Bernie Wong:	00:00	It's not working when employers are investing in the wrong solution for mental health when there's a clear root cause or issue. Mm. I've seen employers invest in mental health days, or the mindfulness apps or meditation booths when their people didn't have time to go to the bathroom and they
Baratunde Thurs...:	00:16	Was the bathroom. The meditation booth
Baratunde Thurs...:	00:18	Is, that
Bernie Wong:	00:18	Could be for some people. Yeah.
Baratunde Thurs...:	00:31	Welcome to Lenovo. Late Night it, an unfiltered, no nonsense show about tech featuring the best minds in the industry. I'm your host, baritone Day Thurston, and tonight we're talking about workplace mental health. I'm so excited to be doing this episode. Just 10 years ago, people weren't really talking about mental health in the workplace. In fact, we used to celebrate being mentally unhealthy. We revered it as a sign of hustle and commitment. But thankfully things are changing and we're gonna talk about it. Are we finally gonna take mental health as seriously as physical health? How can technology help and do we really need another relaxation app? There are too many to choose from. It's stressing me out. Joining me to talk about all this is Dr. Claire Purvis, a psychologist, consultant, and healthcare innovator. Claire was a VP at Headspace. I love that app. It got me back into meditation.
	01:26	She was the head of clinical product and coaching at Lantern and Chief Product Officer at Mind Cure Health, a life sciences company that develops digital therapeutics and psychedelic medicines. Oh, I hope she brought plenty for the class. Also with us to talk is Bernie Wong, a writer, consultant and lifelong advocate who's dedicated his career to mental health. He's a founding member of Mindshare Partners, a nonprofit that's changing the culture of workplace mental health to help employees and organizations thrive. Also, he's got a tattoos and a Persian cat named River who has a really fun habit at chewing plastic when she's hungry. Bernie Claire, welcome to Late Night It.
Clare Purvis:	02:05	Great to be here. Thank
Bernie Wong:	02:06	You.
Baratunde Thurs...:	02:06	First question for y'all. Uh, I'll start with you Claire. Is there a mental health epidemic?

Clare Purvis: 02:12 I think it's safe to say that there is, and I think there has been for a long time. Mm-hmm. During the Covid 19 pandemic, we all experienced a lot of change, a lot of collective trauma, a lot of impact on our mental health. Yeah. And so certainly that's playing a role and, and we do see that reflected in the statistics that the problems, mental health problems are on the rise. But this has been the case for some time and now it's more that we're talking about it and naming it mm-hmm. <affirmative> and putting attention on it.

Baratunde Thurs...: 02:39 Do you have anything to add to that? Again, this idea that there's a, not just a mental health pandemic in society, but particularly in the workplace.

Bernie Wong: 02:46 Absolutely. In 2019 and 2021, Mindshare Partners conducted a mental health study in partnership with Qualtrics. And in 2021, in partnership with ServiceNow. And in 2019 and 2021, we saw an increase in the prevalence of mental health symptoms among full-time workers. But we, at the same time, we saw a reduction in stigma. More people were comfortable talking about their mental health to their colleagues or manager and even hr. Mm-hmm. <affirmative> at the same time we saw an increase in those reporting, their work or workplace had a negative impact on their mental health.

Baratunde Thurs...: 03:15 Mm-hmm. <affirmative>. So that's an interesting thing I wanna pull on because sometimes we have been thinking of mental health and specifically challenges with mental health as something that's like a preexisting condition that that's your, that's your home stuff and you're bringing it to work versus something that could be exacerbated by work or made better. How do you think about the relationship between the personal life and the work life and where mental health intersects on both sides of that?

Bernie Wong: 03:41 Yeah. They're intrinsically tied together. There's a vast amount of research that shows workplace factors have a direct impact on your mental health. In fact, working conditions can actually cause development of diagnosable mental health conditions. And that's a very clinical way of talking about it. But just sipping back, if you're working in a really challenging, hard toxic environment, you're not gonna feel great compared to a healthy and supported and safe one. Yeah. You're gonna feel better and be more engaged at work.

Baratunde Thurs...: 04:06 Um, when I think about Covid and the impact that it's had, there was a lot of stress on all of us. In some cases, the remote work

idea actually relieved some of that stress. In other cases, it added to it because there was no quiet place to work if you even could work from home. Is there a net result of covid and the impact on mental health at work that you've kind of assessed?

Clare Purvis: 04:30 I think the net result of covid for mental health is that, is that it's getting worse. It's bad.

Baratunde Thurs...: 04:35 It's bad. Covid bad. Yes. Okay, great. We have that one here. Not great, but we can agree. Yeah. But

Clare Purvis: 04:40 The remote work question is really interesting. What I've seen is that overall people want the option, so the American Psychological Association Okay. Did a survey of about 2000 working adults earlier this year. And more than, you know, the services or the apps or the tools that workplaces provide, what people talked about being factors were do I have the ability to work remotely? Yeah. Do I have the option, do I have flexibility in my schedule and does my workplace actually respect my time and my boundaries around my time? We've come out of this big shift to kind of remote, flexible working with more of a recognition that these really matter for people's mental health. Not that there's a one size fits all. Yeah. But that this does matter and it makes a big difference.

Baratunde Thurs...: 05:24 And that flexibility, that choice mm-hmm. <affirmative> seems like a huge piece of the driving factor. Yes. Yeah. Yep. Yeah. Um, burnout, I, I'd love your perspectives on it cuz on the one hand I've heard people talk about it as well, you're just weak. Right. You don't have what it takes. On the other hand, it's this idea that it's a real thing that people are being asked to carry too much. What's your perspective on the term and the kind of larger phenomenon we've started to talk about with burnout at work?

Bernie Wong: 05:54 Yeah. I think it's really important to scrutinize where these messages coming from around the individual responsibility to manage burnout. Because if you ask the academic researchers, it's a hundred percent about your workplace. Things like work life balance or connection and community at work, or whether kind of you're warded with amount of effort you put in, in a work or perception of justice and fairness at work. All of these are things that are managed by an organization and an employer, not an individual's ability to cope with the negative factors.

Clare Purvis:	06:23	And with burnout, it's less about how much work do I have on my plate? How busy am I? That's a piece of it. Yeah. But it's also about how much, again, this autonomy, this choice, this sense of purpose in my work, that's a big part of whether or not I'll, I'll experience burnout as well. So I think we have to also take this nuance to it to say stress in and of itself is, is bad. That's a factor. Mm-hmm. <affirmative>. Um, but burnout is not just stress. There's more to it. And it's not just about having a lot of work on your plate or being busy. Yeah. It's, it's more than that.
Bernie Wong:	06:57	I really like that nuance because the assumption with mental health is oftentimes just around your emotions. Mm-hmm. <affirmative> feeling sad and anxious, but there are these very real impacts on your cognition, how you navigate and understand the world around you. That's really a critical piece around mental health. Mm-hmm.
Baratunde Thurs...:	07:12	<affirmative> within an organization, a company in this case, who has more of the responsibility than just the individual. I like that you said that, but who within the company, um, is, is is mental health a wellness program of HR who holds the ball here? Or how do you share it if it's more than one division? What are some of your thoughts on where this lives? Yeah.
Clare Purvis:	07:36	Ultimately, I think it's culture. So we're all responsible for the culture of our workplace, but leadership in particular mm-hmm. <affirmative> bears a lot of responsibility there. If there's a constant pressure to do more. Yeah. You know, then it's, it's not really, the individual doesn't have
Baratunde Thurs...:	07:52	When it needs to be. Sounds like it needs to be modeled by leadership to Yes. To demonstrate like it's okay to experience this and try to handle it.
Clare Purvis:	08:00	Yeah. And I think managers, team managers and then going up and up the chain of Yeah. Who's setting the expectations and the norms and standards on teams and are those really organized in a way where people have the opportunity to take care of themselves. Mm-hmm. <affirmative>, where do we really actually prioritize that?
Bernie Wong:	08:16	Yeah. I'd say something similar. I think everyone is uniquely positioned to do something around workplace mental health, but the ultimate responsibility around the mental health within a business is the business owners and the leaders. Mm-hmm. <affirmative>, because the decisions you're making at a leadership level for how you resource your teams and your

people mm-hmm. <affirmative> to what initiatives you're prioritizing Yeah. To who you're appealing to, whether it's your stakeholders or your shareholders or your consumers or your people. Those have direct impacts on the very experience of work itself mm-hmm. <affirmative> within your company. And so all of those have kind of these trickle down effects. Now, HR can own a slice of that because they're uniquely positioned to figure out insurance and what is a copay and what types of mental health care are covered. Yeah. Even IT teams can kind of have a role in making sure their people are properly equipped to just do their job well. Mm-hmm. <affirmative>, so everyone has a role, but responsibility, I think is leaders. Mm-hmm. <affirmative>.

Clare Purvis: 09:09 Yeah. It's so easy to buy an app for your t for your workforce. Right. And so then you get to tick this box and say, you know, oh, we invested in a meditation app for our, for our employees. Yeah. But that doesn't do, you know, it's the same thing we talked about before with individual versus kind of systemic problems. You can't slap an app onto a work culture and a work environment that ultimately does not value people's mental health.

Bernie Wong: 09:36 And I'd say even again, apps can be incredibly helpful. Mm-hmm. <affirmative>, even therapy that's kind of like the gold star to solve your mental health challenges go to therapy. But again, if you're operating in really toxic workplace culture and sending to PE people to therapy, that won't necessarily solve it either. They'll be great at kind of exploring themselves and figuring out ways for them to, again, cope with your workplace. Yeah. Mm-hmm. <affirmative>, but it won't solve burnout or the challenges themselves,

Baratunde Thurs...: 10:00 Coping versus thriving. A really big difference. Yes. It also seems like the organization has to be willing to be made self-aware as an organization mm-hmm. <affirmative>, right. If, if your response is always, here's an individual action you can take, here's an individual action you can take versus looking at how we operate mm-hmm. <affirmative> and what we demand and expect from you, then there's gonna be some upper limit to what you can provide to folks. Yeah. How does an organization get to that point of being so vulnerable? You know, with its, I mean there's, there's power in an organization mm-hmm. <affirmative>, we're, we're not all the same. And you wanna, as a manager or a leader, an owner demonstrate strength, uncertainty, but you also are expecting your employees to show up with something different than just those things. So, mm.

How do you do that? It feels like a, an organizational psychological challenge. <laugh>,

Clare Purvis: 10:51 Uh, it can help to start when we talk about mental wellbeing, wellness performance, so we all experience mental health mm-hmm. <affirmative>, right. It's just like we all experience physical health. Yeah. And organizations will often be more open to talking about how do we help build the resilience that people already have? How do we help people take even better care of themselves so that they can really show up and perform well and be focused and attentive.

Bernie Wong: 11:17 Mm. And I think increasingly consumers and people generally want really authentic and genuine messaging from companies. Yeah. I saw a small indie gaming company that said, Hey, we, our company doesn't believe in the grind in kind of development, so we're actually pushing back a deadline for just a week so that our kind of developers and producers can actually engage with this game at a sustainable way. Mm-hmm. <affirmative> audience members love that. They're like, great, you treated your people well. And so there is that desire and demand and expectation increasingly of companies to practice really true business ethics. Yeah. Treat your people well. Treat consumers well and treat the world well. Mm-hmm.

Baratunde Thurs...: 11:55 <affirmative>. Well also, it seems like such an opportunity to break a cycle of move fast and break things, right, including people Yeah. And our minds. And so if you're the operator of the business, you use the consumer as an excuse mm-hmm. <affirmative>, but as your story just demonstrated, customers are people <laugh>. And then if you tell the story the right way, they might actually respect you more for respecting the people in your employee. Anything else you see unique about the tech industry in terms of mental health?

Clare Purvis: 12:23 Yeah. Well, I mean, it's such a broad spectrum, right? You have everything from these really early stage startups to these huge biggest companies in the world are these technology companies. Um, there's a through line in there around the amount of pressure on growth and speed. Yeah. Um, sometimes it can be a really toxic tension that happens between, you know, on the surface there's, there's perks and you know, we want you to be comfortable at work, so we're gonna give you all these nice amenities,

Baratunde Thurs...: 12:52 Oh, bounty chairs. Mm-hmm.

Clare Purvis: 12:53   <affirmative>. Mm-hmm. <affirmative>. Then you'll look at your calendar and it's back to back to back to back to back every 30 minutes. You're on a call for eight, 10 hours a day. And no matter which way you slice it, that's just not conducive to mental performance, mental wellbeing, mental health to be, um, under that amount of pressure.

Baratunde Thurs...:   13:13   What advice do you have for people who are in leadership positions in companies whose employees are coming in from the world that we all feel at times exacerbates our mental health challenges and difficulties?

Clare Purvis: 13:27   I think if there's only one piece of advice I could give, um, it's to listen, to really listen to your people. Yeah. To really make it Okay. When you check in for your one-on-one to say, Hey, how are you doing? Really? And then just listen

Baratunde Thurs...:   13:42   And then stick around for the answer.

Clare Purvis: 13:43   Yeah. And wait and hear. Yeah. And it doesn't mean you can solve it as a manager and it doesn't mean you're gonna know what the answer is. Um, but creating that space is a really important part of just building safety on your team. Hmm. You're, you're not their therapist, you're their manager. But creating that safety, creating that space is gonna at least give you the foundation you need to then try to figure out, Hmm, what can I do to support my team better?

Bernie Wong: 14:04   I love tag teaming. I love that you start with listen, cuz then mine will be do something <laugh>

Baratunde Thurs...:   14:09   <laugh>

Bernie Wong: 14:11   I think. Fair. Exactly. Really considering I like that you're getting into management. Consider what you're uniquely positioned to do as a manager. You have some influence over your little microcosm. If you're in hr, you can manage and figure out the insurance and the resources you provide. Yeah. You can figure out the best software and programs that let your people just do their job well. Mm-hmm. <affirmative> in business leaders, you're the one funneling funds in a different, um, parts of your business. And really being intentional and realizing that quite literally the way I budget my teams will have a direct impact on my employee and my people's mental health.

Baratunde Thurs...:   14:44   So listen and do, what can a chief information security officer or chief technology officer, chief information officer do, uh, as a

part of a way to kind of usher a better mental health environment forward?

Clare Purvis: 14:58 Well, there's a couple things that come to mind. Yeah. I think one is about, of course, how they lead their own organization. Hmm. And the other would be around, um, how we think about kind of technologies for mental health engineering and IT departments aren't necessarily known for being the most, um, emotion forward <laugh> or, you know, the, the first to talk about the people side of business.

Baratunde Thurs...: 15:22 Bravo. That was very tactful, <laugh>, very delicately delivered

Clare Purvis: 15:26 <laugh>. So I think that's a place where, you know, a leader can certainly kind of recognize that that might be the culture or there might be a tendency towards being a little more work oriented. Yeah. So creating that culture, I think can start with a leader. Okay. Just acknowledging, um, where are we at today and what might be more ideal for my team in terms of supporting their health and wellbeing.

Baratunde Thurs...: 15:45 And what about you bene? Anything you've seen or have advice for in terms of specifically technology leaders?

Bernie Wong: 15:51 Yeah. I'd say there's a variety of ways and these will be ways that aren't immediately intuitively about mental health, but again, being equipped to do your job well with hybrid environment at home setup or the programs and software use. How do we make the experience of work itself for our people? Kind of easy, simple, straightforward, not kind of like notifications popping up everywhere or we've certainly used software that could use a little bit better UI and UX kind of things. Yeah. Yeah. So that's the experience of work, which again, isn't necessarily explicitly tied to mental health, but definitely fees into your daily experience. Things also like privacy, protecting the privacy of your employees, um, from the messaging platforms we use to more health related things. Mm-hmm. <affirmative>. So I think technology leaders have that expertise and can be scrutinizing to the technologies that a company uses. Mm-hmm. <affirmative>. And in that way they're uniquely positioned to play that role.

Clare Purvis: 16:42 Yeah, absolutely.

Baratunde Thurs...: 16:43 We're gonna take a little break and get to know each other on a slightly different level. Have our own mental health break by playing a game. Are you down for that?

Bernie Wong:	16:50	Definitely.
Baratunde Thurs...:	16:51	Yeah. All right. So here's how this is gonna work. There are a lot of celebrities who have lent their name, their voice, their platforms to the cause of mental health, either talking about their own struggles, which is something relatively new in that high performance field, or literally leading organizations to help advocate and support more mental health services, broadly speaking. So in this game, you each have cards. We'll start with you Bernie. You'll hold a card up on your forehead, uh, so that Claire can read it. Uh, but she's not gonna read the name. She's gonna give you clues and you're gonna have to guess the name <laugh>. And you'll get through as many of these as possible. I'll be keeping the time. If you don't know, it's okay to pass. And there's no losers <laugh>, except someone will get more than others and they'll be a winner. <laugh>. <laugh>.
Clare Purvis:	17:36	Perfect. No
Baratunde Thurs...:	17:37	Pressure. All right. Are you ready?
Clare Purvis:	17:39	Ready,
Baratunde Thurs...:	17:40	Set, go.
Clare Purvis:	17:44	Uh, famous supermodel with a cooking show married to John Legend,
Bernie Wong:	17:49	Um, Chrissy. Tegan. Yes.
Clare Purvis:	17:51	Yay. Um, gymnast Olympian. Um, gold
Bernie Wong:	17:59	Medalist. Oh gosh. I've read about her. I don't remember her name.
Clare Purvis:	18:04	Um, okay. Pass. I can't. Okay. This is an actress who has been in Lala Land and, uh,
Bernie Wong:	18:16	Scarlet Johansen.
Clare Purvis:	18:17	Uh, no. Um, okay. Not a, not a rock, but another, like a smaller rock.
Bernie Wong:	18:24	Yes. Emma Stone. Yes. Whoa.
Baratunde Thurs...:	18:26	Like that one.

Clare Purvis:	18:27	Oh. Um, oh my gosh. A mega pop star Lady
Bernie Wong:	18:33	Gaga.
Baratunde Thurs...:	18:33	Yeah. <laugh> <laugh>.
Clare Purvis:	18:37	A an Olympic swimmer. A man. Um,
Bernie Wong:	18:41	Michael Phelps. Yes.
Clare Purvis:	18:43	Um, an actress.
Baratunde Thurs...:	18:44	And we're out of time. Good job. Well done.
Clare Purvis:	18:47	That was so good.
Baratunde Thurs...:	18:49	Y'all to
Bernie Wong:	18:50	Know. Lady Gaga.
Baratunde Thurs...:	18:51	<laugh> <laugh>.
Baratunde Thurs...:	18:52	All right. Are you ready?
Clare Purvis:	18:54	I'm ready. That's a, that's a big shoes to fill.
Baratunde Thurs...:	18:57	So Claire's gonna start in 3, 2, 1, go.
Bernie Wong:	19:03	Uh, pass.
Baratunde Thurs...:	19:05	<laugh> <laugh>. Wow.
Bernie Wong:	19:06	Christmas icon Christmas only play her songs. Mariah
Clare Purvis:	19:10	Carey. Yes.
Baratunde Thurs...:	19:11	Woohoo. Nice
Bernie Wong:	19:12	Gay icon. <laugh>. Um, the twins last name Olsen. The twins? Yes. And the first name is
Clare Purvis:	19:20	Mary Kate?
Bernie Wong:	19:21	No. Oh, Olsen kind of like royalty.
Clare Purvis:	19:24	I'm blanking, honey.

Baratunde Thurs...:	19:26	Oh, so
Baratunde Thurs...:	19:26	Close.
Bernie Wong:	19:27	Olson pass
Baratunde Thurs...:	19:28	<laugh>
Bernie Wong:	19:29	Half point. Um, baby, baby baby. Oh,
Baratunde Thurs...:	19:35	<laugh>.
Clare Purvis:	19:37	I got nothing.
Bernie Wong:	19:38	Blank. Timberlake. Oh, Justin.
Baratunde Thurs...:	19:40	Justin Timberlake.
Clare Purvis:	19:40	Ooh, no. Justin Bieber.
Bernie Wong:	19:42	Yes. Popeye icon Singer. Um, ponytail. High Ponytail.
Clare Purvis:	19:48	Oh. Um, oh God. Aria a Ari. Ariana Grande. Yes.
Baratunde Thurs...:	19:52	Woo. Got it.
Bernie Wong:	19:54	Um, is this the mask? Um, uh,
Clare Purvis:	19:59	The mask. Jim Carey. Yes.
Bernie Wong:	20:01	Yo,
Baratunde Thurs...:	20:01	You slid into that
Baratunde Thurs...:	20:03	One. <laugh>.
Clare Purvis:	20:05	Now we're getting into my era.
Baratunde Thurs...:	20:06	That was fun and a little awkward and I enjoyed it so much. That's, you wanna take a look through and see the uh, ones that you didn't I
Clare Purvis:	20:12	Do. Gosh, I should have known that one.
Baratunde Thurs...:	20:15	<laugh>. All right. I want to thank you again for playing That game with us was

Clare Purvis:	20:18	Fun. It was fun.

Baratunde Thurs...:	20:19	Fun. Good. And I like to watch you suffer

Bernie Wong:	20:21	<laugh>. Me too. It was

Baratunde Thurs...:	20:23	Very enjoyable for me. We've used the word technology a lot. Um, I want to pull it apart when it comes to the alleged solutions to mental health that come in a tech package. Mm-hmm. <affirmative> a lot of mental health apps out there claiming to do all kinds of things. Mm-hmm. <affirmative>, um, just, you know, have this kind of subconscious sound running in the background and that's gonna unlock your chakras. Like there's a lot of snake oil of a digital sense out there. How do you distinguish to the point of the IT manager in particular, what's real versus what's nonsense? Especially because a lot of this field is not regulated

Clare Purvis:	20:58	Mm-hmm. <affirmative>. Yeah. I mean let's start with the very fundamental things. Um, certainly as an IT leader, any solution that's being pitched to your company, that's gonna be a mental health technology product. Mm-hmm. <affirmative> needs to be meeting the highest bar in terms of privacy and security. Um, and that's where tech leaders I think can really lean in. Yeah. There was just a study earlier this year that Mozilla of Firefox. Yeah. Their research team put out this, uh, roundup of mental health apps. Oh great. And of all the types of products that they looked at in the consumer tech space, mental health apps were the worst offenders in terms of privacy. Um, wow. So what's out there in the market? Yeah. Largely is garbage.

Baratunde Thurs...:	21:42	And that's very sensitive information to the most, it's

Clare Purvis:	21:44	Not

Baratunde Thurs...:	21:44	Sensitive how many Pokemon you're collecting <laugh>, it's your emotional state.

Clare Purvis:	21:49	Yeah. In some cases it's chat transcripts with your therapist.

Bernie Wong:	21:52	What,

Clare Purvis:	21:53	And this data is not being treated with the sort of respect for your privacy that you would expect.

Baratunde Thurs...:	21:58	So first do no harm, which is this kind of medical oath could also apply to technology tools related to your mental health. You

don't want to be leading your employees to the data privacy slaughter in this

Clare Purvis:	22:10	Case. Absolutely. And, and so really looking at, you know, those, um, those elements of any tech that's being pitched to your company is really important. Okay.

Bernie Wong:	22:18	And I'd say are you really solving the right problem? Like I mentioned before, there are so many different apps to cope with stress, but where is the stress coming from? And so when we invest in technology to support mental health, it could be an app, they're certainly helpful and can be impactful, but are we solving for the right problem? Yeah.

Baratunde Thurs...:	22:35	What are the additional considerations and maybe even guardrails that a manager needs to think about before deploying a mental health technology on their population. Mm-hmm. <affirmative>.

Bernie Wong:	22:46	Yeah. I'd say you really have to demonstrate trust and safety for your people. You can't just assume people will blindly trust you. Yeah. Because time and time again, when people are faced with their hardest moments, they're not supported because you have a deadline to meet. Mm-hmm. <affirmative> or you miss this deliverable. So now we're gonna put you in some performance improvement plan when you're having some kind of really difficult part of your life around mental health. So really go first and talk about even your own mental health or say that it matters and really demonstrate that continuously, um, with your team.

Clare Purvis:	23:15	Mm-hmm. <affirmative>, sometimes leadership teams do need some help with this. Yeah. Right. Because if that culture's not in place, I've seen it, um, occasionally with uh, you know, enterprises that I've worked with where there's also this knee jerk to say, well how's the data looking? <laugh> is my team, are they getting better <laugh>? Like what were they bad in the first

Baratunde Thurs...:	23:35	Place? I

Clare Purvis:	23:35	Dunno, do you know?

Bernie Wong:	23:37	But I like that you touched on even performance cuz that's not necessarily like a private health information. Mm-hmm. <affirmative>. And so when you're measuring employee performance, we're always using it in a punitive way if your performance went down. So we're gonna have a conversation

about that. Mm-hmm. <affirmative>, but I'd love to see an employer use measurement to say, Hey, you've been working over time for weeks on end. Are you okay? Is this a sustainable pace? Mm-hmm. <affirmative>, is your team resourced enough? Like what, what's happening here? Right. And would love to reach out to me, tell me that you're doing this because to this day I've yet to see that kind of Yeah. Kind of demonstration of we care about your wellbeing using measurement, which is neutral. You're kind of gathering information in a standardized way. Mm-hmm. <affirmative>. Now are you using this to punish your people or support them?

Baratunde Thurs...:	24:20	Bernie, will you be my manager?
Bernie Wong:	24:22	<laugh>. I'll try <laugh>.
Baratunde Thurs...:	24:24	I think you'd be awesome. I love this proactive outreach to like, why you working so hard, you under-resourced <laugh>. That's just, no one's ever said that to me. So we'll talk later. We'll talk later. I want to thank you both for spending so much time and sharing so much of yourselves with us. We've sold all your data to data brokers, so I hope you enjoy those highly targeted ads. <laugh>, great. Looking forward to it. And that's it for tonight's episode of Lenovo Late Night. It, thanks to our guest, Dr. Claire Purvis and Bernie Wong. I'm Barone de Thurston. See you next time.