



**AWMA CONFERENCE
OCTOBER 30, 2025**

SESSION 1 - RECHARGE BEFORE YOU BURN OUT: PRACTICAL STRATEGIES FOR WELL-BEING

Gloria McConnell Passman

- Partner, Success Labs
- HR Director, Tony's Seafood & Louisiana Fish Fry Products
- Fab Planning, Supply Line Manager, Intel Corporation



THIS SESSION

- Definition of burn out
- Burn out factors
- Ideas for preventing burn out
- How are you doing today?

BURN OUT

- Attributes
 - Exhaustion
 - Cynicism
 - Ineffectiveness
- Cause: an overwhelming amount of chronic stress

BURN OUT FACTORS

- Workload: the sustainability of our workload
- Values: how deeply we connect with our work
- Reward: financial and social recognition
- Autonomy: control of our lives
- Fairness: equitable treatment
- Community: professional and personal relationships

THE HIGHER THE LEVEL OF ASSOCIATED STRESS, THE MORE LIKELY YOU ARE TO EXPERIENCE BURN OUT

WORKLOAD

- Efficiency and effectiveness
- Singularity/rarity of the breadth and depth of your knowledge, skills, experience
- Proactive, strategic v. reactive, crisis/fire-fighting
- Definition of “results”
- Delegation and getting results through others
- Don't forget about the workload you carry outside of work

VALUES

- Purpose and contribution
- *Because* of me, what? *But* for me, what?
- Don't know ... ask
- Find meaning and purpose in pursuits outside of work

REWARD

- Salary, bonus, benefits, perks
 - Do you know your “Total Compensation?”
- Positive feedback and recognition, including visibility
- Ask, “What do you think I am doing well?” “What are other ways I can apply my skills and knowledge?” “What is next for me?”
- Focus on what is within your control
 - Understand your true “hourly rate”
 - Expenses v. income
 - Intangible rewards

AUTONOMY

- Ask for it
 - Decisions and problem solving
 - Project support and participation
 - Flexibility
- Think creatively, develop your own ideas, and work to gain support
- Objectify AND own
- Remember what you are *choosing*
- Don't forget about your homelife!

FAIRNESS

- Perception
- Business perspective
- Seek to understand
- Don't buy in to the "above and beyond" paradigm
- "There is nothing more unequal than the equal treatment of unequals." (attributed to Thomas Jefferson)
- Don't forget about your experiences outside of work

COMMUNITY

- Professional networking
 - Within the organization
 - Outside of the organization
 - Within industry; within field of expertise
 - With like-minded, similarly situated people
 - And with different perspectives and situations
- Personal networking and experiences – special interests, creative and physical pursuits, community, spiritual, and civic activities

WHERE ARE YOU TODAY?

Burn Out Factor Check In	Level of Stress (0-10)
Workload: sustainability of the amount on your plate	
Values: connection with your work on a deeper level	
Reward: financial (salary, bonus, benefits) and social (status, recognition)	
Control: autonomy over when, where, how you do your work	
Fairness: the feeling that you're treated equitably at work	
Community: relationships that boost engagement	
TOTAL	

WHAT ARE YOU GOING TO DO ABOUT IT?

RESOURCES

- “A Two-Minute Burnout Checkup” by Chris Bailey, Harvard Business Review, April 10, 2023
- Success Labs Blog:
<https://successlabs.com/2025/05/13/from-overwhelmed-to-empowered-the-science-and-strategy-of-preventing-burnout/>
- Subscribe to our newsletter at:
<https://successlabs.com/contact>

QUESTIONS, COMMENTS?

**CONNECT
WITH ME**

Gloria McConnell Passman
gmcconnell@successlabs.com
225-250-7520

THANK YOU!





**AWMA CONFERENCE
OCTOBER 30, 2025**

SESSION 2 - TIME MASTERY: ORGANIZATIONAL SKILLS FOR BUSY PROFESSIONALS

Gloria McConnell Passman

- Partner, Success Labs, Baton Rouge (2012-)
- HR Director, Tony's Seafood & Louisiana Fish Fry Products, Baton Rouge (2007-2012)
- Fab Planning, Supply Line Manager, Intel Corporation, Albuquerque, NM (1995-2007)



THIS SESSION

- Why Time Management?
- Time Attitudes & Approaches
- Analyzing Time
- Practical Strategies

WHY

- Key to gaining support for your ideas
- Focus and move forward during uncertain or stressful times
 - Signals “I am in control and can be counted on”
- Reserve attention for the right stuff
- Precious, unrenewable – 100 years

*Tell me, what is it you plan to do
with your one wild and precious life?*

-Mary Oliver, “The Summer Day”

TIME ATTITUDES & APPROACHES

- Many, many time management “tools” exist and work
- Starts with self-awareness. What is getting in your way?
 - Understand the problem statement, then create tactics or strategies to solve the problem.
 - Personality assessments can help you understand your approach to time; e.g., MBTI “J” and “P”
- There is no “one fits all”

ANALYZING TIME: HOW

- As you move through and up an organization, skills, responsibilities, expectations, and mindsets change
 - Individual Contributors
 - First-Line and Mid-Level Managers
 - Senior Executive Leaders

MAJOR SHIFT: HOW YOU GET WORK DONE

ANALYZING TIME: HOW

Individual Contributor	First-Line & Mid-Level Manager	Senior Executive Leader
<i>GET IT DONE</i>		

ANALYZING TIME: HOW

Individual Contributor	First-Line & Mid-Level Manager	Senior Executive Leader
<i>GET IT DONE</i>	<i>GET IT DONE THROUGH OTHERS</i>	

ANALYZING TIME: HOW

Individual Contributor	First-Line & Mid-Level Manager	Senior Executive Leader
<i>GET IT DONE</i>	<i>GET IT DONE THROUGH <u>OTHERS</u></i>	<i>GET IT DONE THROUGH THE <u>ORGANIZATION</u></i>

ANALYZING TIME: WHAT

- WHAT work are you doing? What percentage of your time is spent in each area?
 - Technical – applying your technical expertise, skills, and experience
 - Administrative – meetings, email, “indirect” work
 - People – relationship-building, training, coaching, developing

MAJOR SHIFT: WHAT WORK YOU GET DONE

ANALYZING TIME: WHAT

Individual Contributor	First-Line & Mid-Level Manager	Senior Executive Leader
Technical 70% Administrative 20% People 10%	Technical 40% Administrative 30% People 30%	Technical 0% Administrative 20% People 80%
Team & Project Leadership		

ANALYZING TIME: TIME FRAMES

Individual Contributor	1 day to 1 shift/week (reactive)
Team/Project Leader, First-Line Supervisor	1 shift/week – 1 month (reactive/proactive)
Supervisor/Manager	1 month – 1 quarter (proactive)
Functional/Department Manager	1 quarter – 1 year (proactive/strategic)
Business Unit Leader	1 year – 3-5 years (strategic)
Executive	3-5+ years (strategic/visionary)

***IF YOU ARE ALWAYS IN REACTIVE MODE,
YOU WILL ALWAYS BE IN REACTIVE MODE.***

WHAT SHIFTS COULD YOU
MAKE TO SPEND MORE OF YOUR
TIME ON THE RIGHT STUFF?

DECLUTTER

- Get objective help with physical space
- Use AI or other productivity tools with cyber space
- Mental decluttering – the Pomodoro Technique

BUDGET

- Time is finite – cannot make more
- Use analysis of time data to improve how you spend your time. Remember:
 - Get it done v. done through others
 - Areas of work (technical, administrative, people)
 - Time frame (reactive v. visionary)
- Schedule appointments for thinking, planning, focusing, etc. (discipline)
- Streamline by putting like activities together

TIE TO GOALS

- Tie activities to the bigger picture and your big goals
- “What am I working toward? What do I want to accomplish?”
- Personal and professional
- Think SMALLER – break it down into smaller, more manageable actions and milestones
- Create your game plan of ACTIONS

PRIORITIZE AND DE-PRIORITIZE

- Prioritize: remember you have the power to choose
 - Analyze your list of to-do items
 - Eisenhower Box, Urgent/Important Model, Covey Habit #3 First Things First
 - Is it urgent? Does it require immediate attention and have a looming deadline?
 - Is it important? Does it contribute to my long-term goals, values, or priorities?
- Deprioritize: remember, you have the power to choose
 - *Time is finite, you can never make more*
 - Decline items which are not important
 - Question the urgency of items and do not knee-jerk respond
 - Understand the consequences and choose (vs. let stuff happen)

TOOLS, RESOURCES, & TECHNOLOGY

- A.I.
- Microsoft Outlook
- Books
 - Atomic Habits
 - Getting Things Done (GTD)
- Podcasts, articles, and other motivational tools
- Planners, calendars, journals, whiteboards, and other gadgets

CHECK PROGRESS

- Hold yourself accountable
- “Audit” your calendar and your work – did you do what you said you were going to do
 - If so, reflect on what you were able to accomplish
 - If not, what were the consequences of this? What can you learn from it?
- Ask for feedback about your decisions and results

RESOURCES

- “The Summer Day,” Mary Oliver
- The Leadership Pipeline, Ram Charan, Stephen Drotter, *et al*
- Steven Covey, The Seven Habits of Highly Effective People
- The Pomodoro Technique
- Success Labs Blogs: <https://successlabs.com/blog/>
- Subscribe to our newsletter at:
<https://successlabs.com/contact>

QUESTIONS, COMMENTS?

**CONNECT
WITH ME**

Gloria McConnell Passman
gmcconnell@successlabs.com
225-250-7520

THANK YOU!





**AWMA CONFERENCE
OCTOBER 30, 2025**

SESSION 3 – SIGNAL STRENGTH: COMMUNICATION BASICS

Gloria McConnell Passman

- Partner, Success Labs, Baton Rouge (2012-)
- HR Director, Tony's Seafood & Louisiana Fish Fry Products, Baton Rouge (2007-2012)
- Fab Planning, Supply Line Manager, Intel Corporation, Albuquerque, NM (1995-2007)



THIS SESSION

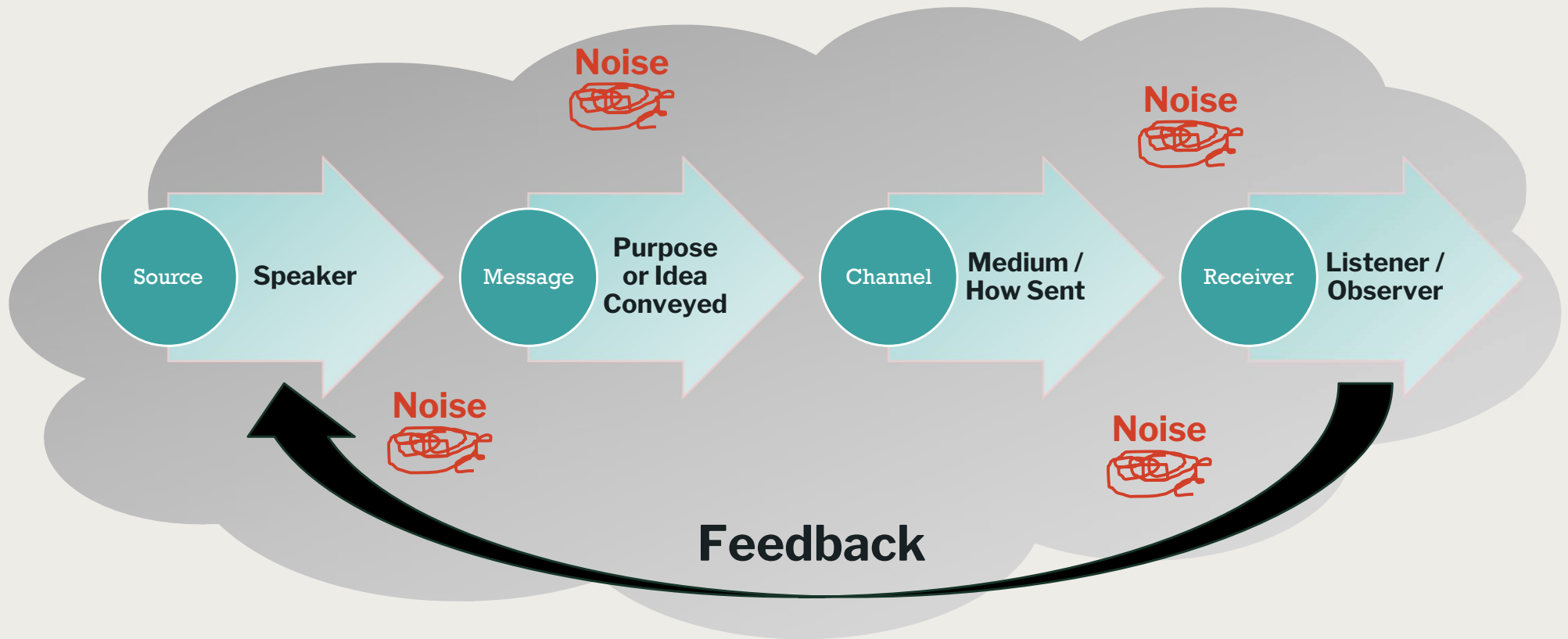
- What is Communication?
- Conversations and Relationships
- Active Listening and Questions
- Assertive Communication

"The single biggest problem in communication is the illusion that it has taken place."

By Bernard Shaw.

COMMUNICATION IS
NOT THE MOST
IMPORTANT THING —
IT'S EVERYTHING.

COMMUNICATION PROCESS & FACTORS

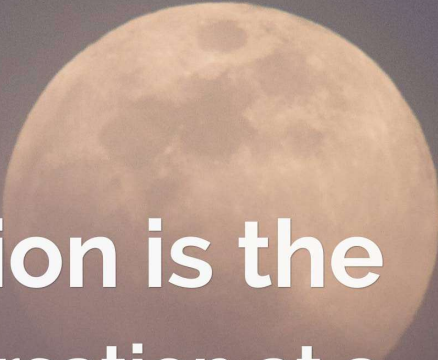


10 WAYS TO
HAVE A BETTER
CONVERSATION

CELESTE
HEADLEE

10 WAYS

- Don't multi-task
- Don't pontificate
- Open-ended questions
- Go with the flow
- Admit you don't know
- It's not about you
- Don't repeat
- Stay out of the weeds
- Listen
- Be brief



Yes, the conversation is the relationship. One conversation at a time, you are building, destroying, or flatlining your relationships.

Susan Scott

 quote fancy

COMMON LISTENING CHALLENGES

- Impatience.
 - Time.
 - Already know what they're going to say.
 - People ramble.
 - Irrelevant.
- Don't like the message.
 - Disagree.
 - Goes against your goals.
 - Don't like the other person.

WHAT ARE YOURS?

**I DON'T LIKE THAT MAN. I MUST
GET TO KNOW HIM BETTER.
- ABRAHAM LINCOLN**

ACTIVE LISTENING

- Active listening requires:
 - Keeping an open mind.
 - Paying attention.
 - Working to understand.
 - Showing listening may be necessary.
- Why listen?
 - Validates and empowers others.
 - You might learn something!
 - Builds relationships and trust.
 - Shows respect.



CLOSED-ENDED QUESTIONS & STATEMENTS

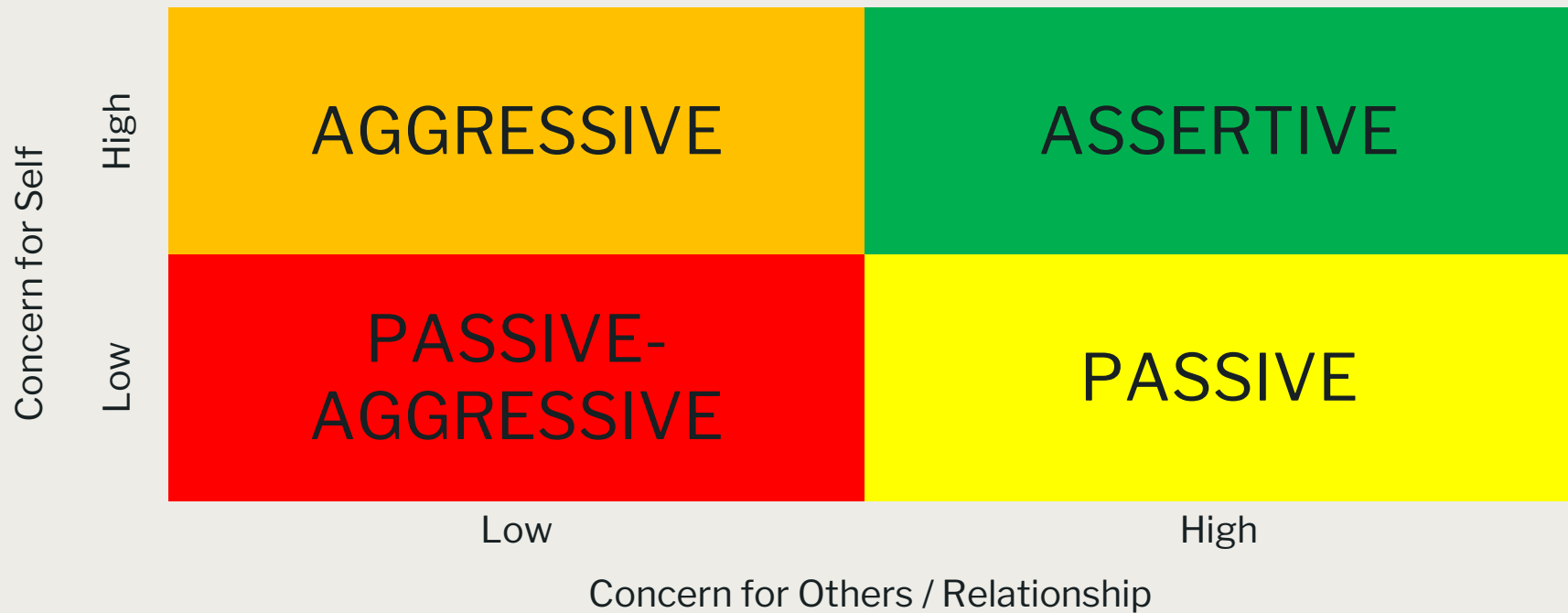
- Closed-ended questions and statements elicit a “yes” or “no” (or one or the other type of) response.
 - Used to clarify, confirm, establish, shut down.
 - Effective in bringing others back to the point, reducing rambling, breaking in.
 - “Wait, are you saying, ‘ ...?’”
 - “Ok, it was or it wasn’t? ...”

OPEN-ENDED QUESTIONS & STATEMENTS

- Open-ended questions require and/or encourage an expansive response
- Used to open up a conversation, investigate, discuss, expand.
- Effective in getting others to speak, think, explain, go deeper.
- Specific but open-ended.
 - “Tell me about that.”
 - “What happened?”
 - “What are your concerns?” “How do you feel about it?”
 - “What’s been your experience with ...?”

THE BEST TOOL FOR EFFECTIVE CONVERSATIONS!

COMMUNICATION APPROACH



AGGRESSIVE

- Controlling, dominating.
- Demanding, ordering.
- Blaming, accusing.
- Intimidating body language.
- Raised voice. Intensely emotional.
- Harsh, personal language.

“You always / never ...”

“Because I said so ...”

“Who screwed this up?”

“You idiot!”

PASSIVE

- Allows others to dominate and control – the conversation, the situation.
- Overly agreeable, no point of view expressed.
- Avoidance.
- Beating around the bush.
- Acting hopeless or helpless.

“Uh... if that’s the way you want me to do it... that’s fine with me.”

“I don’t know if I could do that.”

“I’ll talk to him about that problem. I’ve just been really busy.”

“I’m sorry to ask you/hate to bother you.”

PASSIVE-AGGRESSIVE

- Subtle, indirect, manipulative.
- Appears to agree but really does not agree.
- Tells others but not the source of the concern.
- Makes subtle digs and sarcastic remarks.
- Keeps score, sets conditions.
- Criticizes after the fact.

“I knew that wouldn’t work.”

“If that’s the way you want it...”

“When was the last time you helped me?”

“The problem with Joe is...”

ASSERTIVE

- Positive and confident.
- Factual, objective.
- Addresses concerns directly to the source.
- Takes ownership.
- Listens actively.
- Solutions oriented.
- Speaks in the positive.

“My bad.”

“I realize I was wrong about that.”

“Let’s define the issue and explore some options to help resolve it.”

“Please hear me out and then work with me to fix the problem.”

SAYING THE DIFFICULT THING

- Talk less, listen more. Two-way conversation. Not a lecture.
- Break the ice appropriately.
- Assertive – direct, factual, specific, composed.



WUT?

SAYING THE DIFFICULT THING

- Talk less, listen more. Two-way conversation. Not a lecture.
- Break the ice appropriately.
- Assertive – direct, factual, specific, composed.
- Own your subjectivity (how you feel vs. how “it made you feel”)
- And own the message (“I” not the “royal we”)
- Real talk v. all formal, flowery, complex, compound sentences.
- Stop telling – start asking. Use open-ended questions and statements and then LISTEN.
- Anticipate the reaction, have compassion/empathy, stay on topic.
- Move forward – problem solve/collaborate.

ADVICE

- Start in a low-pressure situation
- Develop a method for difficult situations within your strongest relationships
- Target one or two important stakeholders
 - Whose success is intertwined with your success?
- Understand what is within your control
- Failure = not trying
- Success = actions

YOUR GREATEST OPPORTUNITY TO BE A MORE EFFECTIVE COMMUNICATOR LIES IN YOUR ABILITY TO LISTEN ACTIVELY.

RESOURCES

- “10 Ways to Have a Better Conversation,” Celeste Headlee, TED Talk
- Fierce Conversations, Susan Scott
- The Assertiveness Workbook, Randal J. Paterson, PhD
- Success Labs Blogs: <https://successlabs.com/blog/>
- Subscribe to our newsletter at:
<https://successlabs.com/contact>

QUESTIONS, COMMENTS?

**CONNECT
WITH ME**

Gloria McConnell Passman
gmcconnell@successlabs.com
225-250-7520

THANK YOU!





**AWMA CONFERENCE
OCTOBER 30, 2025**

SESSION 4 – AMBITION MEETS COACHABILITY: THE CAREER EDGE

Gloria McConnell Passman

- Partner, Success Labs, Baton Rouge (2012-)
- HR Director, Tony's Seafood & Louisiana Fish Fry Products, Baton Rouge (2007-2012)
- Fab Planning, Supply Line Manager, Intel Corporation, Albuquerque, NM (1995-2007)



BEING COACHABLE IS
ABOUT ACTIONS.

People are constantly observing your actions and forming theories about your competence, character, and commitment.

These theories are rapidly disseminated throughout your workplace, and they affect your ability to **influence others, develop your skills, build experience, and enhance your career.**

**VISIBILITY MATTERS. ALSO,
VISIBILITY MATTERS.**



**ASK YOURSELF: WHY WOULD ANYONE
WANT TO WORK WITH YOU OR FOR
YOU? WHY WOULD ANYONE WANT
YOU TO WORK FOR THEM?**

COACHABILITY & CAREER AMBITION

- Building Trust & Influence
- Forming and Nurturing Relationships
- Increasing Self-Awareness
- Asking For and Being Open to Feedback
- Learning Continuously
- Embracing Risk
- Taking Control

BUILDING TRUST & INFLUENCE


- Character
- Expertise
- Connectedness
- Social and Organizational Intelligence
- Results and Resources

INFLUENCE IS USING ALL THESE FOR THE GOOD OF THE ORGANIZATION AND OTHERS.

FORMING & NUTURING RELATIONSHIPS

- Develop conversation skills.
 - Open-ended questions and statements.
 - Listening.
 - **You don't have to hold up your end of the conversation by talking.**
 - *You do not build relationships by **talking**.*
- Help others.
- Get to know people as people.
- Be authentic, be likeable.
- Network personally and professionally.
- Work on bad relationships that matter.

*I DON'T LIKE THAT MAN. I MUST
GET TO KNOW HIM BETTER.
- ABRAHAM LINCOLN*



INCREASING SELF-AWARENESS

- Learn your natural strengths and weaknesses
- Have enough life and work experience to assess yourself and for others to assess you meaningfully.
- Be honest and courageous – weaknesses and strengths.
- Understand how your strengths and weaknesses form your preferences for communication, decision-making, time management, and many other skills.
- Develop the maturity to understand when you must adjust for other people and situations.

AND accept and appreciate all this ↑ about other people

ASKING FOR FEEDBACK

- Pay attention to how others perceive, or might perceive, you, your strengths, and your improvement areas/opportunities.
- Have appropriate sensitivity to nonverbals.
- Make it easier for people to be honest.
 - Future-Focused: “I’m submitting this proposal next week. What advice can you give me to make it as compelling as possible?”
 - Specific: “How can I communicate more effectively with you? How do you prefer to be approached with ideas?”
 - Framed: “I’m working on being more attentive in meetings. What did you think of my participation yesterday in staff?”
 - Sincere: “I’d like your feedback on my presentation this morning. I think this went well, but I’m not sure about this. What did you think?”

BEING OPEN TO FEEDBACK

- Work to be objective – set aside yourself. “Don’t take things personally” is easier said than done.
- Be prepared for your emotional response. Accept that your behavior does not have to match your feelings.
- Own the feedback – what it does it mean about you and for you?
- Recognize that most people are not comfortable giving constructive feedback, and that they will do it poorly or not at all.
 - Appreciate the courage it takes for someone to tell you something you might not want to hear.
- Take care to not react in a way that might come across as defensive.
 - Practice saying, “Thank you for the feedback.”

LEARNING CONTINUOUSLY

- Approach difficult or new people, situations, and conversations as an opportunity to learn and grow.
- Use your strengths in new ways.
- Stretch yourself within your profession, industry, and community – seek to learn more than you necessarily need to for the task at hand. (But don't overdo.)
- Learn about the roles and responsibilities of your peers, downstream and upstream stakeholders, people who support you, and people above you in the organization. Pay attention, form relationships, ask for “informational interviews.”
- Try new things! Creative pursuits that challenge your brain to think divergently.
 - Applying judgment narrows thinking and possibilities.
 - Hit the gas, and then the brakes (not at the same time).

EMBRACING RISK

- Nothing important is without risk.
- To do what has never been done before is not easy and not probable.
- Failure is always possible. What is your mitigation plan?
- If you haven't failed yet, try harder.
- Quantity over quality. To generate more great ideas, generate lots of ideas.
- High “performance” does not mean high “potential.”
- Develop skills for a world that is volatile, uncertain, complex, and ambiguous.
 - Agility, Creativity, Resilience, Intuitiveness, and more.

TAKING CONTROL

- Let go already of what you cannot control.
- Accept feedback but identify whether a change is warranted, feasible, desirable.
 - Determine “stake” or “beef.”
 - Analyze the benefits v. the investment (ROI).
 - Accept the consequences of not changing.
- Challenge paradigms. Say no. Seek happiness and good health.
 - Think about what YOU want, not what you think you are supposed to want.
- Create small, do-able actions that tie to your bigger goals.
- You own your career – look out for #1. You must.

RESOURCES

- “The Failure of Success,” George Land, TEDX Tucson
- Success Labs programs (Strategy, Accelerator, Essentials) for professional and leadership development
- Success Labs Blogs: <https://successlabs.com/blog/>
- Subscribe to our newsletter at: <https://successlabs.com/contact>

QUESTIONS, COMMENTS?

**CONNECT
WITH ME**

Gloria McConnell Passman
gmcconnell@successlabs.com
225-250-7520

THANK YOU!

