What does your mutual aid group provide?
Is anyone in your group being paid to do the work?

Yes: 47
No: 227
n/a or it's complicated: 30
How long has your group existed?

- More than 5 years: 42
- More than 2 years: 52
- More than 1 year: 139
- More than 6 months: 23
- More than 1 month: 15
- Trying to start up now: 17
How much does your group provide things online (like $) versus in person (like food, childcare, etc.)?

- More than half of our work is online: 71
- More than half of our work is in person: 210
What is the biggest problem facing your group?
What is one strength you have experienced in an organizational culture you have been in?
How do you want to your group to talk about capacity?
292 Responses

Humanely

We try to have a system of backup people in place so that people do not feel bad if they don't have the capacity to complete a task

5 months

honestly

Acknowledging the strength in the room and in the community, as well as sensing Emerging innovation

organizing to get EVERYONE involved in the work paid so this work is open to more people & doesn’t cause burnout – tapping the non-profit industrial complex to steal that money for organizing work! <3

# of Active participants

Sensing our edges and not going over, staying with tolerable discomfort and not trying to be stronger than we are
How do you want to your group to talk about capacity?
292 Responses

- To work to our edges and not going over, but always stretching. Being strong but not heroic making sacrifices beyond keeping in balance.

- Staying with our edges without being heroic.

- Firm and soft boundaries

- I want my group to talk about capacity openly and transparently. We all have maxed ones

- Direct and Clear

- Talk about it specifically, allow space for folks to say they need a break without blame or shame. (To be clear, my group does this already)

- As an evolving concept, but I simultaneously want people to follow through.

- I want our group to be open about their limitations and be comfortable taking a step back when they are overwhelmed.

- acknowledge it and be able to step back and address it & work on ways to reduce it from happening again
How do you want to your group to talk about capacity?

292 Responses

State concerns when they arise

How can we bring more people into our group? How can we share the decision making? How can we be more welcoming?

normalizing summarizing long group chat convos for folks who cant read them all

how to encourage volunteers to jump in

"How's your heart"

I get exhausted doing more than I can do as an isolated poor aging disabled queer orphan while young people with access to enormous privilege claim low capacity and its pulling teeth to get any mutual aid so resentment builds and it's unsustainable

Actually knowing what it is, we don’t have a sense of amount of need in the community.

I wish people were more willing to organize, rather just pulling things together without cooperative planning

open forum
How do you want to your group to talk about capacity?

<table>
<thead>
<tr>
<th>292 Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I wish we had an onboarding process</td>
</tr>
<tr>
<td>non judgmentally</td>
</tr>
<tr>
<td>I want members to be honest about their individual capacity</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>honesty</td>
</tr>
<tr>
<td>Direct</td>
</tr>
<tr>
<td>------------------------------</td>
</tr>
<tr>
<td>vulnerability and honesty</td>
</tr>
<tr>
<td>holding themselves accountable</td>
</tr>
<tr>
<td>Solutions not complaints</td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>Honest</td>
</tr>
<tr>
<td>With the understanding that we all have limits and there is no shame in that</td>
</tr>
</tbody>
</table>
### How do you want to your group to talk about capacity?

292 Responses

<table>
<thead>
<tr>
<th>Without Fear of Judgement</th>
<th>non-defensive</th>
<th>with empathy</th>
</tr>
</thead>
<tbody>
<tr>
<td>short and sweet - be direct</td>
<td>Being mindful of ableist tendencies</td>
<td>with honesty and compassion</td>
</tr>
<tr>
<td>Direct and honest</td>
<td>Honesty and compassion</td>
<td>Be direct and set community agreements!</td>
</tr>
<tr>
<td>How do you want to your group to talk about capacity?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>292 Responses</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Straight up without filters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>not valorizing overworking yourself</td>
<td></td>
<td></td>
</tr>
<tr>
<td>frequently, unprompted, before they reach burnout</td>
<td></td>
<td></td>
</tr>
<tr>
<td>honestly and collaboratively</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acknowledgment of intersectionality-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>understanding that internalized ableism can</td>
<td></td>
<td></td>
</tr>
<tr>
<td>play a huge part with disabled participants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clearly, honestly, straightforward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using NVC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>With vulnerability and bravery.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>With honesty, but with understanding of group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>dynamics</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How do you want to your group to talk about capacity?

292 Responses

- Honestly, and ensuring we hear from everyone in the group
- Honestly, with vulnerability, and having timelines around capacity
- to have psychological safety
- Just honestly.
- Direct, honest, written and audio, non-violently
- Honest self-assessment, transparent communication, understanding, trust, and grace
- i want to track what we don’t have capacity for now, so we can come back to it when we do. feeling disorganized drains capacity.
- Directly and clearly. Comfortably
- with compassion and understanding
How do you want to your group to talk about capacity?
292 Responses

- Acknowledging our limitations
- needs, strengths, & boundaries
- Authentically, honestly, without fear of judgment.
- bluntly, can use emojis to signify level of energy
- Soon after they realize their capacity has changed
- encouraging each other to only do what we feel joyful to do
- Valuing people over the work; there will always be more work.
- no judgement when folx need to step back
- without fear to change their minds
How do you want your group to talk about capacity?

292 Responses

- Directness and being able to sit with tension
- Without shame.
- Asking others for help
- I want to feel comfortable naming it and allowing others to do the same (thanks capitalism)
- Direct and honest without taking things personally but interpersonally
- Honestly, and with enough time to shift expectations so we don’t drop the ball on important stuff and lose trust
- Honest with self and others
- I want everyone to feel safe and like they can assert boundaries
- with radical love
How do you want to your group to talk about capacity?

292 Responses

- being clear, honest and open
- recognize not just intention but impact
- honest and up front about needs and abilities
- Honestly and in space created intentionally to talk about capacity
- I want us to not overcommit, focus on not burning out or leaning too hard on one or two individuals.
- Making space for people to share their expertise
- Honestly and directly. Bluntly. Don't make people guess at your meaning or intentions. (I'm autistic so this is rooted in my own support needs.)
- Openly with accountability to community needs. Recognizing our growth edges and finding ways to grow.
- directly and with kindness
How do you want to your group to talk about capacity?
292 Responses

- It's ok to talk about boundaries
- work towards sustainable engagement
- Honestly, with folks feeling comfortable having their voice heard
- Be honest about capacity (without fear of judgment)
- honestly and without urgency
- With humility and transparency. As soon as they come up so there's time to react without sacrificing end goals
- I want people to be very direct about their capacity, feel comfortable letting each other know when something isn't done
- being aware of overpromising.
- Feeling safe in welcoming others sharing their mental/emotional/physical limits at any/all the time
How do you want to your group to talk about capacity?
292 Responses

- As a fluid conversation where there’s allowance for honesty around capacities changing over time
- Honor folks’ access needs
- Accountable – not shaming
- People coming in and out as needed, and being understanding
- Space for folks to share about where they’re at and also to pass along projects before burnout leads to dropping things.
- Being honest about where we are and asking for help. Having each person jump in and out and change their capacity.
- Saying no rather than just staying silent
- Want people to feel comfortable exercising their no muscles when they need
- Feeling grounded in ability to communicate how they want to engage at a time-understanding that our capacity is a fluid fluid thing
How do you want to your group to talk about capacity?
292 Responses

If something changes, tell the group. Practice saying no and yes and collaborating to reduce the load.

Knowing where we've overpromised and being able to walk it back -- knowing what commitments we can keep so we can move forward.

In container.

People knowing their own boundaries and offering within them from love, for others and themselves.

Frequently and in multiple ways.

Openly and with forgiveness and understanding.

Honesty and directly with flexibility and anti-ableist frameworks.

Be clear and not take on too much.

Take on projects that excite them/recognize that all projects are important.
How do you want to your group to talk about capacity?
292 Responses

Communicate openly without fear of judgement about what you can and cannot do.

Circle keeping in organizations to address issues like this. A habit of circle keeping helps build trust + safety.

Consensually

with intention, direct,

I would like for us to be able get to a place where we all honestly feel like we are in a good place

with grace and compassion

Stop gossiping about people who do less and offer support when people need help.

Hold both individual and group boundaries around yes/no

Grace for everyone's changing needs while making sure if people need to take a break, someone else will take over and it won't mean the work doesn't get done.
How do you want to your group to talk about capacity?

292 Responses

- Being realistic, sometimes undercommitting in order to not burn out, and constantly checking in with one another about capacity.
- Be brave enough to say no when you can't AND generous enough to say yes if you can!
- Not assuming that a nebulous "someone" will step up if you don't see it happening.
- Sit and listen without judging.
- Want everyone to check in every time we meet, that it's part of our ongoing discussions so that it's normalized.
- Expanding beyond the "usual suspects".
- Direct, clear and with acceptance.
- Taking breaks are good for everyone--working until burnout achieves less in the long-run.
<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency about personal bandwidth without fear of judgement</td>
<td>Ask each other where our capacity is explicitly when making task requests</td>
</tr>
<tr>
<td>I want to talk about it honestly while building trust</td>
<td>Not gunna lie, stepping up if someone can</td>
</tr>
<tr>
<td>To be inclusive and “big tent” so we can capture all the strengths of our community</td>
<td>Get more creative with what people can give and receive - sometimes relationships are enough</td>
</tr>
<tr>
<td></td>
<td>Open &amp; ongoing, honestly &amp; promptly</td>
</tr>
<tr>
<td></td>
<td>With creativity</td>
</tr>
<tr>
<td></td>
<td>I want honesty! And others asking about capacity if we feel innately they may be taking on more than they can handle. Offering to help when we sense others have a lot on their plate</td>
</tr>
</tbody>
</table>
How do you want your group to talk about capacity?
292 Responses

- Be more welcoming
- Why we can't recruit
- Transformative justice & healing processes when we go beyond capacity & harm each other
- Allowing space support vulnerability away from shame
- Being empathetic to other's capacity and stepping up to support one another.
- Communicating with participants on either side of prison walls
- Making space for people to take breaks explicitly. Succession planning, or vacation planning, or something.
- Intentionally, make space for it in meetings and communication channels
- Holding space for each other. Tending to our boundaries. Truly loving each other. Talking directly with each other in the moment if there is tension, rather than letting things fester and gang up on people.
How do you want to your group to talk about capacity?
292 Responses

- Constantly holding that we are humans but also want/need to get the thing done.
- To have space for disagreements without people feeling like they are in open conflict.
- Actively check in with each other; give and receive care with each other.
- I want people to follow up when they’re not able to complete tasks or fill role. Just need communication.
- Early, often, and honestly.
- Direct communication with respect, supporting boundaries. Be accountable for what we say we’ll do, and believe in ourselves and our work.
- With a willingness to change and without pressure to try to do everything.
- Forgiving.
- Find how people want to connect more and help more.
How do you want to your group to talk about capacity?
292 Responses

- dean we luv u
- honestly
- Reassurance on the work we have been doing
- I want folks to not feel shame and to be open about where they are and how they can show up
- Find and see the difference between accountability and shame/blame/accusation of abuse
- in a focused and open space - giving time to capacities - seeing the creative designs we can generate to support each other
- Normalize communicating personal boundaries and respect them without shaming others for doing less
- "normalizing" taking breaks and space
- encouraged but not pressured
How do you want to your group to talk about capacity?

292 Responses

- Be able to be honest about capacity often, no pressure to do more. Find ways to bring it up often so can pivot when necessary, before necessary really.
- Need to notice resentment building and take a break.
- with awareness that capacity looks different for marginalized people than relatively privileged people.
- Use capacity check-ins as an opportunity to see if people's needs aren't being met, and if there's a way we can step up to support.
- Participatory action research.
- I want us to build more cushion into our work, so that people can step forward and back more often.
- Speak only for one's self and listen open and earnestly to others speaking for themselves.
- How to rotate to combat burnout.
- Take time to think about what are our strengths and to envision different futures.
How do you want to your group to talk about capacity?
292 Responses

- Acknowledging shame directly (for not showing up/ for not being able to show up) and working through that shame.
- Broaden the circle of those who can share the burden, not demanding from people who are already there to give more than they can support folks to be accountable!
- Having accountable buddy systems so that when someone is too shy to speak, they know they can always go to that one person within the group to help support them naming their needs-- until they can build up more vulnerability as they see fit
- Someone is very good at gently calling people on their shit, I want to be more like them.
- Making it clear that perfection isn't the goal
- Teaching others to do what you know how to do- stop essentializing yourself to feel important!
- Talk about it in terms of sustainability, not always individually
- Allowing people to just back away without us giving up on them until they can return to the work.
How do you want to your group to talk about capacity?
292 Responses

- Nonviolently with empathy and compassion
- Reminders, revisit, & review often
- How growing capacity is also related to how we communicate and share information, welcome people etc. I feel like there's a lot of untapped capacity and wisdom and energy, like the larger circles in that diagram
- How do we engage all these people on our "general" slack channel? Aka generally interested people but how can we bring them in?!
- The opposite of passive aggression
- Yes/no exercised regularly and openly.
- Under promise and over deliver
- Resist creating "hierarchies of the burned out" where people working over capacity exercise power over those who are trying to maintain boundaries
- Admitting the pressure i/we put on ourselves to do a lot
How do you want to your group to talk about capacity?

292 Responses

- build capacity, have the work be fulfilling. direct communication.
- approaching it as a cultural issue instead of a personal one.
- BLAME and SHAME
- how to improve communication between neurodivergent people and neurotypical people without putting unequal emotional labor on one end or the other or furthering stigma.
- talk about capacity as neutral-- everyone is giving what they can. i want a space where radical honesty is welcomed.
- That is can be fluid and the door is always open for people to come back.
- With judgement.
- With judgement or resentment.
- we lov u
<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>defensively</td>
<td>passive aggressively</td>
<td>ableism, hostility, capitalist ways</td>
<td></td>
</tr>
<tr>
<td>Blame shame gossip</td>
<td>timidly. side conversations.</td>
<td>With shame or judgement</td>
<td></td>
</tr>
<tr>
<td>Being passive aggressive</td>
<td>Gossip, defensive, shaming, rigid</td>
<td>I don't want people to have a holier than thou attitude.</td>
<td></td>
</tr>
</tbody>
</table>
How do you want to your group to talk about capacity?

292 Responses

Gossip, dropping out/disappearing

as if it's something concrete. we are fluid!! so is our capacity

Relying on the “regulars” in the group

Steamrolling. With resistance to change.

Spiraling

passive aggressiveness

urgency, scarcity, judgmental

avoidance. immediate anger, shame, or blame.

blaming
<table>
<thead>
<tr>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>I'd love to see less anger when someone says they don't have capacity.</td>
</tr>
<tr>
<td>Shaming, lack of empathy for exactly where everyone is right now</td>
</tr>
<tr>
<td>Being sorry</td>
</tr>
<tr>
<td>just ghosting us</td>
</tr>
<tr>
<td>No hierarchies of the burned out!</td>
</tr>
<tr>
<td>Oppression olympics</td>
</tr>
<tr>
<td>I want for folks to feel like they can rest and rest and rest and still be part of the work, I want to encourage each others' well being and our own paces</td>
</tr>
<tr>
<td>Impossibly long emails</td>
</tr>
<tr>
<td>Shutting others down or pushing folks to do more without consent</td>
</tr>
</tbody>
</table>
How do you want to your group to talk about capacity?

292 Responses

"The same people are always the ones who show up"

By ghosting each other, or talking in circles.

Guilt, innocence, attack, defense, criminal justice binary punitive bullshit

Exaggerating how urgent the work is

as an excuse for flakiness

Competitiveness, stealing

Gulping people into taking on work

martyrdom

avoiding conflict
How do you want to your group to talk about capacity?
292 Responses

Behind each others backs. Accusatorily? (making up that word). Or not talking about it at all.

Stop being excited about firefighting - that means you need more things on FIRE to keep people happy!

being defeatist - believing capacity problems can never get better

Blaming, attacking, harmful language, shaming, martyrdom

I think we are experiencing collective burn out and so we are silent! No communication doesn't make space for transparency.

No passive aggression, please.

long emails or one person taking up a large percent of the meeting

passive aggressively

people with more capacity are seen as more dedicated
<table>
<thead>
<tr>
<th></th>
<th>179 Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>shaming</td>
<td></td>
</tr>
<tr>
<td>stop valorizing overworking yourself!</td>
<td></td>
</tr>
<tr>
<td>fearfully</td>
<td></td>
</tr>
<tr>
<td>with resentment</td>
<td>179 Responses</td>
</tr>
<tr>
<td>judgmentally</td>
<td></td>
</tr>
<tr>
<td>stop overpromising</td>
<td></td>
</tr>
<tr>
<td>avoiding the discussion</td>
<td></td>
</tr>
<tr>
<td>shame &amp; blame</td>
<td></td>
</tr>
<tr>
<td>violent</td>
<td></td>
</tr>
<tr>
<td>How do you NOT want your group to talk about capacity?</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>179 Responses</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>With yelling</th>
<th>silence - lack of response</th>
<th>Last minute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apologizing for our capacity.</td>
<td>Irritation</td>
<td>No blame</td>
</tr>
<tr>
<td>guilt filed</td>
<td>stop essentializing yourself! teach others how to do the things you know how to do</td>
<td>No more assumptions</td>
</tr>
</tbody>
</table>
How do you NOT want your group to talk about capacity?
179 Responses

- Complaining for the sake of it - not actively looking for solutions
- Judgement, silence, sweeping under rug, a few people picking up all the slack and not talking about it openly
- Blaming
- Telling something to everyone BUT the person it concerns
- No gossip. No self demeaning talk. No shaming others.
- Bitterness, attacking, shaming, secrecy, lying to self and others
- We luv u
- Presumptively
- Shame. Blame.
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>ghosting</td>
<td>with judgement</td>
<td>Ableism</td>
</tr>
<tr>
<td>with judgement and shaming</td>
<td>disorganized! letting things we don't have capacity for slip through the cracks</td>
<td>Resentfulness</td>
</tr>
<tr>
<td>To shame or to trigger insecurities</td>
<td>blaming</td>
<td>Discuss solutions to burnout not that you're burnt out</td>
</tr>
<tr>
<td>Conflict avoidance</td>
<td>Implicitly</td>
<td>Passive aggressively!</td>
</tr>
<tr>
<td>--------------------</td>
<td>------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Judgmental</td>
<td>talking behind each other's backs</td>
<td>I'm tired of ableism and gossip. Shaming of those who people perceive as doing less</td>
</tr>
<tr>
<td>Savior &amp; Martyr</td>
<td>with guilt</td>
<td>Don’t be a hero</td>
</tr>
<tr>
<td>Humblebragging</td>
<td>Inserting urgency to create pressure</td>
<td>Overcommitting and then apologizing a lot</td>
</tr>
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<td>---------------</td>
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<td>-------------------------------------------</td>
</tr>
<tr>
<td>Passive Aggressively</td>
<td>With a sense of urgency and in a way that produces guilt/shame</td>
<td>Ignoring our humanity</td>
</tr>
<tr>
<td>Stop Flexing</td>
<td>Complaining/Shaming in email threads</td>
<td>Shaming</td>
</tr>
<tr>
<td>How do you NOT want your group to talk about capacity?</td>
<td>179 Responses</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Blame, shame, burnout, but also avoiding 'no one has to do anything and that's ok'</td>
<td>judging,</td>
<td></td>
</tr>
<tr>
<td>shaming, blaming, with resent, comparing, etc</td>
<td>not seeing each other as full people</td>
<td></td>
</tr>
<tr>
<td>no news is good news. Don't assume everyone is alright. Do consistent check ins to normalize giving yourself space.</td>
<td>Judgmentally or leveraging guilt</td>
<td></td>
</tr>
<tr>
<td>By feeling shame, or noping out because of that shame.</td>
<td>With ultimatums or &quot;if you don't&quot;</td>
<td></td>
</tr>
<tr>
<td>Argumentative and taking points personally when there is disagreement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How do you NOT want your group to talk about capacity?

179 Responses

- competition "who’s working the hardest"
- Being sorry
- Mostly silence, with those with soft power dominating the conversation and making the decisions
- "The Grind"
- just passively letting people say they are at their limit/overwhelmed without taking it seriously and making changes soon
- At last minute or in unhealthy capitalist ways that value productivity above all else
- ghosting
- By making capacity or trauma a competition. Everyone has needs and limits.
- not practicing transformative justice
How do you NOT want your group to talk about capacity?
179 Responses

resentful/sorrows silence

thinking that we can't find solutions or change the scope or scale of the project

Stoicism serves nobody in a group project

Taking over and not letting people in

feeling isolated and not talking about it

taking things personally or centering ourselves within issues and losing sight of the purpose

stop overpromising!!!!! internalized capitalist shame!!!!

ableism, shaming, capitalist ways, wanting to move to nonprofit instead of resolving capacity issues in a horizontal format

"only i can do this"
<table>
<thead>
<tr>
<th>How do you NOT want your group to talk about capacity?</th>
<th>179 Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>assuming specific priorities</td>
<td>as though small capacity isn’t enough</td>
</tr>
<tr>
<td>that if you’re not martyring yourself then you’re not really &quot;down&quot; for the cause</td>
<td>avoiding conflict</td>
</tr>
<tr>
<td>Judgmentally and shamefully.</td>
<td>Do not expect gender minorities and BIPOC to pick up all slack</td>
</tr>
<tr>
<td></td>
<td>Apologizing and then not changing any behavior – continuing to overpromise, not communicate, etc</td>
</tr>
<tr>
<td></td>
<td>passive aggressive language</td>
</tr>
</tbody>
</table>
How do you NOT want your group to talk about capacity?
179 Responses

- Punitively
- Pushing blame on others
- Not raising the topic of limited capacity until people have already taken on too much
- Judging other people's capacity "They CLAIM low capacity but I think they have more". Remembering we don't know people's full story.
- Conflict avoidant
- Not being inclusive of people at different places in their social justice learning
- Silence/lack of response
- Infantilizing
- Expecting others to have capacity when you do not
How do you NOT want your group to talk about capacity?

179 Responses

- over apologizing for not having capacity
- radical honesty and acceptance of limits society creates
- Stop privileging action items and deliverables.
- Immediate agreement only to back out later, delay of communicating that you cannot do something, make a process for saying no so the discord msgs have comms on them!
- Don't keep quiet when you can't show up--let someone know.
- With blame and resentment towards people for taking the space they need
- seeing yourself as the always first option rather than thinking about delegation or what might be leading to others not participating
- Reactive and generalised conversations about capacity...
- Comparing capacity between people. You never know what someone has going on, so never make assumptions about what someone can handle
How do you NOT want your group to talk about capacity?

179 Responses

- Avoid discussions rooted in capitalism and "hustle" culture. People can only do what they can do.
- Silence + absence - so the work is left unspoken / forgotten.
- Tired of this hierarchy of those who do too much and never say no, versus the rest of us who are trying to have boundaries.
- 100% stop romanticizing overworking.
- At last minute or in capitalist ways that value productivity above all else.
- Ableist.
- Continuing at exactly the same pace, not slowing down.
- Being shy about it - ok to just say, hey we can't do this.
- Not to resent people who pull away for long breaks.
### How do you NOT want your group to talk about capacity?

**179 Responses**

<table>
<thead>
<tr>
<th>Not ghosting us</th>
<th>Oppression olympics</th>
<th>Interrogating / Requiring explanations</th>
</tr>
</thead>
<tbody>
<tr>
<td>stop cutting off your communications with people you don't like</td>
<td>Defensively, passive aggressively, comparatively, ghosting or being non-responsive because of shame</td>
<td>ghosting us</td>
</tr>
<tr>
<td>being super vocally supportive of folks taking breaks without having honest conversations about the burden that puts on everyone else</td>
<td>by avoiding confrontation</td>
<td>Inundating people with so many ideas that we feel unable to really make even the slightest difference.</td>
</tr>
</tbody>
</table>
How do you NOT want your group to talk about capacity?

179 Responses

- ok to take a break and come back
- stop assuming other peoples capacity
- being shady or passive aggressive
- with blame and backbiting -- or conversely with charging ahead without group consent
- Elitism. The parent-child dynamic. It’s so problematic.
- ableism
- You can’t be the hero to everyone
- having a structure in which a lot of responsibilities + power naturally fall to a few people (hierarchical structure)
- disingenuously
How do you NOT want your group to talk about capacity?
179 Responses

- belittling someone else's priorities, if they are not the same
- with a sense of unrelenting urgency
- keeping capacity discussions to a small group and not the whole group
- ignoring the call for more engagement for things that are hard work, especially when only one or few folks repeatedly taking on because just needs to be done
- passive aggressively!
- Pretending everything is fine when it is not,
- Shame, blame, resorting to identity politics to shut people down, no matter who they are.
- weakness-centered

No idea how to not do this: when someone is so good at doing thing, it's intimidating to others that might pick up that thing
<table>
<thead>
<tr>
<th>Response</th>
<th>1st Column</th>
<th>2nd Column</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do NOT want people to validate why they can't contribute or participate using the virtue of what they are doing (I'm doing a very virtuous thing instead of being at the meeting)</td>
<td>passive aggressively</td>
<td>Ignoring</td>
</tr>
<tr>
<td>With bitterness from burn out</td>
<td>NA</td>
<td>gossip</td>
</tr>
<tr>
<td>fear of vulnerability, judgement, playing our cultural roles</td>
<td>no assuming, don't be afraid to clarify</td>
<td>guilting out, confusing</td>
</tr>
</tbody>
</table>
How do you NOT want your group to talk about capacity?
179 Responses

- avoiding
- stop not showing up
- I do NOT want my group to signal its capacity by silence, or not answering. Especially in quantized forms of communication (I could use a better word but don't know it), forms like texting or email
- No one else can do it as well as me
- It'll all work out
- --
- No one else can get this done
- Avoidance
- I can't let her down
How do you NOT want your group to talk about capacity?
179 Responses

I don't want us to encourage firefighters, as they require FIRES.
If I don't do it, who will?
I will feel guilty

suck it up!

who else is going to do this

It needs to get done and you are the one who knows how to do it

no one else will do it if I don't
How do you NOT want your group to talk about capacity?

179 Responses

- We all are busy
- Other people do way more than I do
- I gotta carry us through this week!
- I gotta take the weight off the people who are burning out who carry us all the time
- It's exciting for me to explore my edges
- Guilt from privilege - I don't deserve all the good I have
- Yeah I'm in a position of more privilege and ability, so it's hard to ask others to take stuff on when we are all maxed out, yet the work still needs to happen.
<table>
<thead>
<tr>
<th>What messages do I hear in my head when I am deciding to overcommit?</th>
<th>196 Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>z</td>
<td>Just this one more time!</td>
</tr>
<tr>
<td>I can do this</td>
<td>if I don't do it the group will fall apart</td>
</tr>
<tr>
<td>No one else volunteered. This has to get done.</td>
<td>this is important</td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

- It needs to get done.
- If I don't do it, no one else will.
- Everyone else is more system-impacted than me.
- It must get done and I'm the only one who can.
- I wasn't able to help as much as I wanted to last time and now I need to make up for it.
- I'm the only one that has the relationships / access to information that can do this.
- It's important that it be a Black person there and everyone other BIPOC person is over capacity.
- Don't let them down!
- I'm the only one.
### What messages do I hear in my head when I am deciding to overcommit?

196 Responses

<table>
<thead>
<tr>
<th>Other people can do this, what is the matter with you</th>
<th>I can do it!</th>
<th>No one else will do it I don't volunteer</th>
</tr>
</thead>
<tbody>
<tr>
<td>People will like me more</td>
<td>I will feel guilty - I have so much privilege, I need to use it for good</td>
<td>I want to do it right</td>
</tr>
<tr>
<td>&quot;It's my fault I didn't delegate, and now there's urgent need and it's too late so I have to suck it up&quot; -Redwoods</td>
<td>urgency</td>
<td>I hope this makes people like/respect me</td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

<table>
<thead>
<tr>
<th>Message</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Someone should do this; I know I'm capable</td>
<td></td>
</tr>
<tr>
<td>You have to do it for the revolution, if I don't do it no one does</td>
<td></td>
</tr>
<tr>
<td>No one else is doing it</td>
<td></td>
</tr>
<tr>
<td>I'm lazy if I don't use all my time and energy</td>
<td></td>
</tr>
<tr>
<td>perfectionism</td>
<td></td>
</tr>
<tr>
<td>No one else cares enough to take this on</td>
<td></td>
</tr>
<tr>
<td>I don't trust other people in the group to get it done</td>
<td></td>
</tr>
<tr>
<td>Someone needs to step up, and it's urgent.</td>
<td></td>
</tr>
<tr>
<td>You've done it before you can do it one more time.</td>
<td></td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

Others are going through worse. I'm hiding behind my privilege if I don't step up.

I over do it to avoid myself

I haven't done enough for a while. I have to make up for not doing on the ground work, so I have to do more online work than is feasible.

If I don't, I will be punished.

That if I don't do it it won't get done, for sure.

I am responsible for all this

silence from the group is uncomfortable so i should do it

Everyone else has low capacity, too

I'm scared of the silence when no one else commits
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

- It has to get done and I will do it best
- The task is more important than my free time
- "I'll let people down if I don't do this"
- This work is important and someone has to get it done
- Need to be needed
- I need to be useful
- I'm not doing enough.
- I need to do this because I'm not doing enough or because I'm a bad person if I don't.
- I've had so much privilege -- it is my duty now to give back.
<table>
<thead>
<tr>
<th>What messages do I hear in my head when I am deciding to overcommit?</th>
</tr>
</thead>
<tbody>
<tr>
<td>196 Responses (Responses)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Worried that our participants will suffer if I don't</td>
</tr>
<tr>
<td>I want to make up for my privelidge</td>
</tr>
<tr>
<td>Our group needs it and I am able.</td>
</tr>
<tr>
<td>need to be perfect</td>
</tr>
<tr>
<td>Making up for lost time</td>
</tr>
<tr>
<td>Anxiety - no one is stepping up, I’ll do it.</td>
</tr>
<tr>
<td>I am not enough/I am not doing enough</td>
</tr>
<tr>
<td>I need to please the group and have the group think I’m valuable</td>
</tr>
<tr>
<td>There are people depending on us and no one else is going to step up</td>
</tr>
<tr>
<td>Message</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Right, don't do this critical work and go home and relax and enjoy your relatively easy life.</td>
</tr>
<tr>
<td>what's my worth if not</td>
</tr>
<tr>
<td>Eh, who needs sleep anyway</td>
</tr>
<tr>
<td>I should do this because I have privilege and could</td>
</tr>
<tr>
<td>this is how I can be worthy. I have privilege so I should</td>
</tr>
<tr>
<td>This is urgent, this is too important to say no</td>
</tr>
<tr>
<td>People will forget about me if I stop</td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?
196 Responses

<table>
<thead>
<tr>
<th>Message</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>It's easier to step up than ask for someone else to help.</td>
<td>have no time to train someone new</td>
</tr>
<tr>
<td>I'll be treated as not having a right to be in &amp; benefit from the space if I don't</td>
<td>What right do I have to ask for someone to do what I won't/can't?</td>
</tr>
<tr>
<td>Privilege guilt</td>
<td>i live a very privileged life and there are people suffering who are counting on me. it's the least i can do</td>
</tr>
<tr>
<td></td>
<td>Everyone else is doing stuff</td>
</tr>
<tr>
<td></td>
<td>I'm lazy and need to work hard against that tendency.</td>
</tr>
<tr>
<td></td>
<td>someone will suffer if no one does it, and I am one of the few who has capacity</td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?
196 Responses

- If I don't do this then I'm not down
- I want to contribute to change
- Hard not to help others when you have an open heart
- If I don't do it, it won't get done. I'm letting down the org. The other person who knows how to do this has done it the last two weeks, it's my turn to pick up the slack.
- People don't respond (in time)
- This will fail if I let it wait
- No one else is volunteering and it has to get done
- It's my trauma response to want to do more work because it's necessary and good work, and it helps my existential dread.
- I need to show up more or I want to show them that I can do a good job
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

I can deal with this over commitment in the short term (yet, then, the exit point keeps getting pushed back)

I'm one of few people who can do this (in groups where white members delegate racial diversity tasks to BIPOC folks)

I need to do things for people so they like and accept me.

I'm white and have enough money to help, and if I say no, I'm not contributing to my community or living out my anti-racist/anti-capitalist values

I'm wasting my life if I don't

It'll take more time to explain to someone else how to do it and I'm already burned out

"You're not doing enough, and that's selfish"

I have more privilege than others in the group

I'm grifting because I'm a white person working at a predominantly BIPOC org, I don't belong here, etc. It's complicated.
### What messages do I hear in my head when I am deciding to overcommit?

196 Responses

<table>
<thead>
<tr>
<th>Message</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>People's literal lives depend on it, so if I don't do it....</td>
<td></td>
</tr>
<tr>
<td>It will be faster and easier if I just do it</td>
<td></td>
</tr>
<tr>
<td>no one else will do it otherwise and I'd rather sacrifice than have someone who needs it miss their food delivery, etc</td>
<td></td>
</tr>
<tr>
<td>being the only one to offer to do something leads to overcommitting --&gt; it wont get done if i dont do it</td>
<td></td>
</tr>
<tr>
<td>If I can help get work off someone else's plate, that's how I can be most helpful</td>
<td></td>
</tr>
<tr>
<td>People pleasing</td>
<td></td>
</tr>
<tr>
<td>Need to make up for the time my job has me doing &quot;nothing&quot;</td>
<td></td>
</tr>
<tr>
<td>as always, my father</td>
<td></td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

- Everyone is doing more rn I should try to match them
- I have to live up to my "potential"
- I often deprioritize my own needs and to do lists by minimizing their importance or telling myself I'll do it later. This is more important. get it done
- If I see something that needs to be done, I have to do it or I'm telling others they have to
- Neighbors are counting on us and we need to follow through
- This will be personally fulfilling and I need it (even if it's not and I don't)
- No real reason to say no (not doing anything "better" with my time, just watching TV)
- No time for messages!!! I'm overcommitting!!!
- Earning my keep in the group
What messages do I hear in my head when I am deciding to overcommit?
196 Responses

- someone has to do this
- I can't let this person down
- I want to be loved and valued (breaks my heart to say this)
- I'm a bad person if I don't push myself or do as much as I possible (unfortunately, I know this is a trauma response, specifically "fawning", in combination w/ internalized ableism)
- This is the most important work I could be doing.
- It's my responsibility because of my privilege.
- No one else is stepping up, guess I have to.
- I need to prove I deserve to be here
- I want to show up because I don't want to be seen like I don't care. Even if it means showing up for multiple things/people/needs at once.
| Response                                                                 | | Response                                                                 | | Response                                                                 |
|-------------------------------------------------------------------------||-------------------------------------------------------------------------||-------------------------------------------------------------------------|
| Nothing can do it better than me                                         | I should do this because I have privilege and I can                     | As a privileged person, I have the obligation to work myself to the bone -- I'm still suffering less than xyz |
| "prove yourself, be exceptional"                                         | I have free time, I should be able to do it. Everyone else is doing so much. | That I have more privilege than others and need to use it                |
| There aren’t enough hours in the day to do all the things (esp. when having to work to survive, too) but I want to do them! | even though i regularly feel overcommitted, i’m sure i can do it better this time.... | It’s exciting for me to explore my edges                                |
### What messages do I hear in my head when I am deciding to overcommit?

<table>
<thead>
<tr>
<th>196 Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The need for reparations and that I need to give till it hurts</td>
</tr>
<tr>
<td>It must be done.</td>
</tr>
<tr>
<td>This is urgent! (Not taking the time to think through alternatives, let others speak up)</td>
</tr>
<tr>
<td>Rest is something hard to learn</td>
</tr>
<tr>
<td>Things will fall apart if no one does this work.</td>
</tr>
<tr>
<td>It’s my role to serve</td>
</tr>
<tr>
<td>what will this comrade in need think of me if I say I can't / let them down</td>
</tr>
<tr>
<td>People will disappoint me so I better step in</td>
</tr>
<tr>
<td>It will take too long to train the new person.</td>
</tr>
</tbody>
</table>
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

- I should be able to do more than I'm currently doing
- Why are you here if you're not doing the work
- "Someone has to do it" "I don't want so and so taking this on"
- If I don't work, no one even knows I exist and then I can't get support when I need it
- I want to be helpful
- If I ask too much of my small overworked team, they may want to leave the group? (Thinking about abandonment)
- If I don't actively, visibly participate, I have no value to others.
- People will be mad at me if I can't help more. I have to prove I'm valuable in this work and it has to be done. Urgency
- I want to do it!! even though I know it's really likely that I'll procrastinate/not follow through, but I somehow believe every time that I sign up that "this time will be different"
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

- I want to do everything, each toe dipped in a different pond
- I have to prove my dedication, worth and value of community by overcommitting
- My self concept needs me to be The One Doing The Most
- All the work we've done so far will be for nothing if I don't overcommit.
- It's easier to do the "tasks" than spend time on building a strong group culture and decision making process
- Everyone else seems really overwhelmed
- Saying no is being "lazy"
- Sometimes it feels more stressful to find someone to help out than to do it myself
- I am worried if I don’t then I will be letting people down
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

I haven't had a positive result from my work, so I must add more opportunities to add something productive.

Don't want to let the people down we help

service/care work is some of the most important work I can do (and my value comes from it)

I'll have to spend more time fixing it later if someone else does it, so I should just do it myself now.

I was there at its origin and feel accountability for how we are falling short

I want the control of knowing whatever happens, it's on me

you are wallowing in the rewards of your family's blood money and you need to answer to the people suffering around you

No one else has the expertise/experience to do this particular project

I want people to like me. I want to feel needed
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

- I can do this. But I maybe don't think about whether or not it's healthy.
- I'm only worthy if I'm productive.
- There's not enough of us (for me to not commit)
- I think [other person] has enough on their plate so I should take this on
- Worry that it won't be done well, that I wouldn't be happy with the product or want to put my name on it
- As the elder in the group, I need to step up and do this
- The need is so great, it needs to get done, my time isn't that important
- I have more time than everyone else
- I don't recognize my own capacity until I'm way over it
What messages do I hear in my head when I am deciding to overcommit?

196 Responses

If not me, who?

unscheduled time is wasted

no one else will do as good of a job on it as I will

This is the only space I don’t feel like something is wrong with me and I need to make sure it doesn't fall apart.

urgency

I gotta carry us through this week and then we’ll build capacity

you are a social parasite and this is the only way people will see any value in you, but don't expect anyone to express that.

gendered ideas of who should be doing all the admin type work

I gotta carry the people who have been carrying us and burning out so they can rest.
What messages do I hear in my head when I am deciding to overcommit?
196 Responses

I failed at recruiting someone else to do this task so now it's mine to do

I resent having to do this work. Why doesn't so and so step up?

I am crazy because I can't do this.

Show up for myself and others

prove my worth to the group

not enough time

They really need me. I'm valuable. There is nobody else to do it. They've asked four times and nobody else responded. I have more energy/privilege than those who need this service. I can get my stuff done later. This is the work.