and and mainly teams,



# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

22:00.470 --> 22:04.870

I guess you could say now we do a lot of interaction through teams.

22:04.880 --> 22:09.810

So I think when it comes to workload distribution, I like to talk,

22:09.810 --> 22:15.050

I'm a communicator, I feel that sometimes email isn't the best way to task.

22:15.050 --> 22:18.570

I mean there's little tasks that are easy with email, but I look at the strengths of the

22:18.570 --> 22:21.380

individuals.

And I think we actually have this conversation

22:21.380 --> 22:26.640

many, many, many months ago about what, what does your getting to know your people and what

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

22:26.640 --> 22:29.700

do they like?

You know, How do they like to communicate?

22:29.750 --> 22:36.690

Some text, Some are visual, some are email.

So what I try to do is the easy thing things

22:36.690 --> 22:40.160

through emails, the things that require a  
little more clarification.

22:40.170 --> 22:43.780

Let's have a team's chat.

And then if we need the whole team,

22:43.950 --> 22:46.470

then I'll do a call and let's bring the whole  
team.

22:46.480 --> 22:49.730

You know, we have the group chats um in teams  
as well.

22:49.730 --> 22:56.380

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

So I think depending on the type of assignment  
or type of information coming in or needing to

22:56.380 --> 23:01.980

go out, I pick that technology because  
sometimes looking at somebody and seeing them

23:02.030 --> 23:07.990

and looking at their either happiness or their  
confusion or or their displeasure.

23:08.000 --> 23:10.870

You know, I like I like to see that because  
then it tells me,

23:10.870 --> 23:15.050

ok, I didn't, I didn't clarify well enough.  
What, what aren't you understanding?

23:15.060 --> 23:20.550

I think the visuals are very important.  
Nonverbals are very important when you're

23:20.560 --> 23:24.160

signing workloads. So.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

And I think one of the things that I've noticed

23:24.160 --> 23:28.800

about you as a leader bobby joe is your ability to connect with your team just as you're

23:28.800 --> 23:33.530

talking about, You know, especially when it comes to to assigning workload or thinking

23:33.530 --> 23:38.020

through kind of shifting or transitioning workloads, your ability to connect with your

23:38.020 --> 23:43.830

team and to have your team be a part of that discussion, it's not just I think that it

23:43.830 --> 23:47.520

should go this way, but you're able to say, let me learn my team,

23:47.520 --> 23:53.370

let me see who's good at what, what position they can play in this and then distribute that

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

23:53.370 --> 23:58.820

workload in a way that's fair and in a way that best brings out a lot of the amaze and

23:58.820 --> 24:03.180

qualities that the team does have.

And so you've definitely been able to hone in

24:03.180 --> 24:08.780

on that skill as a leader and I think it definitely pays off very well when your team is

24:08.790 --> 24:13.830

able to kind of move in the system of managing workload in the way that it does.

24:13.840 --> 24:17.980

Absolutely, I love my team, you know, I actually, I love the organization,

24:17.980 --> 24:23.260

I love what we do and I'm passionate about that.

Um I think it's,

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

24:23.270 --> 24:30.200

we have so much potential all the time.

There always potential when a leader is

24:30.200 --> 24:35.610

creating a system, so kind of like the system

that you've created with managing workload,

24:35.620 --> 24:40.690

especially when they're creating that system in

chaos or maybe even just thinking about

24:40.700 --> 24:46.580

improving the workload for their team during

chaos, what are the key elements that you think

24:46.580 --> 24:50.910

they really need to come together with as a

starting point for workload.

24:50.910 --> 24:54.920

If we understand what the outcome is, what is

the end result,

24:54.930 --> 25:00.100

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

Can we see strategically or operationally or tactically, where are we going with this?

25:00.100 --> 25:07.030

I think people are more apt to do the job when they understand what the outcome is supposed

25:07.030 --> 25:09.990

to be.

And unfortunately sometimes that that isn't

25:09.990 --> 25:13.360

there because of the nature of the uncertainty, covid, right?

25:13.370 --> 25:16.990

Just throw that one there.

You know, we thought it was going to be quick,

25:17.000 --> 25:20.990

it's going to be be done pretty soon yet.

Here we are.

25:21.000 --> 25:23.740

Yes, right.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

People are driving towards that and then it

25:23.740 --> 25:26.800

goes on and on and on.

You're like, oh boy, how do I keep them

25:26.800 --> 25:28.050

motivated?

You know?

25:28.060 --> 25:33.590

So I think as leaders, if we can provide that  
to folks right off the bat,

25:33.590 --> 25:37.530

if we know where we're trying to go, what is  
our end game and and this is how we think we

25:37.530 --> 25:41.830

should do it.

I think that helps a lot because uncertainty,

25:41.830 --> 25:45.580

no one's comfortable with uncertainty.

So we're just gonna do this and we're not sure



# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

25:45.580 --> 25:48.180

why it does happen, but we we try to avoid it  
if we can,

25:48.750 --> 25:53.070

that's a beautiful starting point.  
Starting with the end in mind,

25:53.610 --> 25:58.620

thinking about what's the outcome, what is the  
endgame and then communicating that being able

25:58.620 --> 26:01.890

to say this is the outcome that we'd like to  
see.

26:01.900 --> 26:08.370

I know oftentimes on our team and N C O. D.  
We focus a lot on success outcomes during that

26:08.370 --> 26:13.760

very first meeting because it allows for us to  
say if this is where we want to see ourselves

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

26:13.760 --> 26:18.370

three months down the road, six months down the road, this is the work that we're going to have

26:18.370 --> 26:21.610

to put in to get there.

And it just allows for individuals,

26:21.610 --> 26:26.610

for leaders, for teams to do a little bit of positioning and posturing and saying,

26:26.610 --> 26:28.980

okay, this is the work we're going to have to do.

26:29.010 --> 26:34.030

This is what it might look like now in situations where there's kind of that enduring

26:34.030 --> 26:39.710

chaos covid, for example. Right.

Um in those situations you may have kind of in

26:39.710 --> 26:44.560

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

gold in three months in gold down the road and  
go down the road like you have to keep

26:44.560 --> 26:50.100

continuing to have that conversation.

But it does still allow for some sort of

26:50.100 --> 26:55.200

decrease of uncertainty and I love that as a  
starting point.

26:55.210 --> 26:59.320

You know, starting with the end in mind, I  
think that is something that could really be

26:59.320 --> 27:01.210

helpful.

So that's a great tip.

27:01.220 --> 27:04.750

That's an amazing tip.

And you made it sound so much better with that.

27:04.760 --> 27:07.560

Starting with the end in mind. Excellent.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

27:08.440 --> 27:11.620

Well bobby jo this has been a great conversation.

27:11.620 --> 27:15.690

You know, I think when we get together and talk about just kind of the work that you all are

27:15.690 --> 27:19.580

doing over an emergency management.

But even just the work that you're doing as a

27:19.580 --> 27:25.080

leader, it's always a really great conversation to have with you because I learn things as we

27:25.080 --> 27:27.690

talk.

But unfortunately we've come to the end of our

27:27.700 --> 27:31.540

episode and so I know it went so quickly.

27:31.940 --> 27:38.680

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

But before we close, I always like to end with  
the game a word association and in this

27:38.680 --> 27:45.440

game I typically just drop a word out there,  
drop a phrase and I want to hear the first

27:45.440 --> 27:52.410

thing that comes to mind for you.

Okay, so the first word that I'm going to

27:52.410 --> 27:59.220

drop down is delegation delegation boy struggle  
sometimes for me.

27:59.230 --> 28:04.160

Yeah, struggle sometimes that that's still a  
learning learning for me.

28:04.170 --> 28:10.120

So however, it's very important because you  
have to provide that to your team in order for

28:10.120 --> 28:13.050

them to grow.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

So you gotta be willing to say what can I do

28:13.050 --> 28:18.690

and what should I be pushing out so I can do things that are more in the strategic level

28:18.700 --> 28:21.680

definitely.

And I like this thought around it's still a

28:21.680 --> 28:25.740

struggle, it's still a learning point always on that journey of learning,

28:25.740 --> 28:31.350

we're always on that journey of improving.

And so I like the honesty around that the next

28:31.350 --> 28:37.440

phrase is chaos and workload chaos and workload emergency management man,

28:37.450 --> 28:42.150

that's it.

No, um they're manageable.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

28:42.160 --> 28:45.490

They can be manageable when you have a great team and you know,

28:45.490 --> 28:50.000

your people, I think the word is is manageable. That's beautiful.

28:50.010 --> 28:52.320

I love that.

Yeah, it's definitely manageable.

28:52.330 --> 28:57.190

And and I think both of those two things can exist at the same time without the wheels

28:57.190 --> 28:59.230

falling off, right, correct?

28:59.990 --> 29:04.390

You don't want that to happen.

And so this notion of it's manageable,

29:04.390 --> 29:08.750

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

get to know your team, get to have those  
sometimes tough conversations,

29:08.760 --> 29:13.510

those honest and transparent conversations  
about what you can and cannot control and

29:13.510 --> 29:18.360

really get in there and try to advocate as much  
as you can up and advocate down to your team.

29:18.590 --> 29:23.700

The last phrase is audacity to fail.

I just put my name there.

29:23.710 --> 29:30.100

No, um I think honestly it's a it's a it's a

29:30.100 --> 29:37.070

shared, a shared vulnerability, but it empowers  
success because you're vulnerable when you

29:37.070 --> 29:41.240

fail, right?

But it also empowers success because you can go



# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

29:41.240 --> 29:45.560

and say, you know what this has happened to me before and this is how I learn learn from it.

29:45.570 --> 29:51.390

So now I'm empowering somebody else to be more successful in understanding that it's it's okay.

29:51.400 --> 29:54.310

It's okay. Absolutely.

That's awesome.

29:54.310 --> 29:58.930

It's vulnerability and growth.

We often learn and grow when we are our most

29:58.930 --> 30:03.200

vulnerable.

So I like those two that pairing, I like that

30:03.200 --> 30:06.050

pairing.

Well, bobby jo this has been awesome.

## Managing Workload in the Midst of Chaos with Bobbi Jo Nye

30:06.050 --> 30:11.550

It's been great to have you on and like I said,  
I always learn amazing things from you and so

30:11.550 --> 30:14.410

hopefully our listeners were able to learn as  
well.

30:14.410 --> 30:18.900

So thank you again, Yes, thank you Doctor David.  
It's again,

30:18.900 --> 30:24.400

this has been a, I appreciate your time and I  
enjoy these podcasts so I will encourage folks

30:24.400 --> 30:28.180

to listen because I think there's a lot of  
great, great information there,

30:28.190 --> 30:29.450

a lot of great gems.

30:30.180 --> 30:35.030

Yes, absolutely.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

Well until next time.

30:35.850 --> 30:41.240

So we've come to the end of another great episode of the Audacity to fail podcast.

30:41.250 --> 30:45.800

Thank you for tuning in to learn how missteps can lead to growth and success.

30:45.810 --> 30:50.700

Be sure to check out the key lessons in the show notes for a refresher to request services

30:50.700 --> 30:53.510

from the National Center for Organization Development.

30:53.520 --> 30:56.190

Check out our website also linked in the show notes.

30:56.200 --> 31:00.580

Remember if you missed the target 100 times you have not failed.

# Managing Workload in the Midst of Chaos with Bobbi Jo Nye

31:00.590 --> 31:05.040

Instead, you've simply found 100 strategies  
that did not work,

31:05.050 --> 31:08.670

be well and continue to fail forward until next  
time.

31:08.680 --> 31:09.510

Thank you.