

# Chamber CHATTER



**MECHANICSBURG**  
CHAMBER OF COMMERCE  
*The Strength of One. The Power of Many.™*

**5.16.24**

6 West Strawberry Avenue, Mechanicsburg, PA 17055 (717) 796-0811 [www.mechanicsburgchamber.org](http://www.mechanicsburgchamber.org)

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**News, Events & more!**

## CHAMBER EVENTS

*Watch for Weekly Updates!!*

*May*

**17 - Ribbon Cutting** - Location - **Kimchee Girl**, 6 W Allen St., Mechanicsburg, 11:30 am. RSVP requested.

**27** - Chamber Office closed for Memorial Day.

**30 - Business Leaders Discussion Group** - Location - Mechanicsburg Chamber of Commerce office, 6 W Strawberry Ave, Mechanicsburg. 7:45 - 9:00am. Members only event.

RSVP to [info@mechanicsburgchamber.org](mailto:info@mechanicsburgchamber.org)

## Seeking HOSTS for 2024 EVENTS

- Business Women's Networking Luncheon
  - After Hours Mixer
- Business Leaders Discussion Group

BE A HOST and showcase your business, service and more...

For a full calendar of chamber and member events, visit [www.mechanicsburgchamber.org/events](http://www.mechanicsburgchamber.org/events)

## Thank You For Renewing Your Membership!

A.W.K. Enterprises  
Belco Community Credit Union  
The Bridges at Bent Creek  
C2 Tax & Payroll Associates  
GP Harris Renovations & Remodeling

Hampden Township  
Interpack Systems Inc  
Trez Music Education School  
Walters & Galloway, PLLC

*You're Invited...*



Please join the Mechanicsburg Chamber of Commerce  
as we celebrate the expansion of one of our members with a  
Ribbon Cutting.

You are welcome to come see where all the 'magic' happens with  
the development of their new production facility.

**Friday, May 17th**  
**Kimchee Girl**  
**Authentic Korean Kimchee**  
**6 West Allen Street**  
**Mechanicsburg, 17055**  
**Ribbon Cutting at – 11:30 am**

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### **Welcome New Chamber Members**

**Growth Navigator Solutions LLC**, 5246 Simpson Ferry Road #402, Mechanicsburg, PA 17050;  
Justin Shaffer; 931-933-0884; [growthnavigatorsolutions.com](http://growthnavigatorsolutions.com); Consultant: Business

**True Self Tattoo**, 20 West Main Street, Mechanicsburg, PA 17055; Dustin Deimler; 717-645-2583;  
[trueselftattoo.com](http://trueselftattoo.com); Tattoo Shop

**Mechanicsburg Chamber of Commerce presents:**

# Business Leaders Discussion Group

Perfect  
for:

-business owners  
-decision-makers  
-management staff

**Thursday, May 30  
7:45 - 9:00 am**

**Mechanicsburg Chamber of Commerce office  
6 W Strawberry Ave, Mechanicsburg**

RSVP to [info@mechanicsburgchamber.org](mailto:info@mechanicsburgchamber.org)  
or call 717-796-0811.

This members-only event is **free** to attend!

**Bring your questions and business topics and hear what others have to say!**

## Seeking HOSTS for 2024 EVENTS

- Business Women's Networking Luncheon
  - After Hours Mixer
- Business Leaders Discussion Group

BE A HOST and showcase your business, service and more...

For more information - on HOSTING AN EVENT  
contact the Chamber office at 717-796-0811 or email - [info@mechanicsburgchamber.org](mailto:info@mechanicsburgchamber.org).

**Our calendar is WIDE open.**



# Jubilee Day

## Save the Date

On June 20, Jubilee Day returns to the streets of downtown Mechanicsburg. This year marks the 94th Annual edition! Don't miss your chance to be exposed to nearly 70,000 attendees from across the midstate.

Booth space is available at a discounted rate for Chamber members. Contact the chamber for an application. 717-796-0811 or [info@mechanicsburgchamber.org](mailto:info@mechanicsburgchamber.org)



## Revolutionary Hot Sauce Eatery & Brewpub celebrates 1st Anniversary with the opening of its nano brewery

Opened in April of 2023, Revolutionary Hot Sauce Eatery was an expansion of owner Tim Myers' home-based, handcrafted hot sauce and spice blends business. The eatery offers an outlet to not only sell the specialty sauces, but also highlight the foods that they complement. The inclusion of the in-house brewery was always part of the plan from the beginning of this American Gastropub.

"I have been a homebrewer for years, along with making hot sauces. There is a very similar process in developing both," says Myers. "I have been able to transition the production of the hot sauce to the Eatery facility and now expand it to include in-house produced brewery products." Revolutionary Hot Sauce Eatery & Brewpub features a signature line-up of 20 unique hot sauces that can be incorporated into its offering of wings, sandwiches, hand cut fries, and other pub-style favorites. The Eatery retails bottles of its small batch sauces along with spicy snacks, including popcorn and pretzels, spiced coffee, and pepper spreads. Options to be enjoyed at home or on the go.



Revolutionary Hot Sauce Eatery & Brewpub is located at 30 S Market St in downtown Mechanicsburg. Open Wednesday & Thursday 11:00 AM – 7:00 PM, Friday 11:00 AM – 8:00 PM, and Saturday 11:00 AM – 9:00 PM, dining is available inside or for takeout. Revolutionary Hot Sauce Eatery & Brewpub also offers a spacious deck for outdoor enjoyment. Visit their website, [revolutionaryhotsauce.com](http://revolutionaryhotsauce.com) and their [Facebook page](#) for special events and theme nights.

# Third Friday FOOD TRUCKS



**APRIL 19 ▪ MAY 17 ▪ JUNE 21 ▪ JULY 19  
AUG. 16 ▪ SEPT. 20 ▪ OCT. 18**



135 W. Simpson St.,  
Mechanicsburg  
717-766-4611  
fumchurch.com



**MULTIPLE TRUCKS /// VARIETY OF FOOD**



## Event Schedule

**May 22** 1:00 p.m. Indian Villages & Trails of the West Shore."

Speaker is Lawrence Knorr. Mechanicsburg Museum Assn. Lifetime Enrichment program held at the Passenger Station, 2 W. Strawberry Alley., Mechanicsburg, PA.

# ONE NIGHT ONLY

Live At  
The Englewood

May 19th

Doors: 3pm  
Show: 4-6pm

Listen to the new  
music, with a special  
announcement...

**Tickets:**  
EnglewoodHershey.com



CHRISTIAN YEAGER

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## Report Potholes to PennDOT

While it's always great to welcome the spring thaw, it also brings with it more potholes on our roads and bridges. Extreme fluctuations in temperatures can contribute to more potholes on our roads.

To help combat potholes and prevent them from becoming a danger to vehicles and drivers on the road, you can report potholes to PennDOT. Simply call 1-800-FIX-ROAD or [click here to file a report online](#).

# JAZZ ME BAND

KIRK WISE UPCOMING  
SOLO, DUO & BAND  
PUBLIC DATES

Thur. 5/16 – Totem Pole Wine Farm/Ranch,  
Carlisle...Kirk solo 6:30-8:30

Fri. 5/17\* – West Shore Country Club  
Mental Health Event...Full Band 5-9

Sat. 5/18 – Williams Grove Historical  
Chili Cookoff...Kirk solo 8:30-10 AM

Sat. 5/18 – Reid's Wine & Cider House,  
Gettysburg...Kirk Duo 7-10

Sun. 5/19 – Captain Bob's Steamed Crabs,  
Railroad/ Shrewsbury...Kirk solo 1-3

Mon. & Tue. 5/20 & 21 – Unique Source  
Event, Harrisburg Hilton ...Ac. Generations &  
Jazz Me

Tue. 5/21 – Greystone Brew House@  
Range End , Dillsburg...Kirk solo/duo 6-9

Fri. 5/24 – Hemauer Brewing,  
Mechanicsburg...Kirk solo 6:30-9

Sat. 5/25 – Captain Bob's Steamed Crabs,  
Railroad...Kirk solo 5:30-8

For complete up-to-date  
schedule, information,  
and photos go to  
[www.jazzmeband.com](http://www.jazzmeband.com)

**Bookings:** call Kirk at 717-979-0341 or  
E-mail [wisemotors@aol.com](mailto:wisemotors@aol.com)

**Tour sponsors:**  
FARNHAM INSURANCE,  
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CLASSIC DRY CLEANERS, STUDIO D &  
LANDON WISE PHOTOGRAPHY

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Scented Candle!

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Mechanicsburg, PA  
717-748-6899



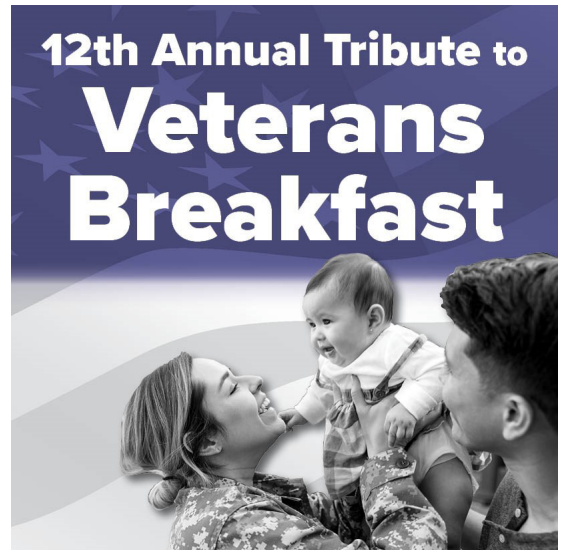


My 12th annual Tribute to Veterans Breakfast will be held Thursday, May 30, at 8 a.m. (doors open at 7:30 a.m.) at the Mechanicsburg First Church of God Community Center, 201 E. Green St. in Mechanicsburg.

The 88th District's veterans, active-duty military personnel and their families are invited to this free program and breakfast to pay tribute to their service. This year, our theme is the veteran's families, as we know when a soldier serves, so does the family by keeping the home life going while they defend our liberties. We thank them for all the sacrifices made while their loved ones served our country.

Our guest speaker will be Alyssa H. Holstay, Esq. Alyssa has been practicing law in Pennsylvania since 2007 and has practiced in criminal law, child welfare law, family law and administrative law. She is also the founder of Selfless Service, a community support and assistance organization for military families, law enforcement and first responders

RSVPs are required. Please call my office at 717-761-4665 or [click here to let us know you're coming](#).



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## Mental Health Awareness Month



May is National Mental Health Awareness Month, a time dedicated to raising awareness about mental health and continuing the fight against the stigma people face when seeking help.

In Pennsylvania, mental health services are administered through county Mental Health and Developmental Services programs. To learn more about mental health care in Pennsylvania, [click here](#).

If you or someone you know is contemplating suicide, contact the National Suicide Prevention Lifeline at 988.

HOST: NICOLE STREETS

SPEAKER : BRITTANY SMALLS

SPEAKER : LISA DORR

SPEAKER : EDDIE COLLINS

**TRIUMPH OVER**  
*Trauma*

20TH JULY | 11-3 AM PM | \$ 40 PER PERSON

More information : (717) 554-0981

Visit our website : [www.rhemacreationz.com](http://www.rhemacreationz.com)

Register on eventbrite: <https://www.eventbrite.com/e/triumph-over-trauma-tickets-380327743157>

Come and be part of something special at the "Broken Vessels Podcast 3rd Anniversary Celebration"! This conference, taking place on July 20, 2024, from 11am to 3pm in the vibrant city of Mechanicsburg, promises to be an unforgettable gathering. Join us as we commemorate three incredible years of hosting our Podcast, where we have shared powerful testimonies of hope, redemption, and restoration.

Immerse yourself in the soul-stirring sounds of gospel music, as talented musician fill the air with uplifting melodies. Prepare to be inspired by our esteemed guest speakers, who will share their wisdom and insights on navigating life's challenges with faith and resilience. But that's not all – delicious food and delightful fellowship await you, providing the perfect backdrop for forging new connections and strengthening existing bonds. Four phenomenal guest speakers will share their inspiring stories of overcoming adversity and rising above life's challenges.

Whether you're a devoted listener of the Broken Vessels Podcast or simply seeking an uplifting and transformative experience, this conference is tailor-made for you. Come, celebrate with us, and be part of an extraordinary afternoon that will leave you feeling rejuvenated and inspired. Your presence is eagerly anticipated – don't miss out! Come and be refreshed, empowered, and equipped to triumph over trauma and step into the fullness of your destiny.

Be sure to purchase tickets online <https://www.eventbrite.com/e/880307743157?aff=oddtcreator>



# Goodwill

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## Keystone

## **Reworld™ and Goodwill Keystone Area Introduce Free Electronic Waste Recycling in 22 Central and Southeastern Pennsylvania Counties**

Reworld™, in partnership with Goodwill Keystone Area, unveiled a new initiative to provide free electronic waste recycling across 22 central and southeastern Pennsylvania counties. Reworld™ is a proven provider of e-waste recycling, recovery and environmentally responsible disposal, having recycled more than 135 million pounds of e-waste.

“Electronic waste is the fastest growing waste stream in the world, and making electronics reuse and recycling easier and more accessible is critical to keeping these materials out of landfills or worse, illegally dumped,” said Pennsylvania Department of Environmental Protection Acting Secretary Jessica Shirley. “This program reduces waste, reuses items that are still good, and recycles the ones that aren’t.”

Made possible through efforts of the Pennsylvania Recycling Market Center, it began by Recycling Markets Center industry experts mapping Goodwill processes and operations, then understanding and interpreting the facility needs of Goodwill Keystone Area. Understanding Goodwill criteria and the e-waste landscape, the Recycling Markets Center coordinated the introduction of e-waste vendors to Goodwill Keystone Area, resulting in a successful pairing with Reworld™.

“In 2023, Pennsylvania had only nine e-waste recycling sites that would accept any electronic device for recycling at no cost, without limitations. The new program at Goodwill Keystone Area now includes 22 counties at 42 locations, approximately 45 percent of the Pennsylvania population,” said Robert Bylone, President and CEO, Pennsylvania Recycling Markets Center.

“This program extends our commitment and services in managing end-of-life electronic devices responsibly, utilizing our expertise and facilities to ensure environmentally responsible recycling and disposal,” said Gordon Burgoyne, Business Manager of Electronics Recycling, Reworld™. “We are proud to join with Goodwill Keystone Area to bring a convenient and responsible no-cost e-waste recycling option to the residents of central and southeastern Pennsylvania under the state law.”

Reworld™ and Goodwill Keystone Area launched the initiative in response to a pressing need in the region, expanding electronic recycling options under the PA Covered Device Recycling Act 108 for many counties currently underserved by existing recycling programs. Many counties, including densely populated areas such as Montgomery, Bucks and Chester counties in the Philadelphia suburbs, lack comprehensive, e-waste disposal services. This gap poses significant challenges for residents, particularly when disposing of items like televisions, which typically incur additional fees and may only be collected on one specific day, if at all.

"In partnership with Reworld™, we're flipping the switch on e-waste recycling," Goodwill Keystone Area President and CEO Ed Lada, Jr. said. "This free program empowers residents across Goodwill's 22-county footprint to responsibly donate a broad array of old electronics at any of our drop-off locations seven days a week. Donors can now take comfort knowing they have a convenient way of contributing to waste-reduction efforts and are helping to bolster Goodwill Keystone's mission to advance sustainability in our communities."

The new initiative will leverage Goodwill Keystone Area's broad network of [42 stores and donation center sites](#), establishing each as drop-off points for a wide variety of e-waste items from televisions and computers to other household electronics, including mobile devices, gaming systems, telephones, toasters, vacuums and much more – with an ambitious goal to collect half a million pounds of electronic waste within the first year. The program will not only facilitate easier access to e-waste recycling for residents but also encourage them to donate other gently used items, such as clothing, books and household goods.

If the electronics dropped off are at the end of their life or broken and Goodwill Keystone Area cannot sell them in their stores, they will be responsibly recycled by Reworld™.

This initiative represents a significant commitment by Reworld™ and Goodwill Keystone Area to improve electronic waste management and help preserve Pennsylvania's environment for future generations. Goodwill Keystone Area will focus on the collection and sorting of donated items, and Reworld™ will play a critical role in the downstream processing and recycling, with the collected electronics being refurbished or recycled in compliance with the Pennsylvania Covered Device Recycling Act and international e-Stewards standards.

"The launch of this program and its capacity to accept e-waste is all about providing our neighbors here in Pennsylvania with the opportunity to take environmentally friendly action, and represents a six-fold increase in open and fee-free electronics recycling capacity in these 22 counties," added Burgoyne.

Click [here](#) for a list of electronic items Goodwill Keystone Area can and cannot accept.

### **About Reworld™**

Reworld™ is a leader in sustainable waste solutions, providing innovative and environmentally responsible services to a global community. Reworld™ is committed to advancing zero waste initiatives and supporting sustainability goals through state-of-the-art technologies that reimagine, reduce, reuse, recycle, recover and renew. For more information, visit [www.reworldwaste.com](http://www.reworldwaste.com).

### **About Goodwill Keystone Area**

Goodwill Keystone Area serves 22 counties in central and southeastern Pennsylvania. As a 501c3 nonprofit, revenue generated from the sale of donated goods in its retail stores and online auction site directly supports Goodwill's mission to advance sustainability so that individuals and families can thrive and flourish. Goodwill fulfills this mission by recycling donations into training, paychecks and careers. Additionally, as America's original recycler, environmental sustainability has been central to Goodwill's mission since its founding.

### **About Pennsylvania Recycling Markets Center**

The Pennsylvania Recycling Markets Center (RMC) is a nonprofit corporation with mission to reduce or eliminate barriers that lead to expanded end-use of Pennsylvania's recycling. As the only Pennsylvania organization with this uniquely circular mission, the RMC team brings economic development and environmental guidance; recycling industry outreach and research; and

manufacturing assistance to stakeholders including entrepreneurs, manufacturers, recycling sorters, collection programs, haulers, governmental agencies and officials, consumers and educators. Since inception in 2004, and with funding from the Pennsylvania Department of Environmental Protection, the RMC has an affiliation with Penn State and is headquartered at Penn State Harrisburg with an office also in Pittsburgh. Serving the entire state, RMC assistance includes manufacturing supply connectivity for use of recycled feedstocks; applied research and commercialization assistance in the use of recycled materials; technology and equipment comparisons; and expert curation of technical and business growth knowledge. The Recycling Markets Center is the keystone of circular economy in Pennsylvania. To learn more, visit [PennRMC.org](http://PennRMC.org).



# Your Soles ~ Their Souls

[www.thetide.org](http://www.thetide.org)

## The shoes have left the building!

**Many thanks to each business, church, and individual who helped The Tide ministry collect more than 6,500 pairs of shoes this year!**

**Carlisle, PA**  
 • UPMC Divine Mercy Women's Health

**Chambersburg, PA**  
 • Air Hill BIC  
 • Cedar Street Mennonite  
 • Chambersburg Mennonite  
 • CVBA office  
 • Healthy Communities Partnership  
 • Keller Williams Keystone Realty  
 • Mission Hill Church  
 • New Guilford BIC  
 • Phoenix Physical Therapy  
 • Salem UB  
 • Shoemaker's Insurance  
 • The Good Feet Store  
 • The Spring  
 • West Side BIC

**Dillsburg, PA**  
 • Kingdom Focused Financial

**East Berlin, PA**  
 • Morning Hour Chapel

**Fairfield, PA**  
 • Iron Springs BIC

**Greencastle, PA**  
 • A Plus Settlement Services, Inc  
 • Corelle Brands  
 • Cornerstone Bible  
 • Greencastle Baptist

**Hagerstown, MD**  
 • Paramount BIC (February)

**Harrisburg, PA**  
 • LifePoint Church (February)

**Howard, PA**  
 • Marsh Creek BIC

**Marion, PA**  
 • Marion First United Methodist

**McConnellsburg, PA**  
 • Shoemaker's Insurance

**McKnightstown, PA**  
 • Peace Light BIC

**Mechanicsburg, PA**  
 • Discipleship Learning Community,  
 Grantham BIC Church  
 • Mechanicsburg BIC Church  
 • RhemaCreationz  
 • Union Flats 415 Center Point Dr

**Mercersburg, PA**  
 • Burrough of Mercersburg Tax Collector  
 • Mt. Tabor BIC

**Mifflintown, PA**  
 • Cedar Grove BIC

**Mount Joy, PA**  
 • Mt. Pleasant BIC

**Mountville, PA**  
 • Horizon Kitchens

**Newville, PA**  
 • Mowersville BIC  
 • Shoemaker's Insurance

**Schwenksville, PA**  
 • NEXT Community Church

**Shippensburg, PA**  
 • Branch Creek Place  
 • Mt. Rock BIC  
 • South Mountain Chapel

**State Line, PA**  
 • Crossroads Church

**Waynesboro, PA**  
 • Elite Martial Arts  
 • Fairview Ave BIC  
 • Five Forks Church  
 • Hollowell Church  
 • James Shoes

**York, PA**  
 • Stoney Brook Mennonite



Volunteers loading the truck at the end of April.



The Tide staff and volunteers.





## The Next Chapter for Simpson Library: Simpson Library Capital Campaign

Imagine more library program and meeting space and a permanent home for the Friends of the Library Book Sales! That's what is planned for the new Learning and Book Sale Center at 45 West Allen Street! It is located just a few blocks from the existing library. The building you know and love on

North Walnut Street will remain the hub of our library services. We need your help to meet our \$2,000,000 [campaign goal](#) to renovate the space into a flexible, modern space. To make a tax-deductible donation, please visit our [webpage](#) or stop in!

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# How to Fix Your Company's Culture of Overwork

By [Malissa Clark](#) - Harvard Business Review

*Associate professor and head of the Healthy Work Lab at the University of Georgia, Malissa Clark, argues that in a post-pandemic work landscape that transcends buildings – and hours — the boundaries of professionalism and personal lives have been blurred. In her new book, [Never Not Working: Why the Always-On Culture Is Bad for Business and How to Fix It](#) (Harvard Business Review Press), Clark explains the current epidemic of overwork, what it looks like at its worst, and how a generation of employees have unknowingly let their work consume them. This excerpt, which is lightly edited, outlines clear steps that organizations can take to correct a culture of overwork for the betterment of their employees.*

Our relationship with work is becoming increasingly unhealthy. Levels of burnout and stress are at all-time highs. Even before the pandemic, the World Health Organization called stress the “health epidemic of the 21st century.” What is a major source of that stress? Our jobs. Microsoft has conducted [several studies](#) analyzing keystroke data and the use of its collaboration software Teams chat feature. Results reveal two disturbing trends: compared with pre-pandemic, during Covid, we were much more likely to work in the evenings, typically in the hours before bedtime, and the number of work messages sent and received on the weekends increased by 200%. Now, three years later, the patterns that emerged in a crisis have been normalized.

When work shifted to home, the boundary lines were blurred, and we've grown used to this new, casual surplus of work in the same way anyone gets stuck in a bad habit. What's even worse is that this increased workload, connectivity to work, and altered communication patterns have been tacked on to our existing schedules, meaning we are working longer and staying more tethered to work than ever before. The harsh reality is this: Overwork is at an all-time high, and the new world of work is only making it worse.

In industrial psychology we use the inelegant term “workaholism” to describe this phenomenon. Workaholism is not someone who works a lot of hours necessarily — in fact there's only [a weak](#)

**correlation** between number of hours worked and problematic “overwork” or workaholism. Instead, the term refers to a deleterious inability to disconnect from work. When work dominates your thoughts and your activities, to the detriment of other aspects of your life, relationships, and health, you are displaying workaholic tendencies. Note this is not a clinical diagnosis — it’s not in the DSM — but the literature on it is deep and convincing. Workaholism is detrimental to both people who may experience it and the organizations they work for, organizations which often unwittingly are fostering it.

When talking to organizations about workaholism — and how they may be enabling it — I’ve heard every excuse you can imagine, multiple times. In an organization with an overwork culture, it’s natural and not all that surprising. For one, the company has succeeded using this approach. Why change it? For another, what I’m suggesting is that it doesn’t work as well as one might think, and the organization ought to change. Given everything we know about organizational culture and how difficult it is to change it, resistance is natural — expected even.

If you don’t want to be one of these organizations, something needs to change. And despite the default responses you have about why change won’t work for you or how your people can sustain the pace, it’s not true — and the alternative to your current modus operandi is not as bad as you think.

Once you’ve acknowledged that change is needed, you’ll need to create a plan for how you’ll overcome a culture of workaholism. Below is a three-step process to start.

### **Step 1: Assess Your Company’s Baseline Level of Overwork and Its Origins**

Figure out where your starting point is by assessing the level of your organization’s overwork culture and who is perpetuating it. What you do next will depend on where your baseline is. Borrowing a concept from training and organizational change literatures, I recommend starting with a needs assessment. This helps to identify areas in need of change, assesses how much support (or resistance) there is to the change initiative, and allows for a comprehensive understanding of training needs at multiple levels of analysis.

There are many frameworks for needs assessments you could adopt. In general, they attempt to answer two key questions:

- What are the areas in need of change?
- What kind of support is there for making this change happen?

The assessment should be handled by people with experience doing them — for example, professionals who have been trained in change management. Relationships with top-level managers in the organization need to be established. Some of these managers will react with fear or resistance, so the better the relationship, the higher the likelihood that the results of the assessment will be received.

If people feel threatened by the change and aren’t reassured that they are protected from retribution, the initiative is destined to fail. The overwork culture assessment should target three levels: the organizational level, the job level, and the personal level. This assessment will reveal what is driving the culture of overwork, how the structure of jobs is driving workaholism, what are the characteristics of individuals who get recognized and rewarded, if those qualities reinforce an overwork culture, and how people feel about their work and the company.

At the end of the assessment, you’ll know just how deeply overwork is entrenched in your culture and, crucially, where some of the key drivers are coming from. In some organizations, it may be

almost exclusively driven by leadership. Others may have let technology foster an always-on workforce. Others will focus on job design and HR structures. Surveys and interviews are likely to expose physical and mental health issues and team dysfunctions, driven by workaholism, that you simply weren't aware were present in the organization.

## **Step 2: Plan for Incremental Change by Targeting Places Where Change Will Be Most Effective Soonest**

At this point, the worst thing you could do as an organization is to say, "We're going to get rid of our overwork culture and eliminate workaholism." Change doesn't work that way. It will be a long process of incremental improvements. The key is that the assessment will tell you where to focus first. Where is change going to be both most possible and most effective?

At this stage, the most important things to do are to clearly identify the purpose and goals of the trial, build trust, carefully outline what the trial period will involve, and clearly communicate the plan to all key constituents.

First, identify the purpose and goals of the trial. Your purpose will be shaped by the data you have gathered and analyzed as part of your assessment. When examining your organization's baseline levels of overwork culture, it may become clear that pursuing goals such as a four-day workweek is not possible. In these cases, the goal may need to be something smaller — what researchers Leslie Perlow and her team **call** "micro adjustments to the work practices" — such as changing guidelines around email communication during nonwork time or on weekends.

Trust can come only if culture change efforts involve input from all employees—it cannot come from the top down. To help build this trust, Harvard Business School professor John Kotter recommends **building a "guiding coalition"** — a group of individuals from all levels of the organization who are passionate about the change initiative and are respected by their peers.

Second, carefully outline the trial experiment. In my conversations with leaders designing experiments, a couple of things stand out. The first is to resist overthinking to the point that the plan becomes too complex to carry out. Approach the process with an experimental mindset, knowing that you will adapt as you go. Set a concrete start and end date. Identify the scope of the trial — in other words, which team(s) will be involved in the initial trials and how this will be rolled out over time. And be sure to collect pretrial data on anything you'll be assessing at the conclusion of the trial.

For example, if your purpose is to decrease employee burnout, then make sure to assess burnout before the employees even catch wind of the trial (so you can conduct more accurate pre-post comparisons). I highly recommend utilizing the help of experts anytime you are gathering employee survey data.

Clearly communicate the plan and keep the conversation going. It's not enough to simply tell key stakeholders, "Look, we're going to fix our workaholic culture with a new initiative." You must communicate specifics of your effort and what you're hoping to accomplish with each experiment. Communication should also not be top down — frequent two-way communication is essential. Seek input from your employees before, during, and after the trial experiment. Make sure you are listening and responding to their concerns.

## **Step 3: Execute the Trial Experiment, Learn, and Iterate**

With a plan in place, it's time to execute. Contrary to what you might want to do, you shouldn't announce major changes; you shouldn't even suggest that you've "figured it out." Start small and



meet people where they are. Limit the number of changes you take on and their scope. You may start with one team or department. Or one geography. And make sure you are constantly taking the temperature of employees about the change initiatives. Avoid being ambiguous in your execution. When people aren't certain about what is happening, they will become risk avoidant and fall back into old patterns.

Say one of your change experiments is to require email signatures that say, "Don't feel pressured to respond to this in non-work hours." That seems good, but it remains ambiguous. It doesn't say "Don't respond." And what if it's from a boss? It might be interpreted like one of those "voluntary" get-togethers that people informally know is actually mandatory. Perhaps the experiment shows that people kept responding to emails despite this. The next step may be to change the language to something like "Do not respond after work hours," or to even set up rules that prevent emails from being delivered at certain hours.

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I've offered many starting points for implementing these changes above. And still, I know there will be resistance at the organizational level, as I laid out at the beginning. Despite evidence to the contrary, some leaders and organizations will not be able to easily escape their work devotion schema to see how counterproductive it is to encourage workaholism. They won't be able to draw the connections between flagging performance and their focus on a 24-7 culture. They won't see how the effects of workaholism create turnover costs, health-care costs, and productivity costs. Most of all they won't believe that they can get the same output—indeed, better output—from fewer hours and less connectivity. It's just not intuitive.

But it's true. The research is clear. Work cultures that enable overwork are suboptimal. The Covid-19 pandemic was a major development in our realization that the work devotion schema may need adjusting. The success of four-day workweek trials was another. More and more organizations see the value of changing their workaholic culture. You can, too. No more excuses.

## **ABOUT THE AUTHOR**

**Malissa Clark** is an associate professor of industrial and organizational psychology at the University of Georgia, where she leads the Healthy Work Lab. She is one of the world's leading scholars on workaholism, overwork, burnout, and employee well-being. In addition to serving as an expert consultant to many organizations on these issues, Clark and her work have been featured in outlets including the New York Times, the BBC, Time, Glamour, The Atlantic, Huffington Post, and others.