

This is a rough transcription of The Career Contessa podcast. This transcription is for **Season 10 Episode 13**. It originally aired on April 1, 2025. There may be errors in this transcription, but we hope that it provides helpful insight into the conversation. If you have any questions or need clarification, please email editorial@careercontessa.com

Welcome to the Career Contessa Podcast, your shortcut to being more fulfilled, healthy, and successful at work. I'm your host, Laura Mc Goodwin. We've all heard the phrase, do what you love and you'll never work a day in your life. But in reality, finding meaningful work isn't always that simple. And what exactly does meaningful work look like?

Oh, and also, how do we foster a sense of meaning at work? Ugh, so many questions. That's why I'm so excited to introduce today's guest, Wes Adams and Tamara Miles. They're experts in workplace motivation, purpose-driven leadership, and the science behind meaningful work. Their book is literally called meaningful work.

Their research has uncovered powerful insights into wide meaning at work matters, and how both employees and leaders can cultivate it. In this episode, we'll explore key strategies for creating a work environment that fuels passion and performance, how the three Cs community contribution and challenge play a crucial role in career fulfillment and what organizations can do to ensure employees feel valued.

Whether you're a leader looking to inspire your team or an individual thinking more purpose in your career, this conversation is for you. And now this is the career contest of podcast. Hi, Wes and Tamara, welcome to the show. Hello. So delighted to be here. Hey, great to be here. All right, so briefly introduce yourselves and your research around meaningful work.

So, bless and I met, um, on the first day of graduate school at the University of Pennsylvania, and we both came to graduate school to study meaningful work, although we both had very different backgrounds. So I came after. Uh, starting a career in advertising and then transitioning into a consulting role where I wrote my first book, the Secret to Big Productivity and spent 15 years consulting on productivity systems and productivity, um, enhancement in organizations.

And what I was noticing in that work is that there was a virtuous cycle in place. 'cause when we had. Systems and, um, you know, time management techniques that helped us be more productive. We had more time to spend on meaningful work, but then when work felt really meaningful, people were energized and engaged and even more productive.

And so I went to, um, Penn to study the science behind this virtual cycle. And then I'll tell, I'll let Wes tell you his background. I actually started my career in hospitality. Um, so I spent about 10 years opening restaurants, nightclubs, event space in different parts of the country and then transitioned from there into social enterprise.

I worked at a consulting company called Purpose in New York for a long time that, um. Uh, advises brands with social initiatives on, um, digital engagement and strategy and, and those

sorts of things. And I did that because I wanted work that was a little bit more meaningful to me personally. And I loved working at purpose and I got a chance to experience a lot of other organizations through that consulting work also.

And what I found was. Mission driven. Just because an organization was mission driven, didn't necessarily mean it was a great place to work. You know, which I was, something I had assumed, maybe naively. But, um, you know, during my time there, I got really interested in why that was. You know, like what is it that actually makes somewhere a great place to work?

How do you, uh, put, put together like a. An interesting group of people and, um, help 'em work well together and, you know, achieve big things together. And so I got interested in organizational psychology and started reading like Adam Grant and, um, other folks like that. And that eventually took me to Penn where I met Tamara, you know, kind of with this idea of how to, how to, um, how does one create a playbook for, um, leaders to build an organization where meaningful work.

Happens And, and what does that look like at the, you know, individual level as well? Yes. And everybody would be like, yes, sign me up for the playbook. Because I feel like, I feel like this is not a hard sell. Right. Like, to, to, to your earlier point, like meaningful work makes people more productive. And we're at this.

You know, stand still a little bit with all these return to office mandates and other things where it's like the root of what I feel like we want is more productivity, more efficiency. Right. Um, and meaningful work is a way to get there. And yet those two things, it, it feels like you can't have one without the other.

But to your point with your research is that you can. Right. Absolutely. We find that. The more, um, the more that work feels meaningful, the more engaged we are, the more creative we are, the more resilient, the more likely to stay. And so all the outcomes that, exactly what you're saying that leaders want, that we want, because it also feels good to be energized and engaged.

And at the end of the day when we have a really productive day. We feel better. And so we want this. Organizations want this, and what we find is that meaningful work is the upstream factor that leads to all these outcomes. It's a really sound strategy for leaders who are tired of dealing with these issues as separate things like, let's do the engagement survey, now let's measure productivity, and now let's do, you know, retention and turnover.

If you, um, go upstream and make work meaningful, all these other. Outcomes that are so important that we care about, kind of take care of themselves. If you're anything like me, you most likely are always looking for ways to make drinking water easier and just be better about drinking water. Personally, I'm always carrying my water bottle around and I'm always refilling it throughout the workday.

So having safe, clean water is the last thing you wanna worry about. But unfortunately, according to extensive research by the environmental working group, three out of four homes in America have harmful contaminants in its tap water. That's why you've gotta check out AquaTru. AquaTru Purifies using a four stage reverse osmosis purification process and their countertop purifiers work with no installation or plumbing.

It removes 15 times more contaminants than any ordinary pitcher filters. Plus they're specifically designed to combat chemicals like pfas in your water supply. Pfas are found in almost 45% of us tap water. So I'm really grateful that I have AquaTru and that AquaTru is certified to remove these contaminants.

And they have water purifiers that fit every type of home. From installation free countertop purifiers to higher capacity under Sink options, the filters are affordable and long lasting. No changing filters every two to three months. AquaTru filters last from six months to two years. Just one set of filters from their classic purifier makes the equivalent of 4,500 bottles of water that's less than 3 cents a bottle.

Plus, you'll save the environment from tons of plastic waste. It's even portable, making it perfect for renters or college dorms. In addition to drinking water, you can use it for your coffee, your tea, and all your other cooking needs. From boiling pasta or veggies to making stocks and soups. I've always been hesitant about drinking tap water, but now I don't have to worry anymore.

I know that my tap water is not just filtered with AquaTru, it's purified. AquaTru comes with a 30 day money back guarantee and even makes a great gift. Today my listeners receive 20% off any AquaTru purifier. Just go to aquatru.com. That's A-Q-U-A-T-R u.com and enter code Contessa at checkout. That's 20% off.

Any AquaTru water purifier when you go to aquatru.com and use the promo code Contessa, C-O-N-T-E-S-S-A. Hey everyone, today I am so excited to talk to you about the one app every small business owner needs. It's called Found. You'll Wish You heard about Found when you first started your business, but trust me, it's never too late to make managing your Finances a whole lot easier.

Found is a business banking platform that lets you effortlessly track expenses, manage invoices. And prepare for taxes. You can even set aside money for different business goals and control spending with different virtual cards. Found consolidates your financial ecosystem for you, and it really helps free up your time so you can focus on the more important things like growing your business.

Oh, and by the way, other small businesses are loving found to, here's what one found user said. Found is going to save me so much headache. It makes everything so much easier. Expenses, income, profit taxes, invoices even, and found has 30,005 star reviews just like this. Open A found account for free@found.com, which is.

FOUND.com/contessa found is a financial technology company, not a bank. Banking services are provided by Piermont Bank member, FDIC. Don't put this one off. Join thousands of small business owners who have streamlined their finances with F Yeah, I have personally experienced this in jobs I. Was not excited about, didn't have a per, didn't have a purpose.

Definitely it wasn't meaningful to me. And then I've gone, so for example, I started as an admin assistant at a university, was not meaningful. Then I became a recruiter at Hulu. Very meaningful. Like wow, pep in my step. I was excited, I was energized. I wasn't checking the clock. And not that you need to then go too far overboard into the hustle culture world, but I'm just saying like I have personally experienced the that connection and how.

That was the best productivity jolt I could have gotten. Can I ask a question about that just really quickly? It's really interesting. So you were a recruiter at Hulu, which again is not like the first job that comes to mind when people think meaningful work. What was it about that job that made it really meaningful?

I think it was the culture. I so. I was really excited to be in a culture where it felt like there was urgency. We were building something cool, but we also needed to build it somewhat quickly. And I also felt I had a direct impact with my work. So I was recruiting, um, tech or software developers for the company.

Well, to build all the cool things we needed to build. They needed software developers. So I think the impact piece. Led to what I'm doing has a direct impact. I can see the direct impact, connect the dots, and then from there I was able to feel energized by like, okay, how can I go out and find the best candidates for this role?

So I, I think it's a, I think the meaningful piece for me also came with the impact piece. It's so, uh, yeah. It's so interesting to see, like even now you're lighting up a little bit, talking about it, you're getting excited about it, and. What you're talking about, that being able to connect your impact to the larger goals of the organization, um, falls into what we call the contribution source of meaning.

So meaning comes from three, the three Cs, community contribution and challenge community being the feeling that you belong, that you're a part of a community that you can, um, show up authentically and bring your full self and your full ideas to the table. Contribution, the understanding that your work matters to other people.

And sometimes that's, um, you know, customers, sometimes it's, uh, you know, clients or other stakeholders. Um, often though it's also just how are you contributing to your colleagues? How is your work making a difference on your team? How are, how is it laddering up like yours was to the larger goals of the organization?

And you, are you able to see that, you know, and finally challenges the, um. Individual ability to learn and grow, or are you being stretched? Are you, uh, having the opportunity to expand? Capabilities. I'm really interested, you know, in, in your example, Lauren, did anyone kind of tell that story for you? Was there a leader or someone else on your team who helped you connect those dots between what you were doing and, you know, the larger impact it was having?

I mean, at the time this space, you know, 10 plus years ago, so Hulu, I mean that was back in the days when people were just. Trying to get comfortable watching TV on a screen that wasn't their tv. So I will say this is like early days and I, um, so my memory of it is very much like, yes, the leaders were essentially telling us like, you know, we are building this really cool thing, this is the future of how people are gonna be watching tv.

Again, this is like. It's hard for people to remember this time, but if you're yeah, old enough, you can remember a time when this didn't exist. Um, so I think the leaders did do, the top leaders did a great job at it. I think the middle managers were very focused on like the, you know, when you're recruiting, sometimes it's a, it's a numbers game.

It's this, we have this many open roles, how are we gonna do it? We need to. You know, figure out how to get more people to accept our offers. Um, but it's interesting that you asked me that question just because I did see that in your research. Uh, it showed that nearly 50% of an employee's sense of meaning at work comes from their leadership.

And that's really interesting because I think about like, how can. Leaders create more meaningful work in an environment. Um, obviously I'm in a, at, at a different company now, and I think the leaders do a really good job at that, but I can tell it's something that they're constantly thinking about. So I guess, what are some of the key ways for someone who's listening to this, who maybe doesn't have this, or they're a leader and they wanna create this, how do, how do they go about that?

Yeah. And that, that was actually really surprising finding of our research of how, how great the impact is, um, of leaders on the experience of meaningful work. Um, and so we were excited about this finding and about, you know, the, the, the playbook of practices we found. And so we think of these practices, um, underneath each of the c.

So let's zoom in on community for a second here. So community. It is a feeling that you matter as an individual, you know, to others around you, to the organization. And so the most powerful question in our research that we asked that predicted a strong sense of community was this, does your leader care?

About what's happening in your life outside of work, and those who answered yes, felt really connected and accepted. And so a simple practice that you can do is instead of diving into the to-dos and you know, the, the, you said that the numbers and you know, we gotta hit our target. So of course, that's really important.

Take a moment to ask somebody about something beyond their to-do list, take a moment to share something about you that's beyond your to-do list. Um, those moments of connection can be really powerful. They don't cost anything and they don't take that long. And so finding time to connect with people can be really powerful source of community, which then makes work really meaningful.

I just got, it's funny you say that. I just got a new manager. And so we're having new team meetings and there's, you know, a new agenda that we're using. And in the agenda we always start with an icebreaker. Um, three updates of your work, like your three core updates. Uh, and then the last part is life updates and everyone is supposed to include something in there and it can be good, bad, negative.

And I think it's been nice because this manager is including. Good and bad, you know, like, um, you know, my dad is ill and I need to go take care of him, but also my nanny was out sick this week and that was really hard. And I feel like there's something about, to your point about sharing your life, but also being, uh, having the example of a leader who's sharing not just like the, the highlight reel, but also the real thing so that you feel more comfortable.

Maybe saying like, Hey, my kids don't have school on Friday and I don't have any childcare. I'm not gonna get that report on by Friday. You know, something like that. To, to your point, you, you can share your real life because that does come into work. Absolutely. Yeah. What an amazing way to, it sounds like this leader's also role modeling that by sharing those things that maybe aren't gonna make it onto Instagram.

Right. And, um, creating the space for other people to do that, that role modeling of vulnerability and, um, cre you know, intentionally creating the space for that. Inviting people to show up as such a powerful practice. And we're seeing that it's even more important now that we're very often not in the same room.

We're working in a hybrid or a remote environment, and it's so easy to be transactional in that way, where you hop on a Zoom or you pop on a teams call, you're right down to business, and then you click off. As a leader or even just somebody else on the team who's interested in deepening connections with other people.

You have to block that time out. You have to create that space intentionally, and that takes a little more work. You know, it takes a little more work and it can feel like it takes a little bit more time. And I'm sure there's somebody that rolls their eyes every time. They're like, oh, I have to give a life update.

Right. And probably appreciates it even if they begrudgingly do so. Yeah, totally. What about the other Cs? So contribution and challenges. What can leaders do in those areas? So for contribution, again, the, the most cost effective and time effective thing a manager can do is to say thank you. Recognize people's impact and contribution.

There's research, um, showing that one thank you once a week from a manager is enough to cut burnout and disengagement in half. Just one thank you once a week and less than 40% of people feel like they are. Adequately recognized for their contributions. And so, um, this can be a very simple way to notice people, help people feel seen.

Right? You know, I notice how you handle that call today. Thank you. You turn a frustrated client into a loyal customer. Thank you so much. Just like noticing people sometimes we're just busy doing our jobs and, and having somebody notice that we did a good job means so much. I would add to that also. I, I think that's absolutely right.

You know, this, um, thanking people is so underutilized, right? And something that's so easy. I wanna highlight also what your leaders did for you at Hulu. They sort of created that vision, you know, of transforming the way that we consume content, you know, not on our TVs, but on other screens. And, um, help tell the story of how your work was ladder up to that.

And that story is a big part of it as well. And so telling those stories and also if possible, connecting people to. The folks that are impacted. So if they had sort of brought in a customer to talk about, oh my god, you know, I used to watch, you know, shows on my tv, but now I can get them anywhere I want, I can watch them on my phone, and it's amazing and it's changed my life.

You know, just a short interaction like that and go a really long way to helping people feel what, what their work has accomplished. Absolutely, totally agree. Okay. And challenges. I feel like this is probably the most challenging one to talk about. Had to go there. Well, challenge, so we, you know, we, we want to reach our full potential.

I. That's one of our core drivers of motivation is to get better to, to be challenged to, to be more today than we were yesterday. And so when we are in a work environment, you mentioned Hulu and how fast-paced it was, and you are always learning and doing new things. That's kind of what we're talking about, is having somebody who believes in you, who gives you these opportunities to stretch your capabilities, to expand, to learn.

Somebody who believes in you, who sees your strengths and plays to those strengths. Um, and what's really important here is that we're not talking about, um, toxic productivity and, you know, hustle culture. We're talking about challenge with support. So what we found and we created. A matrix that we call like the zone of possibility, and that came from directly from our research.

What we found is that the best way to put people in the zone of possibility, you know, to give them that, that challenge, see that's really meaningful, is to have high expectations, to believe in them, know that they can reach their potential, but also offer high support resources, learning opportunities, mentorship.

Access to, to things in the organization. So this combination of high challenge and high support. Makes work really meaningful. Yeah, I think one of the complaints I hear a lot is just under

resources, uh, you know, under resourced, uh, we were, I just did an episode where it was, uh, living below your resentment line.

And your resentment line is essentially when do you not have enough resources? And it's that feeling of like, and we've all had this where you feel like you're not doing a good enough job in any parts of your life, right? You're, you're giving 50% at work, 50% at home, 50% of yourself. And it's like. Because you don't have the resources to do that.

Good job. So you don't get that satisfaction. And that meaning, I guess, that it just, like the cup is not filled, right? Mm-hmm. Just consistently the tank needs a little bit more. So, um, I totally relate to that, especially because I've noticed in my own life, you know, when I'm fully resourced, I can do. A lot.

Um, and I, and not only can I do a lot, but I feel good about the outcome that I'm doing. I don't feel like I'm doing a 70% job. Can you share how you've managed to become fully resourced? Because I would love to know, um, I literally, it takes a village. It literally takes a village. It's like childcare, school, work, delegating.

And then a lot of, I mean, honestly, I think technology, I use a lot of AI to help me with things for shortcuts. Um, I use, I will pay for the, the delivery service for the groceries. Like, I hate to say it, but like. Sometimes I think my best answer to this is like, I use money to get me the resources to get me my time back because if I have time, then I don't feel the pressure.

So it's a very privileged place to be talking from. But honestly, um, I think that. You know have. That's why I think too, like when you talk about meaningful work, I've noticed that some people are like, oh, I'll take a lower salary for meaningful work. But then I feel like, doesn't that start to contradict like what we're getting at?

Because wouldn't you feel under-resourced if you weren't making enough money? What did your research show related to that? I think this is a really interesting question. So the, the research, not our research, but other research shows that, um, I believe nine out of 10 people would take a lower paying job for more meaning essentially, and give up a pretty significant portion of, of their salary for that.

Um, and I think that's interesting because I think it indicates that meaning is a very powerful motivator, right? And at the same time, that's not an excuse to pay people less, just 'cause you're giving people meaningful work, right? Uh, a fair or even a generous salary and benefits and all of those sorts of things are really important as a, a foundation to build meaningful work.

There's a chapter at the end of our book. Where we interviewed some experts about the future of meaningful work and, um, one of them, uh, ton who's a researcher at, um, MITI believe, um, focuses on this idea of decent work, right? Do you have respect? Are you getting enough resources to be able to do, you know, what you need to do and to live a decent life?

And that's really a, a precursor to meaningful work. So I think. Um, both are important, right? And we need one to sort of unlock the other. Otherwise, we're gonna probably burn out pretty quickly. Yeah. There's one of our favorite researchers, um, Isaac Linsky. He's at the, uh, university of Miami, and he studies mattering our sense of mattering in the world.

And, and he, he is a community psychologist and he says there is no wellness without fairness. Mm. Right. I, I love that there is no wellness without fairness, and so having fair working conditions, a fair salary, fair working hours, fair schedule, those are table stakes for meaningful work. Agree. You can't have wellness, you can't have meaningful work without fairness.

I. Agreed. It's, it's too, I, and I, I understand what you're saying. It's like the scale can tip too far where, you know, you can be one of these people where you're making tons and tons of money and you don't have meaning any meaning in the work that you're doing. And you can also be someone where you're like, I love what I'm doing, but I'm not making enough money to feel that sense of security, to have resources to do what I need.

Uh, again, you're living below the resentment line. And so, um, I, I completely understand what you're referring to. I wanna talk about. Some of the common roadblocks that prevent people from experiencing meaning in their work. Because I, I think people are listening to this and they're probably like, I want all the things that you guys are talking about.

I don't know how to get that, or I don't know how to take my current situation and make it something that feels more meaningful to me. So what are some of these roadblocks? So I'll start with a couple and I'm sure Wes will have some more to add. So. You know, research in social sciences finds that, you know, the best way to increase your own wellbeing is to increase other people's wellbeing, right?

So doing random acts of kindness, expect, uh, expressing gratitude, those are great strategies, um, to increase your own wellbeing. And we find in meaningful work something very similar. So if you are stuck and you're not feeling a sense of meaning at work, focus on creating. A sense of community contribution and challenge for others.

So connect with someone. Ask about their, you know, something outside of their to-do list their personal lives, or thank them for something that they did that impacted you or notice. Something that they're doing that when they're using their strengths like creativity or curiosity and highlight that even if you are not the one who can push and challenge them to grow, you can still notice somebody's strengths and what they're doing well and kind of give them a boost that way.

So, so that's one way you can increase your own sense of meaning is by increasing others' sense of meaning, and I'll let Wes jump in here. I would say, just going back to the conversation we were just having about being resourced and having time, one of the biggest things that gets in the way of us figuring this out is the fact that we're running from one thing to the next.

We're so busy, our schedules are jammed, and we don't actually have time to engage with. You know what we did right? Um, I was at a conference over the weekend listening to Arthur Brooks who was talking about the right side and the left side of the brain and how we're constantly on our phones. We're going from one meeting to the next, and we're task oriented and we're never, and, and so we're constantly engaging, I think, the left side of our brain, and we never are paused.

We're never bored, we're never like taking a step back and just allowing ourselves to process that, engage the other side of our brain, and that keeps us from. Being able to create meaning from those things we know from the research. Also that reflection is a big part of creating meaning. So, um, one of the things that.

I've started doing. 'cause I also am very busy, you know, and running from one thing to the next is creating a little space at the end of my day to look back and say, what, what are the things? Or, you know, the thing that I did today that was actually meaningful to me, that mattered, that I'm proud of. And I think this is a great opportunity for anyone to kind of identify those things and then start to think about.

Where can I do more of those things going forward? Is there a way for me to focus on more of those moments that give me meaning in my job? Can I craft my way into that? Can I shift things? And if you're in a job where you don't really see a path forward, where you don't see a lot of those moments in your future, maybe it's a opportunity to start to expand your horizon a.

Yeah. And I think a lot of people, when they start to think about expanding the horizon, they're like, okay, well then what should I do? Like, what, where should I go that I will feel like I have this meaning at work? And obviously the reflection is kind of like the, the clues to what the, the future holds. So, um.

I think that's right. I feel like we're all playing whack-a-mole. You know, it's like we're over here just like, you know, playing that game and then we're shifting over there and playing it really quickly and then coming back and it's no wonder we all just feel really frazzled. I heard this, um, Jerry Seinfeld quote where he is like, I don't want quality time.

I want garbage time and garbage time is like, you don't feel like it has to be productive. If you wanna just sit there and like. Rot on the couch and watch reality tv. Speaking from personal experience, like sometimes that's what you need to, to feel better. So I, I understand it's like not everything needs to be meaningful all the time and, uh, have that kind of engagement in your life all the time.

Uh, but also it's not a bad thing to. Pause and reflect on like, okay, what, what is working and, and how can I create more of that? Right. Um, there's probably just a lesson here and like we need more opportunities to pause in general in life. For sure. I think that's like the meta lesson of life is be present Totally.

To take a moment, pause, breathe. Right. All for sure. Yeah. And the irony of that is like. People have been saying that for probably thousands of years, and we're like, oh, you know what we should do? We should pause. Yeah. I think the biggest problem is like when we do fi, I don't know about you guys, but when we do finally get those moments, or when I do, I'm like, I don't know what to do with it because I've, my brain has been going from one thing to the next and it's.

So hard to shut it down and actually take that pause. Um, so yeah, I, I relate to that so much. I feel like I'm a, like an extreme multitasker and so even doing like one thing at a time feels very uncomfortable. 'cause I'm like, I should be doing a minimum of three things at the same time, otherwise. What is the point of this?

Mm-hmm. I, I understand that challenge a hundred percent working on it, but still have a lot of work to do. Um, okay. As we wrap up, if you guys could offer one key takeaway from your research as a guide to meaningful work, what would it be? I'm gonna do a two part thing. No, that's cheating. Two part. No, I would say, you know, every.

You can find meaning in the job you already have. You don't need, you don't need to go work in, um, social justice or nonprofit or purpose. Mission driven, every job can be meaningful and meaning isn't just about the big breakthrough moments. It's about the small everyday moments that matter and they add up to a fulfilling career.

And so start small, think about the three Cs, connect with somebody, highlight their contributions, or think about and reflect on your own. And then think about where you're learning and growing or you know, and if you're not, find those opportunities. If you focus on the three Cs, every job can be meaningful.

I love, I would just build on that and say. That you have an incredible amount of agency, much more than you think to shape the way that you look about. Look at your job, to think about your job. Um, and if you happen to be in a leadership role, regardless of whether you're leading a project or leading people or a people manager or whatever, um, you also have a huge opportunity to do that for other people as well.

So there's a lot more that is within your control then I think sometimes it can feel like, so, um, you know, take, take these things and take action on them. I love that that's very on-brand for this podcast especially. We're all about being proactive, not reactive. Um, thank you so much. You guys. Can you share a little bit more about the book where people can learn more about you?

Follow your research and we'll put, uh, all of these links in the show notes. Great. So the book is called Meaningful Work, how to Ignite Passion and Performance in Every Employee. Um, you can find us on our website, makeworkmeaningful.com. On there we have a ton of free tools and resources that you can download, use for yourself, for your team to find more meaning.

We also have a free as. Assessment that you can take a self-assessment to see how you're doing on each of the Cs, and so tons of resources there. And then we're super active on LinkedIn and Instagram and we'd love to connect with people there as well. Amazing. We'll put all of that in the show notes.

Thank you so much again, you guys. This was a great conversation. Thanks, Lauren. Thank you. Thank you for listening to this episode of the Career Contested Podcast. Please take your time to rate, review and subscribe. Little insider tip one review equals a thousand new downloads, and that's the number one way that you can support our show to be back here each week.

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