

# Episode 71: I'm bored-out, not burned out, with Kristi Turner & Shelley Paxton

**Mandy:** You've heard of burnout and the dire consequences it can have on your wellbeing, but have you ever heard of 'bore out'? In a Forbes article, Lindsay Kohler describes bore out as an emotional state characterised by feeling unstimulated, unfocused, and restless. But you're lacking the desire to engage. It can result in depression, anxiety, stress, insomnia, and a high turnover at work.

Apparently, it's also the top reason that people leave their jobs, according to a survey cited in the same article. I see that with a lot of the executives I coach. They've been in a job for over a decade, and it's fine, and "It's not awful, at least not regularly".

But is that the bar you're upholding for yourself? That it's not awful? Before we dive in, welcome to Enough, the podcast. I'm your host, Dr. Mandy Lehto, ex-investment banker turned executive coach. This is a podcast for leaders in fast-paced, adrenalized careers who are starting to feel burned out, bored out, or are secretly wondering, is this all there is?

You're someone who's used to pushing hard and getting results, but even with all this stuff – status, titles and shiny things - you still never feel good enough in spite of your stellar achievements. I feel you because I've been there too. These are the leadership conversations, tools and techniques that touch on the unspoken challenges you facing at work, like people pleasing, imposter syndrome, chronic overwhelm, and today, bore out.

You'll meet Kristi Turner, a former tech CMO who's now an author, the CEO of Kaizen Consulting, and also a strategic advisor to the investment firm 6th Street. Kristi wasn't burned out. She generally loved her career, but boredom was at the root of her stress. And I'm not talking about sitting around playing cards to pass the time. I'm talking about the boredom of being in the same or same-ish role sometimes for years where you're not being stimulated or challenged, or you're starting to feel like your work doesn't have meaning anymore. The more senior you become, the more politics and BS and admin to deal with. Am I right? The thing that actually made you feel passionate at the beginning of your job has become a teeny part of what you actually do day to day.

Sound familiar? So, Kristi reached out for support and ended up working with Shelly Paxton, the bestselling author of *Soulbbatical: A Corporate Rebel's Guide to Finding Your Best Life*. Shelly is former CMO of Harley Davidson and also happens to be a former guest on this podcast - episode 56 if you want to listen later.

Today's conversation unpacks how Kristi, as a C-Suite exec, found her way out of bore out and how she's applying her newfound wisdom in her strategic advisory role with great results. You'll also hear from Shelly Paxton, who shares practical strategies for exploring your bore out. Before we dive in, you're going to hear the term soulbbatical quite a few times in the episode, so Shelly, what the heck is a soulbbatical?

**Shelly:** Soulbbatical is an interesting one because when I came up with the word soulbbatical, I invented this mashup. I thought it meant leaving your job. And I realised through this journey that it actually means finding yourself, knowing yourself deeply. So, the way I talk about it now, and the definition I've created is that soulbbatical is a way of being in full alignment with one's soul. And I can say it a different way, which is a conscious choice to live and lead with greater authenticity, courage and fulfilment.

**Mandy:** Got it. Let's get into it with Kristi

**Kristi:** Unlike a lot of burnout stories, I wasn't physically burned out. I had taken care of myself because health was just a huge thing for me. I lost my father to cancer when I was 20 and that made me follow a lot of Eastern medicine combined with Western medicine. A lot of proactive health over 25 years. Right? So, I did a lot of things the average person didn't do that I felt enabled me to handle a big job. I wasn't having the back pain and the heart pain and a lot of the stories of burnout.

So, I thought I was fine. The moment that triggered a soulbbatical was unexpectedly the company I was CMO of. I was bored. I was. I could do my job in my sleep. We had just managed through COVID. And COVID felt like Groundhog Day, right? We were on Zoom calls. We had laid off employees.

We weren't growing and I'm addicted to growth, right? Revenue and growth. And we were stagnant. We weren't at a place where you would expect us to sell the company. And I got a surprise phone call that our competitor wanted to buy the company and in normal mergers and acquisitions the executive team of the company being acquired, we would exit.

So I was suddenly gifted and forced right into an exit that I didn't expect. But the important thing is the year of work that I had done with Shelly in analysing what a soulbbatical is, because you can take a soulbbatical while working, which I had done that past year. Also COVID, which was a different type of soulbbatical, forced on all of us but I had taken advantage of that. So, I was already in a different place. I was not on an aeroplane every other week because of COVID. So, my life had kind of calmed down a lot, but yet, like all of us, we all felt trapped, kind of confined during the COVID world. But my daily stress had gone down a lot.

The stress was more around boredom. Unfulfillment and lack of excitement for the job. It wasn't physical. And we'll talk about physical once I took my soulbbatical, which was fascinating. But the trigger was the sale of the company. And then actually, we sold the company, but they asked me to stay. So I actually stayed on longer than expected and then finally exited at the end of 2021. And I was 'unemployed' in 2022 for the first time since I was 14 years old.

**Mandy:** In an article for the BBC, Bryan Lufkin quotes Dr. Lotta Harju, an assistant professor of organisational behaviour at Lyon Business School in France. She says that bore out can be caused by feeling under-challenged or working in a demoralising physical environment. So, think of that depressing cubicle culture.

But a key cause is meaninglessness. Bore out can go on for quite some time because unlike burnout, which often forces you to pause, bored out employees rarely collapse from exhaustion. They might also be reluctant to raise how they're feeling with HR or a line manager for fear of seeming uncommitted. Or being mistaken as being burnt out and therefore a risk.

I see this a lot with my bored out coaching clients who are hesitant to be marked as unmotivated or sidelined to some dead-end project. So, in this episode, we're not tackling the need for more robust psychological safety in teams, but it's a thing. And if you lead people, I'm dropping this seed here.

Let's get back to Kristi as she starts sharing how her boredom showed up.

**Kristi:** I was bored with the same old dysfunctional corporate behaviour. You know, multiple companies, multiple bosses, multiple dynamics, multiple cities, and yet there was this same dysfunctional behaviour that nobody really wanted to acknowledge. Whether it was politics that caused wrong decisions and actually avoided the root cause issue. It was narcissist, arrogant behaviour. It was a lack of acknowledgement of the true cause. And then let's pretend it's this and then let's do a solution over here. And we all knew and nobody wanted to talk about it where I'm just such an authentic truth teller.

It drove me crazy. We're talking about how the product didn't deliver for the tenth time in two years. And we're talking about needing a new sales and marketing spin - 'what do we talk?' We need to fix the product, right?

It was just this weird 'we need to lay off employees'. Really, or do we need to change the dynamics of the company? Do we need to acknowledge that the leader made a mistake? And that they may need to switch vs these 100 employees needing to be laid off. It always seemed very dysfunctional and with a lack of truly honest conversations. Right? And so that's what I was so bored of. I was sick and tired of this nonproductive behaviour with this corporate cycle of layoffs.

And then, what was comical if you really looked at it was like, 'and we need to get into high growth. We need to spend money. We need to do this.' And then a year later, 'oh, we're overspending'. We need to laugh. It was almost like, really unintelligently running a business, but it was accepted, right?

And then we were, you know, executive teams following trends. You know, they read something in the Harvard Business Review that says all companies should have a CRO and they reorganise but they don't look at the uniqueness of that company, that season, you know, who they have in current positions.

It's just like, let's follow this trend. Right? And so that's what I was bored of. That was what I was sick of. That was what was not fulfilling. The company didn't have a greater purpose. And the thing that drives me and energises me is a company with a greater purpose. And you could have this part of the company that was great, and there were many good parts of several companies I worked for, but there were still these elements of dysfunction that started getting to me. And I think in your twenties or in your thirties, you're seeing it for the first time, the second time, the third time. When you're in your fifties and you're seeing it for the hundred and fiftieth time, you just go, I'm tired of this.

**Mandy:** Instead of jumping straight into another C Suite role, Christy took a pause, something that for many overachievers can feel both terrifying and like a dream come true at the same time.

**Kristi:** It was the most courageous thing I've ever done for my personality, right? I'm very financially conservative. I'm very goal oriented. So, to walk away, I knew it was always temporary. So that was one part of it. I knew it. I knew I wasn't retiring by any stretch of the imagination. I was pausing. And, so for me mentally, it was pausing and you're reevaluating. And intuitively I felt (probably from a lot of the things I had read, a lot of my network that was with me that I talked to, I had a lot of mentors), I knew it was going to catapult me. So mentally, instead of looking at it as something that could harm me career wise, I looked at it mentally that as if it was going to catapult me. And by the way, fast forward, it did.

But what I had never done for me or for my kids (I have a daughter and a son and they had watched me their entire life), as an executive, a go-getter and an overachiever. I had never taken a break and shown them that it's okay to take a break. I had never really rested and demonstrated that rest is okay. Right. And so, for me, it was almost like a bucket list item of let me try this and let me get excited about it. Let me demonstrate a different type of behaviour for my children and then let me go back into it. I just kind of always knew I was going to go back to the corporate world. So again, it was always about a break and giving myself the permission to experience what it was like and it was okay if I didn't like it, right.

It was okay if I wanted to go back. I gave myself a lot of permissions, but the one thing I didn't do is put a timeframe on it. I didn't say you're going to take a sabbatical for a week. You're going to take a sabbatical for a month. You're going to take a sabbatical for a year. I said, I'm going to take a sabbatical and I'm going to research. I'm going to look at things. I'm going to do a project. I needed a project.

So that helped me as well, depending on your personality. I wrote a book on my year of sabbatical. That was a bucket list item I wanted to do and that gave me something to focus on which helped tremendously. But I think it's about giving yourself permission to experience something and learn from something you've never done and overachievers tend to get excited about that. It gives us a different type of mission. I had a lot of personal things I wanted to do. I had this book I wanted to do and I wanted to experience what true rest and rejuvenation did for me or if it did nothing for me.

That way it was almost like it was this experiment for me.

**Mandy:** Kristi explored some of these experiments during her sabbatical and she was pretty clear on what lit her up as well as what was draining the life out of her. If this is resonating so far, I want to shift to you for a moment. If you think you're feeling bored out at work, you can start doing some small experiments too, without needing to take any radical decisions about your career future.

I asked Shelly to share a few ideas.

**Shelly:** This is so interesting because I had never heard the term bore out before. I love it. I love that you found that and that there's data that supports this. I can't say that I'm surprised. I think I have gone through my own versions of this as well because as humans, we get embedded or entrenched in routine.

And I think that's one of the things at the core of what you're saying, like, the rusty nail isn't painful enough yet for us to get off of it. So, we kind of sit on it and whinge and we sit on it and whinge, and we sit on it and whinge, but it's not bad enough to actually stand up and pull the nail out of my ass.

Right? I have so many things swirling through my head as I'm thinking about this. We don't have time for all of it. One of the things that really strikes me, and it's something that I've been exploring in my own life very recently, is what fuels me and what drains me because I think some of boredom comes from whether what I'm doing really bringing me energy, gives me energy, or is what I'm doing okay and it's comfortable and it's familiar, but I'm not acknowledging that it is sucking all of the life and energy out of me. I call that a soul suck, right? And there is an exercise that I have people do from the stage or with clients or in workshops and it's soul fuels versus soul sucks.

So I feel like if you're experiencing something that is like Mandy says bore out and that hits home, try this simple exercise at home. On a sheet of paper, draw a line down the middle and entitle one column soul fuels and the second column soul sucks and give yourself time on a clock and give yourself three minutes on either side.

Stream of consciousness, no editing, no judgement, and see what comes up. And when I say soul fuels, what I'm talking about are those things that give you energy and you feel in flow and you feel like the best version of yourself when you're doing it. All of those things.

And soul sucks are the opposite, right? They're kind of the energy vampires in our lives and they can be people, places, things, activities, emotions, all of those things. Think about it because when we start to identify these things, and write them down in black and white on a piece of paper, what tends to happen is we realise we have way more soul sucks, which are often the insidious 'shoulds' in our lives, that I believe can also lead to boredom.

What a great simple exercise to go do a little audit and see if I'm being honest with myself. The other thing that was an absolute game changer - maybe that's not even dramatic enough - a life changer for me personally, was to get clear on my top ten. So, you understand your soul fuels and your soul sucks and you can start to see where people-pleasing and guilt and obligation and other people's agendas are starting to show up in your Dead Sea Scrolls, you know, soul sucks list.

The other thing I invite you to get really clear on, and I use Brene Brown's Dare to Lead list of values. Mandy, maybe you can put this in the show notes, it's a one pager, it's a hundred values, or you can come up with your own. I found it to be a really challenging, somewhat uncomfortable exercise to do.

Really, seriously, Shelly? What do you stand for when you think about the essence of who you are and what you believe in? And I ultimately got to my top three values and had to take a big step back and go, hmm, so my top three values for reference are freedom, authenticity, and courage. And I had to take a big step back and say, Huh, is my life worth it?

All facets of my life, my work, my relationships - are they all aligned with my values? And I think this invites (I'm not saying you have to change this overnight, or go out on your own, or leave your job), I'm saying it invites a deeper conversation with yourself to say, Huh. Well, maybe two or three of those, you know, feel really good for me and I feel like I'm living in alignment with them. But this other one - I wonder if that's causing some of this boredom or these feelings to bubble up. I just don't really feel the meaning or the fulfillment. It starts to help us peel away some of the layers of where this is really coming from, because it's often deep rooted. So that's another exercise. Doing those in tandem, I find are beautiful explorations of getting to know yourself and finding yourself.

Then the second piece, and we could talk endlessly because I have lots of ideas, and there are many ideas in the book as well, is how do you start to create space for more of these soul fuel aligning a little bit more with your life. Imagine this is like degrees of shifting, right? I believe every badass accomplishment is a

series of tiny steps. So like, what are tiny steps you can start to take to say, Yeah, you know what? I want more of that and less of that in my life. What's a one degree shift I can start to make and create space?

So, here's an example from my own life, actually. It's so funny, I was just looking down. I am wearing earrings and a bracelet that I made myself. You know, because you know me well, that I am passionate about statement pieces and jewellery and accessories and we both love our glasses and all of that. And I was feeling like the well was dry on my creativity. That's what I was feeling. And I would say one of my top five values is creativity. And I was like, I'm feeling empty. I'm feeling routine. I'm feeling like I'm at the bottom of the barrel as it were.

And so I kind of took a step back and I was like, well, what lights me up? And I was like, well, jewellery lights me up. And then this metalsmithing class came across my emails. And I was like, Oh, well, what if I carved out three hours once a week to go and do this, simply to be in beginner's mindset, to be in a more creative space, to be learning and working with my hands instead of stuck in my head. So for me, that was an example of how I made a decision. I was like, okay, that's three hours on my Saturday that I'm actively choosing not to do something else. And I am going to gift myself, give myself permission, permission is a big one, to be in this creativity, to be in this space and just see what happens as a result.

It's a real pattern disruptor. And you know what? You know this. It got me out of the routine. It got me out of boredom. My writing has picked up, creative ideas for my business have picked up, all of these things that are adjacent to jewellery making. It was never about jewellery making in the first place. But my soul feels so lit up that it's inviting all of these other kinds of conversations into my life. So, where and how can you create space in your life? And I'm literally talking, maybe 30 minutes a day. Maybe it's an hour a week. Maybe it's time out in nature, a long weekend. Sometimes they call these mini soulbbaticals, right?

Little bits of time for you to explore these things that matter to you. To explore these things that light you up. My guess is you'll end up wanting to create more time, and more time and more time for them, and be open to what happens. Who knows where it's gonna lead you, but I'm guessing it's an avenue from bore out.

**Mandy:** When Kristi started her work pause, her friends and family didn't think she was gonna last two weeks. This is a woman who is hard wired to achieve. Christy ended up pausing for a year, but in the first two weeks of her time off, this happened.

**Kristi:** For the first time in my entire life, in my life, whether it was as a ballet dancer, where you train seven days a week, when I was a young mother of two and working, where I had the kids' stuff, soccer practice, and all of their school stuff, at night I was working - my calendar always looked just a disaster area with very few breaks. To see my calendar blank was just this scary, but relief perspective. And then I started feeling sick. I started getting a sore throat. So, the first two weeks of my soulbbatical, I got strep throat. Then I got a virus. My eardrum busted. I was doing a 'do it yourself' home project with my husband building a retention wall. I was sitting moving cinder blocks and dirt and got poison ivy on my ass. And then I was working with horses and I have never, knock on wood, had an injury with a horse, I'm very comfortable with horses, I know horses. Simply grooming a horse, not riding, not doing anything, grooming a horse, the horse turned around and bit me. All in two weeks.

So, I had all of these physical issues. And it was really, my body was detoxing from a 30-year career. It was able to let its guard down. Like, you know, when you are the keynote for a user experience, you can't get sick. When you're leading the team or your kids are counting on you, you don't have time to get sick.

So, it kind of red alerted me. Had I not been sick for eight years because I was so healthy and I took supplements and I took care of myself, or was I not sick because I was on adrenaline and I didn't allow myself to be sick because too many people were counting on me. And when I let go, my body just released. And a friend of mine, we made a joke that, you know, it was God's way of saying, sit your ass down and rest.

**Mandy:** During her pause, Kristi did sit her ass down and rest, but she also started exploring other possible

**Kristi:** Futures. I gave myself permission and time to research many different next seasons.

Right. And in our busy lives, a lot of times we don't have time to do that. So, you know, I've been CMO of technology companies for years. And in my time off, I'm researching what it's like to be a mushroom farmer. I'm researching building a tiny home community, buying businesses, looking at multi-million sustainable companies. Like, ooh, wouldn't that be interesting to be a part of a company like that? I'm very passionate about conscious capitalism, right? Where conscious capitalism is simply making a profitable business and adding the element of elevating humanity while you're doing a profitable business. So I studied more and more, you know, conscious capitalism businesses. And just give myself the time to research these and you start envisioning yourself as a mushroom farmer, you know, you start envisioning yourself as running a tiny home community and what that would be like, or, you know, what if we put a senior community next to a daycare next to.... It was this triangular, you know, element, and they all shared common space and the seniors got to watch the kids play and the kids and the seniors got to exercise the animals in the humane society. Where these win, win, win situations, all of that inspires you, right?

And it definitely led me to wanting purpose driven and I then launched my book in January 2023, did a book tour January, February, March, got approached through a mutual acquaintance to a private equity firm, which is in a global investment firm.

And I think this is really important for your listeners to be open to what's next, may surprise you given everything we just talked about. Right. If you would have told me I would be serving a large 75 billion private equity global firm, I would have said, you're crazy. That's what I've been. I've been serving angel investors, VCs, and private equities for 25 years. So of course I wouldn't go back to that after this wonderful soulbbatical.

What happened was they needed a strategic advisor. For marketing and operations where they could just pluck me, put me in one of their portfolio companies to help them as needed. So there was kind of no risk. It was more of a consultative relationship. I could say yes or no. And so I was hungry and that's important. After the soul battle call, I wanted and was hungry to work. I always thought I would, but I think it's okay to go back. Right. That you don't have to change industries. You don't have to do it dramatically, but I never thought I'd be focused on a private equity firm. You know, that was such a surprise.

And then I was open. I met them. They are purpose driven private equity. Right? They are thoughtful. They have an amazing team, one culture environment. Their leadership is all about diversity and pay equality and taking care of their employees. And it was just the surprise of the century.

**Mandy:** This willingness to explore and think outside the box without shutting down possibilities is a key part of a pause.

It can feel terrifying starting to rediscover what might feel fulfilling after years, maybe even decades, of being in a familiar environment, doing a job you could do with your eyes closed. Suddenly there's all this space and uncertainty, and you might want something to grasp onto, like this fully figured out new reality.

But in my experience, transitions don't usually work like that. Shelly, what's your take on this?

**Shelly:** Courage is required to take these tiny steps forward. And as we lean into that courage and lean into that discomfort, what starts to happen is more doors and portals and things we can't see when we're in the boredom and when we're in the rush of the busyness. You know, busyness is a badge of honour that keeps us from seeing and experiencing a lot of these avenues out of bore out. So yeah, I think it's the authenticity and the courage to then see where does this lead me? What doors, windows, portals start to open up. Follow those breadcrumbs whatever that looks like for you. Again, this is not a public service announcement for leaving your job. However, what it may lead you to do is say, I actually want to create more space and therefore, here's another great example, I want to create more boundaries around my energy and my time.

**Mandy:** In her new role, Christie's diary was fairly full again, but it felt different because she was different. Bore out had left the building.

**Kristi:** Within four days of me signing on as an advisor, they had announced an investment into a women's professional soccer team in the San Francisco Bay area. My kids were soccer players. I had been in

the soccer world. I had admired and watched someone that has fought for pay equality and women in corporations, the US women's national team, for 25 years. I adored all of them. I supported their fight and what they were doing for pay equality and how they represented such strong women athletically.

And professionally, they were changing the game, right? It was a brilliant business case that was also unfinished. They hadn't won yet. They were still in the fight, right? And so I sent a simple text that said, Hey, if you need help with this investment, happy to help, right? Like, very passionate about women's sports, women's sports. It's just kind of an illustration of what we're trying to do in corporate America with pay equality. And women who play sports end up being leaders in the corporate world so anything I can do to help out with this project, happy to help out. Fast forward five days. They had not hired any of the executive team, the investment had started, but they had to move fast and they asked me to be interim CMO full time until they could hire a team, which was insanity and not what I planned. I was going to be part time consultant, have this balance, you know, do a little bit of this, a little bit of that, a little bit of this.

And it was so painful. It was such purpose work and the individuals that I met in the board and in the private equity firm and the founding four, I just clicked with and I just jumped. I jumped off that cliff and for the next six months worked probably 60 /70 hours a week, which would, you would say, 'Kristi that's opposite of what you learned in the Soulbbatical', but it wasn't because it was so purposeful, it was so joyful. I was meeting new people, new energy. Again, that exchange between all of us was an equal, intellectual, respectful exchange. And we were doing something that was going to change the world. We were building something that was going to change the world for women.

I couldn't stop working. I was so inspired. I wanted to, right. So again, my energy was high. Was it exhausting? Was it stressful? It was, but it was also wonderful, and I knew it was temporary, right? We were hiring a team. I wasn't going to move to San Francisco. I sit in Atlanta. And it was just taking advantage of an opportunity that presented itself.

And I enjoyed every minute of it and I'm still involved. And by the way, we're kicking off in two weeks with the first game. And so we've created a sports franchise from investment to kick off in 11 months. That's never been done ever in any sport around the world. And so that's inspirational work, but yet it looks like big corporate money, private equity, right?

Board investors, founders, C Level, and it looks the same, as being CMO of this tech company over here. We were funded by private equity. We had a C level suite. We had a board. There's a lot of similarities that look like it from the outside, but the biggest difference is who I'm working for. and doing inspirational purpose filled work.

**Mandy:** Before we finish today, let's do a quick recap. So bore out is an emotional state that's characterised by feeling unstimulated, unfocused, and restless. Yet, there's a lack of desire to engage. The lack of meaningful, purpose driven work can be a major cause of bore out.

So, some ways to address it, if today's episode has resonated,

Number one, pause. That doesn't necessarily mean quitting your job. You can start with Shelley's exercise of your soul sucks and your soul fuels. And you'll find the list of values that Shelley mentions in the show notes. Give that self-inquiry some time and space. You're worth it. That might lead to a shift in roles or companies, as it did with Kristi, or it might mean creating more robust boundaries around your existing job and bringing in more of those soul fuels into your non-working time.

Number two, if you do pause, expect to be scared and uncomfortable. Totally normal. Be open to following those breadcrumbs as you start your exploration. Stay open.

Number three, start using your values as a place to come from, not just an exercise on a piece of paper. So, get curious what starts to happen when you live from your values and what you're no longer available for.

Super interesting. In my experience as a coach, bore out dissipates or disappears altogether when you start consciously bringing more purpose driven experiences into your life. So to finish, Kristi leaves you with a brick of wisdom.

**Kristi:** As overachievers, who your listeners are, if they're at that point where they're scared to take a break or scared to change things because they've been on this path, for so long, they have a 20/30 year history of overachieving (and by the way, it's worked for them in the sense of they're at the top of their class, right? You can't argue that they got there) - and so, I would just say what got you here, you could continue to do it, but most likely you're running out of fuel. And if you really wanna make a bigger impact on yourself and all those around you in the work environment and in your personal life and catapult faster going forward - try it differently. Lead yourself and lead those around you differently, do it differently and be an example to others doing it differently. Because the more of us that do it differently and then prove this 'new model' for lack of a better term, the more we're showing the next generation and showing those around us there's a better way.

**Mandy:** The show notes are bursting at the seams with goodies this week, both with Kristi, Shelley, and all the resources that I mentioned, so do go and check it out. And before you go, this show grows because of amazing humans like you. When you share this with a friend who needs to hear it, I do a little happy dance.

Why? Well, I do love dancing, but my purpose driven work gets to make a bigger impact when you recommend it. Word of mouth is the way that this podcast spreads, so thank you so much in advance. And if you haven't already, please hit the follow button before you leave Spotify or Apple Podcasts so you never miss an episode.

And speaking of happy dances, here's a little taster from former England rugby player Callum Wilson.

**Callum:** And even when I represented my country, finally, it was a very empty, dead inside feeling like, 'Oh God, I'm still me' Like, as if I thought that I'd suddenly be on the other side of this and feel, you know, amazingly happy, but I still cared how many likes I was getting on social media. I still cared what people thought about me. None of it went away, despite the fact that in my mind, I'd reached some sort of pinnacle.

**Mandy:** As ever, thank you so much for listening and sharing. Let's do this all again in two weeks.