

0c6fd2c2-0fde-467d-96dd-074e99fd6193/323-1

00:15:03.526 --> 00:15:08.006

Happy New year. Bonner. Nesian.

Quila to everyone. And I really

0c6fd2c2-0fde-467d-96dd-074e99fd6193/323-2

00:15:08.006 --> 00:15:12.066

appreciate everybody joining

this webinar. Now, this is a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/323-3

00:15:12.066 --> 00:15:16.126

first of what we hope will be

many where we're taking the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/323-4

00:15:16.126 --> 00:15:20.676

opportunity to spotlight things

that are working well. Actually,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/323-5

00:15:20.676 --> 00:15:24.176

we have lots of beep. So I'm

gonna put myself on.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/338-0

00:15:25.176 --> 00:15:28.276

Silent. If you give me one

second.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/350-0

00:15:30.056 --> 00:15:32.406

I'm sure you can all hear the  
brakes coming through.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/359-0

00:15:35.346 --> 00:15:37.106

Tina, there we go.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/369-0

00:15:40.616 --> 00:15:41.596

And I'm still beeping.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-0

00:15:43.306 --> 00:15:47.238

When, whenever? That. But anyway  
this festive many webinars that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-1

00:15:47.238 --> 00:15:50.686

we will hope to be doing and  
through the year when we're

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-2

00:15:50.686 --> 00:15:54.618

spotlighting processes where or  
spotlighting aspects that we can

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-3

00:15:54.618 --> 00:15:58.308

see are working really well in

the business just to find out

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00:15:58.308 --> 00:16:01.878

more about what are people  
doing, how are they doing it so

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-5

00:16:01.878 --> 00:16:05.810

that we can share and learn and  
I'm really pleased to be here to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-6

00:16:05.810 --> 00:16:09.621

have Jake here with me and I've  
been eager to get you on the a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/489-7

00:16:09.621 --> 00:16:13.372

webinar, a town hall because  
there's something that that Jake

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00:16:13.372 --> 00:16:13.916

is doing.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/537-0

00:16:14.256 --> 00:16:18.532

I think it's really important to  
share and it aligns very much

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00:16:18.532 --> 00:16:22.739

with an discussions that we've  
been having recently with line

0c6fd2c2-0fde-467d-96dd-074e99fd6193/537-2

00:16:22.739 --> 00:16:26.404

managers about what it what's  
important, what are the

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00:16:26.404 --> 00:16:30.612

important aspects of ensuring  
retention and keeping people in

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00:16:30.612 --> 00:16:31.766

the organization.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/551-0

00:16:47.376 --> 00:16:50.176

Sorry, Jane, can you pause for a  
moment and put you on mute?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/561-0

00:16:54.476 --> 00:16:57.166

Have I been speaking to myself  
for this whole time?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/569-0

00:16:56.876 --> 00:16:59.446

No, it was just the last 15  
seconds. Sorry.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/591-0

00:17:00.116 --> 00:17:04.466

Ohh wow, that's really weird.

OK, but I don't. Where did I get

0c6fd2c2-0fde-467d-96dd-074e99fd6193/573-0

00:17:00.626 --> 00:17:01.186

Go back.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/583-0

00:17:02.066 --> 00:17:03.616

Yeah. Yeah, sorry.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/591-1

00:17:04.466 --> 00:17:06.676

to? So I'm not repeating myself.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/595-0

00:17:09.406 --> 00:17:09.726

Anyway.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/602-0

00:17:10.296 --> 00:17:12.156

Yeah. Just rewind last sentence.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/706-0

00:17:12.236 --> 00:17:16.630

OK, alright. So so I think I did

introduced hopefully you heard

0c6fd2c2-0fde-467d-96dd-074e99fd6193/706-1

00:17:16.630 --> 00:17:21.024

introduced Jake and I'm really

happy to have him on board to to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/706-2

00:17:21.024 --> 00:17:25.143

talk about this particular topic

that is has come out as as

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00:17:25.143 --> 00:17:29.399

really important within some

workshops that we've been having

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00:17:29.399 --> 00:17:33.656

with line managers across the

group and and that's focused on

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00:17:33.656 --> 00:17:37.981

how do we retain people in the

organization. And the key thing

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00:17:37.981 --> 00:17:41.963

that's come out of those

workshops which also aligns with

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00:17:41.963 --> 00:17:42.306

exit.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/789-0

00:17:42.386 --> 00:17:46.692

Interview data is the importance  
of development, both personally

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00:17:46.692 --> 00:17:50.335

and professionally within the  
organization. So there's

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00:17:50.335 --> 00:17:54.441

something that Jake does within  
with his team that I think is

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00:17:54.441 --> 00:17:58.681

worth expanding on because when  
we we look at Jake and and your

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00:17:58.681 --> 00:18:02.920

team, they NPS growth is really,  
really positive and this great

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00:18:02.920 --> 00:18:06.894

feedback that was received  
through the employee survey. And

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00:18:06.894 --> 00:18:10.803

then we also look at your team  
performance and the culture

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00:18:10.803 --> 00:18:12.856

within your team is stands out.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/817-0

00:18:13.296 --> 00:18:16.759

So so I just have a few  
questions, so that I want to ask

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00:18:16.759 --> 00:18:19.857

you Jake, and to really  
understand what is it that

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00:18:19.857 --> 00:18:22.166

you're doing, so we can we can  
share.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-0

00:18:22.926 --> 00:18:27.099

Did my first question is we we

sent out a framework a quite a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-1

00:18:27.099 --> 00:18:31.475

while ago and that looked at and  
motivational triggers and and I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-2

00:18:31.475 --> 00:18:35.917

can see that you've taken it but  
run with it and developed it and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-3

00:18:35.917 --> 00:18:39.552

turned it into something that  
works at yay. And I was

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-4

00:18:39.552 --> 00:18:43.793

wondering if you could tell us a  
little bit more about what it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-5

00:18:43.793 --> 00:18:48.101

looks like. Yeah, of course. So  
first happy New Years everybody

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-6

00:18:48.101 --> 00:18:52.274

and welcome. So how do we work  
in international with the team

0c6fd2c2-0fde-467d-96dd-074e99fd6193/893-7

00:18:52.274 --> 00:18:52.476

so.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/902-0

00:18:53.036 --> 00:18:55.996

What I've done is it's been it's  
kind of evolved over time.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-0

00:18:56.146 --> 00:18:59.747

And I'm obviously we've got  
formal process, but on top of

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-1

00:18:59.747 --> 00:19:03.658

that what I do is I work with my  
team to pick out strength and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-2

00:19:03.658 --> 00:19:07.197

development areas. That's  
something we Co create. And so

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-3

00:19:07.197 --> 00:19:10.612

and I think we'll share  
something with you later about

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-4

00:19:10.612 --> 00:19:14.399

that. And we're looking about  
what drives them an areas that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-5

00:19:14.399 --> 00:19:18.373

they would really like to work  
on. And on top of that, I have a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-6

00:19:18.373 --> 00:19:22.408

kind of a formal review outside  
of the annual review and the Mid

0c6fd2c2-0fde-467d-96dd-074e99fd6193/968-7

00:19:22.408 --> 00:19:26.506

Year review. And that's probably  
every couple of months and then.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1039-0

00:19:26.636 --> 00:19:30.184

As of last year and the  
deepening discussion deck and I

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00:19:30.184 --> 00:19:33.796

added in the layer of the  
motivators as well. And what I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1039-2

00:19:33.796 --> 00:19:37.598

found with the way it works for  
us is, you know, we do that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1039-3

00:19:37.598 --> 00:19:41.463

process and if you think about  
the annual review, we use the

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00:19:41.463 --> 00:19:44.757

360 and the development  
questions. And there I find

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00:19:44.757 --> 00:19:48.686

those very useful to sort of  
pull things out and help us find

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1039-6

00:19:48.686 --> 00:19:52.107

areas to work on. And within  
those areas, they may be

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1039-7

00:19:52.107 --> 00:19:55.782

personal objectives, but they  
may not be. They may not be

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00:19:55.782 --> 00:19:56.606

specific for.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-0

00:19:56.806 --> 00:20:00.353

The annual review or anything  
like that and and between that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-1

00:20:00.353 --> 00:20:03.900

that combination then on top of  
the formal process, we found

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-2

00:20:03.900 --> 00:20:07.622

something that that really seems  
to work for us in the team. So

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-3

00:20:07.622 --> 00:20:11.285

why would you say motivation of  
people is is important? Why is

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-4

00:20:11.285 --> 00:20:14.542

that the basis of your  
discussion? Yeah, I that bit was

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00:20:14.542 --> 00:20:18.205

a real a bit of an eye opener  
for me and and and it was one of

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-6

00:20:18.205 --> 00:20:21.287

those things that I hadn't  
thought about should have

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1126-7

00:20:21.287 --> 00:20:24.718

thought about and when the debt  
came along it was it was a

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00:20:24.718 --> 00:20:27.916

really useful kind of extra  
layer to the conversation.

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00:20:28.136 --> 00:20:32.271

So what what I found is that it  
opened up a a a new Ave for

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1190-1

00:20:32.271 --> 00:20:36.613

discussion trying to understand  
what what drove the team, what

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00:20:36.613 --> 00:20:40.955

made them happy. I guess that's  
where motivated add that extra

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1190-3

00:20:40.955 --> 00:20:45.158

layer to what was already quite  
an evolving discussion about

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1190-4

00:20:45.158 --> 00:20:49.638

development. So you able to tap  
for everybody here to give us an

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1190-5

00:20:49.638 --> 00:20:53.773

example of what that that could  
look like? Yeah, I've got a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1190-6

00:20:53.773 --> 00:20:58.046

couple of actually. So the first  
one, one of my team members.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1281-0

00:20:58.766 --> 00:21:02.270

They they came across as part of  
the motivation. They've gone

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00:21:02.270 --> 00:21:05.265

through the the the the  
spreadsheet and and and they

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1281-2

00:21:05.265 --> 00:21:08.204

came across some groups except  
well, it was kind of

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00:21:08.204 --> 00:21:11.651

accomplishment and what that  
translated to was group success

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00:21:11.651 --> 00:21:15.155

for them. Yeah. And when we're  
having discussion about it, it

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00:21:15.155 --> 00:21:18.602

was really nice actually that  
when we were trying to find an

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00:21:18.602 --> 00:21:22.050

area where we could look at  
that, the area that came to mind

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00:21:22.050 --> 00:21:25.554

from the from the conversation  
was actually something outside

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00:21:25.554 --> 00:21:28.436

of work. So they were involved

in a channel still.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1358-0

00:21:28.516 --> 00:21:32.344

The vote in charity and it was a  
group of people that they

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00:21:32.344 --> 00:21:36.172

regularly met up with and we  
used that as the area that we

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00:21:36.172 --> 00:21:40.259

would work on to try and see how  
we could drive that motivator

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00:21:40.259 --> 00:21:44.152

and celebrate success and see  
accomplishment. And then if I

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00:21:44.152 --> 00:21:47.915

give you another example,  
another one, I don't think it's

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00:21:47.915 --> 00:21:51.808

actually on the motivator of  
this, but it really hit a spot

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1358-6

00:21:51.808 --> 00:21:55.831

and they describe themselves as  
a hunter, they enjoy the hunt

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00:21:55.831 --> 00:21:58.426

and they also really enjoy the  
freedom.

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00:21:58.786 --> 00:22:02.522

To get on with it and and that  
was really nice as well because

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00:22:02.522 --> 00:22:06.199

what happens is when we have a  
conversation with catch up, we

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00:22:06.199 --> 00:22:09.817

talk about. So what have you  
gotten your hunt, what have you

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00:22:09.817 --> 00:22:13.138

and the freedom bit is really  
nice as well because that

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00:22:13.138 --> 00:22:16.934

reminds me I need to back off.

You know, I need to give him the

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00:22:16.934 --> 00:22:20.611

freedom to get on with the job,

check in, set some goals that

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00:22:20.611 --> 00:22:24.288

allow them to actually. I know

that that's important for them

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00:22:24.288 --> 00:22:27.965

to have the freedom to go on

that. So it sounds like you sort

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00:22:27.965 --> 00:22:28.736

of developed.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1529-0

00:22:28.836 --> 00:22:32.179

A language that's specific to

each person that relates to

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00:22:32.179 --> 00:22:35.868

their motivation very much so I  
and I. I think that's where the

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00:22:35.868 --> 00:22:39.269

extra layers come from catches.

You know, it's really it's

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00:22:39.269 --> 00:22:42.727

driven from really different

conversations than the ones we

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00:22:42.727 --> 00:22:46.473

were having before. OK. And then

your your first example, I like

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00:22:46.473 --> 00:22:49.989

the idea that you were you're

not just looking at the person

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00:22:49.989 --> 00:22:53.390

at work, you're looking at them

outside of work because it

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00:22:53.390 --> 00:22:57.079

sounds like you're treating each

person in your team as a whole

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1529-8

00:22:57.079 --> 00:23:00.710

individual. And it's the, the  
whole person that you're looking

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1529-9

00:23:00.710 --> 00:23:01.056

at it.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1555-0

00:23:01.156 --> 00:23:06.070

Does that mean and and and?

That's what's been really nice,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1555-1

00:23:06.070 --> 00:23:11.230

actually, that it has changed  
that conversation. I find that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1555-2

00:23:11.230 --> 00:23:11.476

we.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1569-0

00:23:12.286 --> 00:23:16.492

We almost what's the weather?

It's UM, I've I've changed the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1569-1

00:23:16.492 --> 00:23:17.526

language, I've.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-0

00:23:17.676 --> 00:23:21.098

And I've I've realized they're  
development is not just work, it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-1

00:23:21.098 --> 00:23:24.573

is outside of work. And we can,  
yeah, there's a couple of people

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-2

00:23:24.573 --> 00:23:27.567

and you know, they'll be on this  
call. They'll know the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-3

00:23:27.567 --> 00:23:30.721

conversations we have. And I'm  
talking to them about their

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-4

00:23:30.721 --> 00:23:33.608

personal life. And are you,  
how's that working? Yeah.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-5

00:23:33.608 --> 00:23:36.495

Outside of work. Because

actually, what works in work

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1623-6

00:23:36.495 --> 00:23:39.596

also works at home. And was that  
a surprise to you? Yeah.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1648-0

00:23:39.786 --> 00:23:43.525

What he went, it was, it was  
really nice actually. It was. It

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1648-1

00:23:43.525 --> 00:23:46.601

was a. It was a pleasant  
surprise that we ended up

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1648-2

00:23:46.601 --> 00:23:49.556

talking about things, but I was  
pleased because.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-0

00:23:50.246 --> 00:23:53.893

The things that we're talking  
about are really important to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-1

00:23:53.893 --> 00:23:57.601

them. So it's not it. Yeah,  
there's a lot of things transfer

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-2

00:23:57.601 --> 00:24:01.553

from, from work to personal. So  
if you're working on, how do you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-3

00:24:01.553 --> 00:24:05.200

take a little bit of time to  
make your decision rather than

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-4

00:24:05.200 --> 00:24:09.090

being impulsive, that can relate  
to shopping and little through

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-5

00:24:09.090 --> 00:24:13.042

to dealing with the customer in  
another country. So yeah, it has

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-6

00:24:13.042 --> 00:24:16.750

been. It has just opened it up  
and it it's not so work. It's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-7

00:24:16.750 --> 00:24:20.579

not so formal. And I think that  
I think that pleases me and it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1733-8

00:24:20.579 --> 00:24:21.856

surprised me as well.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-0

00:24:21.956 --> 00:24:25.994

It's picking up on that, that  
theme of formal one of the the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-1

00:24:25.994 --> 00:24:30.362

challenges that I've had and I'm  
sure people on on the call might

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-2

00:24:30.362 --> 00:24:34.466

say this, that the performance  
and development review process

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-3

00:24:34.466 --> 00:24:38.504

and we're in the the window of  
review at the moment is a bit

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-4

00:24:38.504 --> 00:24:42.674

too formulaic, too process led.  
It's too constricting. Is that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-5

00:24:42.674 --> 00:24:46.976

something that you experience or  
or how have you adapted to make

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-6

00:24:46.976 --> 00:24:51.345

sure that you're not constrained  
within that framework? Yeah, I I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1808-7

00:24:51.345 --> 00:24:53.066

it's been trial and error.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-0

00:24:53.386 --> 00:24:57.221

Yeah, and I'll. I'll share one  
of the errors straight away. So

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-1

00:24:57.221 --> 00:25:01.117

when we first started doing it,  
I I, I was probably overzealous

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-2

00:25:01.117 --> 00:25:04.953

I think and we were meeting each  
month. And the reality is OK,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-3

00:25:04.953 --> 00:25:08.727

things don't change month to  
month, right? You need to have a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-4

00:25:08.727 --> 00:25:12.502

bit of a gap and you need to  
give time for things and and and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-5

00:25:12.502 --> 00:25:16.154

also it's treating things as as  
quite formal and completion

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1881-6

00:25:16.154 --> 00:25:19.746

oriented and action. There's a  
point you must deliver and.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-0

00:25:20.936 --> 00:25:25.088

Development is clearly a journey  
of of steps so so. So I think

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-1

00:25:25.088 --> 00:25:28.845

that that was uh that was  
important to the conversation,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-2

00:25:28.845 --> 00:25:32.866

but the to the to address the  
formal part we have the formal

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-3

00:25:32.866 --> 00:25:36.689

part, but I think I've drawn  
from that. So the 360 system

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-4

00:25:36.689 --> 00:25:40.973

part, the formal process, yeah,  
but that forms part of the focus

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-5

00:25:40.973 --> 00:25:44.730

around the strength and  
development areas and we've kind

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-6

00:25:44.730 --> 00:25:48.421

of we've developed it on top of  
that formal process and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1961-7

00:25:48.421 --> 00:25:52.046

developed our own process which  
is a regular check in.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1999-0

00:25:52.256 --> 00:25:55.102

Around some key areas, but  
understanding that it's a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1999-1

00:25:55.102 --> 00:25:58.538

journey, it's not. You have to  
do this by mid year and you have

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1999-2

00:25:58.538 --> 00:26:01.545

to do that by year end. Of  
course this stuff to do like

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1999-3

00:26:01.545 --> 00:26:04.821

that in the business, but also  
the development it's evolving

0c6fd2c2-0fde-467d-96dd-074e99fd6193/1999-4

00:26:04.821 --> 00:26:05.626

over time. See.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-0

00:26:05.826 --> 00:26:09.185

And you're saying that monthly  
was too often? Yes, but you're

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-1

00:26:09.185 --> 00:26:12.653

doing on a regular basis. What  
does that look like? No, it's at

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-2

00:26:12.653 --> 00:26:16.175

fair point. Yes. So it's two or

three months. That's. That's the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-3

00:26:16.175 --> 00:26:19.372

kind of cadence that we found  
that actually worked. Again,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-4

00:26:19.372 --> 00:26:22.514

there will be some things that  
haven't been achieved, but

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-5

00:26:22.514 --> 00:26:25.603

they'll be steps taking the  
right direction. And I think

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-6

00:26:25.603 --> 00:26:29.016

we're all trying to do our job.  
And there's a lot of data, but

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-7

00:26:29.016 --> 00:26:32.213

development is something that's  
constantly going on in the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-8

00:26:32.213 --> 00:26:35.735

background. So having that check  
in once a quarter or once every

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2107-9

00:26:35.735 --> 00:26:36.656

couple of months.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-0

00:26:37.056 --> 00:26:40.492

And look, yeah, there's times

when people travel or it's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-1

00:26:40.492 --> 00:26:44.048

inconvenient. You've got to be

flexible. Hmm. That kind of

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-2

00:26:44.048 --> 00:26:47.484

cadence or that regularity

really works. So how have you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-3

00:26:47.484 --> 00:26:51.040

been able to to make that

reality? Cause some people would

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-4

00:26:51.040 --> 00:26:54.837

say that the the process once a

year, it's too much, you know,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-5

00:26:54.837 --> 00:26:58.454

had that. And. But how how do  
you make made it part of your

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-6

00:26:58.454 --> 00:27:02.070

dialogue and the way that you,  
you naturally deal with each

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2173-7

00:27:02.070 --> 00:27:03.276

member of your team?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-0

00:27:04.776 --> 00:27:08.303

Again try and error and and I I  
think we we've all seen the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-1

00:27:08.303 --> 00:27:11.947

value in it and yeah I won't be.  
I'm not gonna hire behind it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-2

00:27:11.947 --> 00:27:15.768

takes some time for my on on my  
behalf and it takes some time on

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-3

00:27:15.768 --> 00:27:19.295

on behalf of of the team as well

but because it's something

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-4

00:27:19.295 --> 00:27:22.587

that's evolving in the

background it's not it's not how

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-5

00:27:22.587 --> 00:27:25.878

do I say there aren't many

things that we say right you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-6

00:27:25.878 --> 00:27:29.405

have to deliver that within two

months time it's like where

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2255-7

00:27:29.405 --> 00:27:33.226

where are we on that and I think

people like to check in people.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2269-0

00:27:33.366 --> 00:27:36.599

I like to do it. My team are on

the call. If you've got any

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2269-1

00:27:36.599 --> 00:27:38.216

comments, please pass them in.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-0

00:27:39.736 --> 00:27:43.437

But but I think it it's nice

to check in. Yeah, it it has

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-1

00:27:43.437 --> 00:27:47.380

become part of the regular piece

and look what used to happen is

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-2

00:27:47.380 --> 00:27:51.020

mid year and year end. Yeah this

mad rush to make sure that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-3

00:27:51.020 --> 00:27:54.660

everything was done in let's be

honest you pick it up three

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-4

00:27:54.660 --> 00:27:58.421

weeks before and go oh I done

everything that I said I should

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-5

00:27:58.421 --> 00:28:01.818

do but this just keeps it

regularly ticking along and I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-6

00:28:01.818 --> 00:28:04.973

think that works is it is  
interesting with New Year

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-7

00:28:04.973 --> 00:28:08.855

resolutions people are talking  
about how do you how do you keep

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2345-8

00:28:08.855 --> 00:28:09.826

up a resolution.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2400-0

00:28:09.906 --> 00:28:13.793

And one of the pieces of advice  
is make it part of of a habit

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2400-1

00:28:13.793 --> 00:28:16.802

and that it aligns with  
something else that you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2400-2

00:28:16.802 --> 00:28:20.502

habitually did. So if you  
integrated it within your normal

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2400-3

00:28:20.502 --> 00:28:24.138

sort of discussions, yeah,

people and and look at some of

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2400-4

00:28:24.138 --> 00:28:28.088

the stuff. So the Hunter comment

is a great one because me and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2400-5

00:28:28.088 --> 00:28:31.536

that person use that language

outside of that meeting.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-0

00:28:32.536 --> 00:28:35.482

And actually the other thing

about learning a little bit

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-1

00:28:35.482 --> 00:28:38.687

about people's personal lives

and and not not everybody wants

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-2

00:28:38.687 --> 00:28:41.840

to share personal life at work,

totally understand that, but

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-3

00:28:41.840 --> 00:28:45.044

actually it just it's improved

our relationship. I know a bit

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-4

00:28:45.044 --> 00:28:48.249

more about them. They know a bit  
more about me and yeah, just

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-5

00:28:48.249 --> 00:28:51.453

becomes part of the vernacular  
part of the conversation which

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-6

00:28:51.453 --> 00:28:54.555

has been good. Again, please  
talk to any of my team and see

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-7

00:28:54.555 --> 00:28:57.759

if they see the same way, but  
hopefully hopefully it is added

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-8

00:28:57.759 --> 00:29:00.964

value toward this great. And  
then one of the other challenges

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2478-9

00:29:00.964 --> 00:29:02.566

that we've we've heard is that.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-0

00:29:02.706 --> 00:29:06.654

And because call out is a flat  
organization, we've we've heard

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-1

00:29:06.654 --> 00:29:10.477

people say that there's no room  
to grow. There's no room for

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-2

00:29:10.477 --> 00:29:14.551

being able to develop what? What  
would you say to that child and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-3

00:29:14.551 --> 00:29:18.437

show? Well, I'd agree it's a  
flat structure. So I don't think

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-4

00:29:18.437 --> 00:29:22.260

that's up for debate. And I  
think, but I think everyone most

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-5

00:29:22.260 --> 00:29:26.020

what most people should know  
that and understand that and I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2535-6

00:29:26.020 --> 00:29:26.396

think.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-0

00:29:27.146 --> 00:29:31.041

What's important is then looking  
for opportunities to grow, and I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-1

00:29:31.041 --> 00:29:34.346

think most people want to  
develop and they want to self

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-2

00:29:34.346 --> 00:29:37.829

improve and I think it's as the  
results indicate from exit

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-3

00:29:37.829 --> 00:29:40.898

interviews and this is  
discussion. Yeah, people are

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-4

00:29:40.898 --> 00:29:44.439

looking for. So I think if we  
can create an area where that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-5

00:29:44.439 --> 00:29:48.039

can happen, yeah, that doesn't  
necessarily come with the job

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-6

00:29:48.039 --> 00:29:51.758

title or all the bits that you'd  
expect in a big company where

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-7

00:29:51.758 --> 00:29:55.240

you're senior, this and blah  
blah that whatever I think we

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2622-8

00:29:55.240 --> 00:29:55.476

can.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-0

00:29:56.296 --> 00:29:59.822

Yeah, we can seek opportunities  
to grow. We can talk to our

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-1

00:29:59.822 --> 00:30:03.172

people, help them learn and  
look. And this is this thing

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-2

00:30:03.172 --> 00:30:06.933

about being an active manager,  
you know, I see it as my role to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-3

00:30:06.933 --> 00:30:10.752

try and facilitate that. And and  
I think, you know, we've got to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-4

00:30:10.752 --> 00:30:14.396

look for those opportunities  
within the business and keep our

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-5

00:30:14.396 --> 00:30:17.922

eyes open, try and keep up  
people as happy as possible. You

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2684-6

00:30:17.922 --> 00:30:18.686

know, for me.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-0

00:30:19.966 --> 00:30:23.418

I'll give her a quite simple  
example, but Felicity is on my

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-1

00:30:23.418 --> 00:30:27.043

team. She's an absolute Wiz when  
it comes to BI data, all that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-2

00:30:27.043 --> 00:30:30.437

stuff. Amazing. And I've got

team members that's not their

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-3

00:30:30.437 --> 00:30:34.120

comfort zone. That's not their  
area, but they've told me that a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-4

00:30:34.120 --> 00:30:37.169

motivation for them is  
challenging their new things.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-5

00:30:37.169 --> 00:30:40.391

Yeah, well, isn't that  
brilliant? Can't I put those two

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-6

00:30:40.391 --> 00:30:43.843

together? And that's simple  
within my team. And one of them

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-7

00:30:43.843 --> 00:30:47.410

sharing a great strength. And  
that's hopefully, Felicity, you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2754-8

00:30:47.410 --> 00:30:48.676

agree? You enjoy that?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-0

00:30:48.786 --> 00:30:52.686

And then another team member is  
actually gaining something from

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-1

00:30:52.686 --> 00:30:56.343

from that process. So that's  
growth that's learning, that's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-2

00:30:56.343 --> 00:31:00.121

opportunity. So you're in fact  
you're saying not only because

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-3

00:31:00.121 --> 00:31:03.838

you use the word active manager,  
which I think is a really

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-4

00:31:03.838 --> 00:31:07.373

great term in terms of that  
ownership. But also you are a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-5

00:31:07.373 --> 00:31:10.968

connector, you're you're making  
the connections for people

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-6

00:31:10.968 --> 00:31:14.929

absolutely that joining the dots

bit is what I'm really see yeah

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2822-7

00:31:14.929 --> 00:31:17.306

as as working and in a flat

structure.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2868-0

00:31:18.416 --> 00:31:22.572

That's that's important to do.

Then I there are challenges with

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2868-1

00:31:22.572 --> 00:31:26.403

that. You know, it's not easy to

see all the opportunities

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2868-2

00:31:26.403 --> 00:31:30.365

throughout the business and and

I think you know it that I'm

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2868-3

00:31:30.365 --> 00:31:34.196

doing example within my team.

But you know there's another

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2868-4

00:31:34.196 --> 00:31:38.157

example, yeah. If I go into  
areas where where I've been able

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2868-5

00:31:38.157 --> 00:31:39.586

to see lateral growth.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2885-0

00:31:39.666 --> 00:31:44.282

Umm, one of my team members  
again really wanted to challenge

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2885-1

00:31:44.282 --> 00:31:47.536

themselves and noticed the new  
new things.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2963-0

00:31:48.396 --> 00:31:51.504

And then I never made it a bit  
of a mission for me to try and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2963-1

00:31:51.504 --> 00:31:54.512

find something that was outside  
of the norm, that wasn't in

0c6fd2c2-0fde-467d-96dd-074e99fd6193/2963-2

00:31:54.512 --> 00:31:57.370

international, that was an  
opportunity for them to to go

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/2963-3

00:31:57.370 --> 00:32:00.579

and do something different. And  
there are an active member of a

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/2963-4

00:32:00.579 --> 00:32:03.637

committee that's got nothing to  
do with international and we

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/2963-5

00:32:03.637 --> 00:32:06.745

talk about that regularly in our  
catch ups. And I know that's

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/2963-6

00:32:06.745 --> 00:32:09.753

brought a lot of value to that  
person. Yeah, they're really

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/2963-7

00:32:09.753 --> 00:32:10.706

thriving on it and.

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3034-0

00:32:11.596 --> 00:32:15.387

That may have happened without  
the conversations, but with that

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3034-1

00:32:15.387 --> 00:32:18.822

conversation, I could help  
facilitate. Yeah. And and make

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-2

00:32:18.822 --> 00:32:22.435

that happen. And and I think  
that person gets a lot more out

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-3

00:32:22.435 --> 00:32:25.929

of things because they've done  
it. So if you were thinking

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-4

00:32:25.929 --> 00:32:29.661

challenging the business, what  
what support would you say it's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-5

00:32:29.661 --> 00:32:33.037

needed to really leverage and  
and make that that lateral

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-6

00:32:33.037 --> 00:32:36.058

growth and what we mean  
bilateral is moving around

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-7

00:32:36.058 --> 00:32:39.789

across within your levels. It  
doesn't have to be upwards. What

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3034-8

00:32:39.789 --> 00:32:41.566

should we be doing this, this?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-0

00:32:41.696 --> 00:32:44.327

You know, so I can give an  
example to someone else in my

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-1

00:32:44.327 --> 00:32:47.236

team that is a classical kind of  
lateral growth. Yeah. So only

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-2

00:32:47.236 --> 00:32:50.006

one partment of the team who  
expressed an interest in being

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-3

00:32:50.006 --> 00:32:52.915

another part of the department.  
And it was great. They brought

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-4

00:32:52.915 --> 00:32:55.916

that up with their line manager  
and it it came up to me and were

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-5

00:32:55.916 --> 00:32:58.778

like, right, OK, so there were a  
great person. They're really

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-6

00:32:58.778 --> 00:33:01.086

experienced in what they do  
today. They're not so

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3088-7

00:33:01.086 --> 00:33:02.656

experienced what they want to  
do.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3148-0

00:33:03.236 --> 00:33:07.205

Umm. And they proactively said,  
look, I really wanna do this and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3148-1

00:33:07.205 --> 00:33:10.869

I'm gonna go out and do some  
things myself and we encourage

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3148-2

00:33:10.869 --> 00:33:14.594

them to do it when some some  
internal courses to some things

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3148-3

00:33:14.594 --> 00:33:18.441

themselves. And we knew that was  
there and that that that that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3148-4

00:33:18.441 --> 00:33:22.227

that need from that person was  
there and look Capstone always

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3148-5

00:33:22.227 --> 00:33:22.716

officer.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-0

00:33:23.896 --> 00:33:26.924

Open up, but one did. Yeah. And  
because that person expressed an

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-1

00:33:26.924 --> 00:33:29.533

interest, we knew that that  
would be something we could

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-2

00:33:29.533 --> 00:33:32.141

really put them forward for.  
They've moved over it into

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-3

00:33:32.141 --> 00:33:34.843

another department, thrived  
really. So pleased we did it.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-4

00:33:34.843 --> 00:33:37.778

We've retained a great person  
with a huge amount of knowledge.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-5

00:33:37.778 --> 00:33:40.386

One department moved into  
another apartment and they've

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3198-6

00:33:40.386 --> 00:33:40.666

grown.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3204-0

00:33:40.986 --> 00:33:43.036

And and and and then.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-0

00:33:43.796 --> 00:33:47.605

But that's a classical within my  
own team, and that, as I said,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-1

00:33:47.605 --> 00:33:51.354

those those don't always open  
up. Umm, So what can we do about

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-2

00:33:51.354 --> 00:33:55.104

it? Well, let the jobs boards  
there. But do I check it all the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-3

00:33:55.104 --> 00:33:58.853

time? No, I should do. And. But  
if I know someone got specific

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-4

00:33:58.853 --> 00:34:02.662

requirement, I do, Umm. And I'm  
in head office and I hear about

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-5

00:34:02.662 --> 00:34:06.531

things. I see things because I'm  
lucky enough to be here. But if

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-6

00:34:06.531 --> 00:34:10.399

you're not here, you might miss  
those and I think is there a way

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-7

00:34:10.399 --> 00:34:13.910

that we can have a skills match  
or a place where there are

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3306-8

00:34:13.910 --> 00:34:14.446

projects?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-0

00:34:15.346 --> 00:34:18.478

Available somewhere we could

look to say, you know, I've got

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-1

00:34:18.478 --> 00:34:21.661

person on my team who really

wants to get into learning about

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-2

00:34:21.661 --> 00:34:24.845

BI, for example. Yeah, probably

a bad example, but so are you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-3

00:34:24.845 --> 00:34:28.028

part of the business that they

don't use so much or they want

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-4

00:34:28.028 --> 00:34:30.903

to know more about. And then if

there is somebody who's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-5

00:34:30.903 --> 00:34:33.779

embarking on a project when

Andre was here, there was a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-6

00:34:33.779 --> 00:34:36.705

whole load of things and  
schmitzer probably does some as

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-7

00:34:36.705 --> 00:34:39.940

well. Is there an opportunity if  
we know that's there, you can

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-8

00:34:39.940 --> 00:34:43.226

see that somewhere? Well, I've  
got someone really interested in

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3397-9

00:34:43.226 --> 00:34:45.126

can we put the two together and  
not?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-0

00:34:45.636 --> 00:34:48.790

I don't know if that exists  
today. Maybe we could do

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-1

00:34:48.790 --> 00:34:52.421

something better that so to  
enable managers being connected,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-2

00:34:52.421 --> 00:34:56.230

we need a framework and company.

But as opens up gives a window

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-3

00:34:56.230 --> 00:34:59.563

to those potential connections.

What can exist? What is

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-4

00:34:59.563 --> 00:35:03.074

available to you know I've done

something like that. Yeah,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-5

00:35:03.074 --> 00:35:06.824

absolutely. And I and I don't

know what that looks like, but I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-6

00:35:06.824 --> 00:35:10.336

think that would help me if I

know that someone in my team

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-7

00:35:10.336 --> 00:35:13.728

wants to need something to the

motivates them and that's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3478-8

00:35:13.728 --> 00:35:15.216

available somewhere else.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-0

00:35:15.306 --> 00:35:18.543

Well then we've got an  
opportunity to match those up.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-1

00:35:18.543 --> 00:35:21.781

So you you mentioned that there  
was somebody that had

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-2

00:35:21.781 --> 00:35:25.438

development needs that and it  
came through to you. Does that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-3

00:35:25.438 --> 00:35:28.795

mean that you this model that  
that you've developed and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-4

00:35:28.795 --> 00:35:32.452

evolved you're managers in your  
teams also using it as well?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-5

00:35:32.452 --> 00:35:35.809

Yeah, yeah, absolutely. And and  
and I think that's it's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3551-6

00:35:35.809 --> 00:35:39.586

something that's populated down  
it's it's it's a culture that.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-0

00:35:40.446 --> 00:35:43.783

I've worked with with my team  
and then my team. I've got

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-1

00:35:43.783 --> 00:35:47.472

teams, so yeah, absolutely it.  
It has worked and that's a good

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-2

00:35:47.472 --> 00:35:51.160

example of where it's kind of  
moved. You know that requirement

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-3

00:35:51.160 --> 00:35:54.790

and need a motivation as worked  
his way up through the system

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-4

00:35:54.790 --> 00:35:58.303

and we've been able to manage

manage the right scenario. So

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-5

00:35:58.303 --> 00:36:02.050

when thinking that you're sort  
of really pushed this throughout

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-6

00:36:02.050 --> 00:36:05.621

your team, all the different  
levels, one of the ambitions we

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-7

00:36:05.621 --> 00:36:09.134

call our is for us to really  
allow permission for people to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3630-8

00:36:09.134 --> 00:36:10.656

be their authentic selves.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3677-0

00:36:10.796 --> 00:36:15.353

If you they are outside to be  
who they are inside, to what

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3677-1

00:36:15.353 --> 00:36:20.064

extent would you say this? This  
dialogue, this way of really

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3677-2

00:36:20.064 --> 00:36:24.621

connecting and understanding  
motivations? How how was that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3677-3

00:36:24.621 --> 00:36:28.792

enabled you to realize or  
achieve that ambition table

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3677-4

00:36:28.792 --> 00:36:30.646

entity within your team?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-0

00:36:31.316 --> 00:36:34.569

Well, I think that the key thing  
is I've had more open

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-1

00:36:34.569 --> 00:36:37.821

discussions and using a  
combination and and look, this

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-2

00:36:37.821 --> 00:36:41.369

combination is work for us. It  
may not work for everybody's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-3

00:36:41.369 --> 00:36:44.740

gonna share it with you guys,  
but that combination of of

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-4

00:36:44.740 --> 00:36:47.874

knowing what, what drives  
people, understanding what

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-5

00:36:47.874 --> 00:36:51.659

motivates them, looking outside  
of necessary work. But yeah, it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-6

00:36:51.659 --> 00:36:55.267

could be other things outside  
and having an interest in that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-7

00:36:55.267 --> 00:36:58.578

and having a conversation I  
think has really has really

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3757-8

00:36:58.578 --> 00:37:01.476

worked. I also think that I've  
heard the phrase.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3771-0

00:37:01.556 --> 00:37:05.387

And then this up to you, Umm, a

lot. And I've always struggled

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3771-1

00:37:05.387 --> 00:37:06.846

with that a bit because.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3820-0

00:37:07.756 --> 00:37:11.185

If you haven't got someone who's  
helped looking out for you and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3820-1

00:37:11.185 --> 00:37:14.453

helping you, you can't do it.

Like when you don't often know

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3820-2

00:37:14.453 --> 00:37:17.828

you can't. You can't join them.

No. No. So I think having that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3820-3

00:37:17.828 --> 00:37:20.775

active role and I know it

creates some extra work, but

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3820-4

00:37:20.775 --> 00:37:22.436

I've I've seen the value in it.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-0

00:37:22.886 --> 00:37:26.388

And to facilitate, join the  
dots, help that person develop.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-1

00:37:26.388 --> 00:37:29.832

I think that's that's really  
worked. So having a framework

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-2

00:37:29.832 --> 00:37:33.276

having some regular catch ups.  
Obviously having people are

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-3

00:37:33.276 --> 00:37:36.895

willing and invested in their  
own development, yeah, creating

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-4

00:37:36.895 --> 00:37:40.106

a space. So I guess and trust  
that you can share those

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-5

00:37:40.106 --> 00:37:43.842

conversations and go on a bit of  
a development journey together

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-6

00:37:43.842 --> 00:37:47.461

and and the young manager or  
whoever you're talking to has an

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-7

00:37:47.461 --> 00:37:51.313

interest in that. Right. I think  
that's that's that's what's kind

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3902-8

00:37:51.313 --> 00:37:53.006

of work for for us and again.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3978-0

00:37:53.606 --> 00:37:57.344

Please reach out to any of my  
team who who, who may or may not

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3978-1

00:37:57.344 --> 00:38:00.786

wanna comment on that, but  
that's what I think has really

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3978-2

00:38:00.786 --> 00:38:04.525

helped with the culture. But it  
starts with the manager taking

0c6fd2c2-0fde-467d-96dd-074e99fd6193/3978-3

00:38:04.525 --> 00:38:08.204

that initiative, creating that  
space, that safe space to have

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3978-4

00:38:08.204 --> 00:38:11.764

that that discussion, that's  
what's worth for us. Yeah. And

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3978-5

00:38:11.764 --> 00:38:15.443

and as I said, yeah, take some  
work it but. But but I've seen

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3978-6

00:38:15.443 --> 00:38:18.945

the value in it come back. Yeah.  
And as I mentioned at the

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3978-7

00:38:18.945 --> 00:38:22.446

beginning is we have within your  
MPs for your team and the

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/3978-8

00:38:22.446 --> 00:38:24.226

results for your team I think.

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/4014-0

00:38:24.316 --> 00:38:28.067

As evident, but he mentioned,  
you know, happy to share if

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/4014-1

00:38:28.067 --> 00:38:32.142

there if there's anybody on the  
call, particularly managers or

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4014-2

00:38:32.142 --> 00:38:36.411

anybody else who's interested in  
understanding more how it works,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4014-3

00:38:36.411 --> 00:38:40.098

what should they do? Well, I  
mean I've shared some stuff

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4014-4

00:38:40.098 --> 00:38:40.486

today.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4031-0

00:38:41.766 --> 00:38:44.400

We're going to share a little  
bit more, I think afterwards.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4031-1

00:38:44.400 --> 00:38:46.156

Just show the framework that OK  
within.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4038-0

00:38:47.896 --> 00:38:48.936

Anyone can reach out to me.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4042-0

00:38:49.016 --> 00:38:51.106

It was dangerous, but.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4093-0

00:38:52.096 --> 00:38:55.984

Please, please, all members of  
my team to see how that works. I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4093-1

00:38:55.984 --> 00:38:59.204

think that deepening the  
discussion piece that deck,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4093-2

00:38:59.204 --> 00:39:02.788

yeah, looking at that and  
pulling out and having an active

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4093-3

00:39:02.788 --> 00:39:06.434

thinking, we're just coming up  
to annual reviews. So having

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4093-4

00:39:06.434 --> 00:39:10.018

another look at that, yeah,  
thinking about how you can the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4093-5

00:39:10.018 --> 00:39:12.266

key bits for me were the  
motivators.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-0

00:39:13.346 --> 00:39:17.680

The development questions and  
and the three 60s, those three

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-1

00:39:17.680 --> 00:39:22.228

things are kind of really pulled  
together to to help build that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-2

00:39:22.228 --> 00:39:26.421

strength development area and  
the focus plan. So. So yeah,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-3

00:39:26.421 --> 00:39:30.897

that would be my advice is use  
that think about it, plan ahead

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-4

00:39:30.897 --> 00:39:35.303

of the annual reviews, OK. So  
answer the question it does and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-5

00:39:35.303 --> 00:39:39.566

and Gareth who's behind the  
scenes on this, he's gonna post

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4162-6

00:39:39.566 --> 00:39:42.906

I think in in the chat the the  
framework that.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-0

00:39:42.996 --> 00:39:46.866

That Jake is talking about and  
then Jake mentioned deepening

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-1

00:39:46.866 --> 00:39:50.927

the discussion. This was another  
document that was shared and I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-2

00:39:50.927 --> 00:39:54.987

think we're gonna post both that  
you have access to. So there's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-3

00:39:54.987 --> 00:39:58.984

an example of the Jake has given  
and then the 10 template that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-4

00:39:58.984 --> 00:40:02.664

you can use that and going

forward. So thinking about the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-5

00:40:02.664 --> 00:40:06.281

sort of final message Jake and  
and hearing about the the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-6

00:40:06.281 --> 00:40:10.341

quality of the dialogue and the  
openness, is there any any sort

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-7

00:40:10.341 --> 00:40:14.529

of piece of advice that you want  
to give any line manager on this

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4249-8

00:40:14.529 --> 00:40:14.846

call?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4262-0

00:40:14.946 --> 00:40:19.856

That they should really take on  
board. Yeah, I I.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4284-0

00:40:21.006 --> 00:40:25.397

For me, what I've learned is  
that it evolves over time. There

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4284-1

00:40:25.397 --> 00:40:27.876

has been a bit of trial and  
error.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-0

00:40:29.056 --> 00:40:32.506

I think the development the  
development is a journey is is

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-1

00:40:32.506 --> 00:40:36.131

something that I've learned as a  
manager again, you know, I'm

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-2

00:40:36.131 --> 00:40:39.931

quite action oriented. It's kind  
of like, well, where's the next

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-3

00:40:39.931 --> 00:40:43.673

step? Where's the next step and  
and actually it doesn't tend to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-4

00:40:43.673 --> 00:40:47.356

be those that you changed. Do  
you think you? Yeah, absolutely.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-5

00:40:47.356 --> 00:40:51.157

I think I have. And I think you  
know, I'm lucky enough to of it,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-6

00:40:51.157 --> 00:40:54.489

a good team to have those open  
conversations and and and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-7

00:40:54.489 --> 00:40:57.764

willing partners to to go  
through that. But I think you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4351-8

00:40:57.764 --> 00:40:58.056

know.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4368-0

00:40:58.346 --> 00:41:02.243

If I was the key messages is to  
make the investment in the time

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4368-1

00:41:02.243 --> 00:41:05.896

and use what use the things that  
we've got available to us.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-0

00:41:07.006 --> 00:41:10.604

Create that safe space. That

sort of trust environment and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-1

00:41:10.604 --> 00:41:14.507

don't think it's just working.

It has to be. What am I going to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-2

00:41:14.507 --> 00:41:18.287

deliver by mid year? It can be

things outside of that. It can

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-3

00:41:18.287 --> 00:41:22.068

be outside of work. It can be

outside of that formal process.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-4

00:41:22.068 --> 00:41:25.849

Yeah. And just look at widening

the conversation. And I think

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-5

00:41:25.849 --> 00:41:29.508

that's where it probably seen

the most values that you know

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-6

00:41:29.508 --> 00:41:33.167

people want to get that out.

They wanna improve themselves.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4451-7

00:41:33.167 --> 00:41:36.216

It's not win, lose, fail, not

yeah scenario it's.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-0

00:41:36.316 --> 00:41:39.781

How do we move forward on that

journey and what the steps that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-1

00:41:39.781 --> 00:41:43.246

may take two months may take six

months, may take 12 months. I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-2

00:41:43.246 --> 00:41:46.546

mean ultimately strengths are

where you've got you to where

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-3

00:41:46.546 --> 00:41:49.791

you are. Yeah, those are the

things you should really, you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-4

00:41:49.791 --> 00:41:53.256

know, amplify and development

areas will always be development

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-5

00:41:53.256 --> 00:41:56.886

areas. But you can get better at  
them. So it's it's that journey.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-6

00:41:56.886 --> 00:42:00.131

Piet, do you think it's so  
creative maybe for you as well.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-7

00:42:00.131 --> 00:42:02.881

But for your team are sort of  
enhanced that, that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-8

00:42:02.881 --> 00:42:06.126

togetherness, that sense of  
connectivity and belonging I I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4543-9

00:42:06.126 --> 00:42:06.566

hope so.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-0

00:42:06.666 --> 00:42:10.083

I'm I I I'm really proud of the  
team. I think we've got a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-1

00:42:10.083 --> 00:42:13.911

fantastic culture. Yeah, I think  
we're very trusting everyone. I

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-2

00:42:13.911 --> 00:42:17.328

always say that probably bored  
me saying, but that can do

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-3

00:42:17.328 --> 00:42:21.098

attitude and that that comes out  
in this as well as whether you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-4

00:42:21.098 --> 00:42:24.986

got the people to pay cash or if  
we got that price increase in or

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-5

00:42:24.986 --> 00:42:28.756

whatever it is. I think people  
are very positive and want to do

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-6

00:42:28.756 --> 00:42:31.937

better on our looking for  
improvement whether that be

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-7

00:42:31.937 --> 00:42:35.295

work, home development,

whatever. So if I can facilitate

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-8

00:42:35.295 --> 00:42:38.947

that and try and make that work

the best way possible with my

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4639-9

00:42:38.947 --> 00:42:39.536

team then.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-0

00:42:40.466 --> 00:42:44.381

That's the best I think I can do

so fantastic. So. So I take from

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-1

00:42:44.381 --> 00:42:47.703

this in terms of my challenge

for for people within the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-2

00:42:47.703 --> 00:42:51.204

company is that we need to

create a framework that creates

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-3

00:42:51.204 --> 00:42:54.348

openness for where are the

opportunities for lateral

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-4

00:42:54.348 --> 00:42:57.907

growth. That it's not just for  
people who happen to be here

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-5

00:42:57.907 --> 00:43:01.111

over hearing it, but it's  
visible and transparent for

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-6

00:43:01.111 --> 00:43:05.026

everybody. So I'll actually take  
that on board in terms of how we

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-7

00:43:05.026 --> 00:43:08.704

do that because I'm sure we've  
all got needs within our teams

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4708-8

00:43:08.704 --> 00:43:10.306

where we could do with the.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-0

00:43:10.396 --> 00:43:13.875

But have hands on experience  
from somebody else and I think

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-1

00:43:13.875 --> 00:43:17.180

it's a as you say, win win.

Yeah, a way of creating that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-2

00:43:17.180 --> 00:43:20.253

that growth within the  
organization and and you know

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-3

00:43:20.253 --> 00:43:23.559

I'd like to know what other  
people have got. Yeah. Yeah.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-4

00:43:23.559 --> 00:43:27.270

You've probably got skills in in  
our team that we can share and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-5

00:43:27.270 --> 00:43:30.749

vice versa. I mean I love the  
fact that people are learning

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-6

00:43:30.749 --> 00:43:34.228

French on teams. Yeah yeah with  
somebody else that's that's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-7

00:43:34.228 --> 00:43:37.765

brilliant and those kind of

things that it's that joining it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4791-8

00:43:37.765 --> 00:43:40.896

all together is the important

and that's where I see.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-0

00:43:41.216 --> 00:43:45.227

I have a wrong. Yeah, to to try

and make that happen. Fantastic.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-1

00:43:45.227 --> 00:43:48.806

So thank you very much, Jake.

Thank you for being the the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-2

00:43:48.806 --> 00:43:52.694

first person on on the webinar.

There'll be a number of topics

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-3

00:43:52.694 --> 00:43:56.397

that it said that we'll explore

and really value your, your

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-4

00:43:56.397 --> 00:44:00.099

feedback on any specific topic

that you'd like to know more

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-5

00:44:00.099 --> 00:44:03.925

about and and we'll be shining a  
light on where we see things

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-6

00:44:03.925 --> 00:44:07.505

working really well. But before  
you leave, we have a poll

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-7

00:44:07.505 --> 00:44:11.084

question for you because we  
wanna base it on the feedback

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4889-8

00:44:11.084 --> 00:44:11.886

and insights.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4916-0

00:44:11.996 --> 00:44:16.183

Is this something this sort of  
dialogue? Is it a value and is

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4916-1

00:44:16.183 --> 00:44:20.168

it something that you want, say,  
Gareth is going to post a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4916-2

00:44:20.168 --> 00:44:20.776

question?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-0

00:44:21.396 --> 00:44:25.722

I'm which is coming up now to  
put the glasses on so I can read

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-1

00:44:25.722 --> 00:44:29.911

it and it said based on your  
experience in this session, how

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-2

00:44:29.911 --> 00:44:34.031

likely would you recommend  
future webinars to others and if

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-3

00:44:34.031 --> 00:44:38.083

you can submit your scores to  
tap on 12345 and then submit

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-4

00:44:38.083 --> 00:44:42.340

that and we should see the poll  
result and coming up and this

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-5

00:44:42.340 --> 00:44:46.323

will give us an understanding

whether this is this works,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/4984-6

00:44:46.323 --> 00:44:50.306

whether this sort of informal  
chat, it's not a town hall.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5001-0

00:44:50.866 --> 00:44:55.833

And whether it's a an activity  
like, say I'm gonna, I'm gonna

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5001-1

00:44:55.833 --> 00:44:57.916

submit a response as well.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5056-0

00:45:03.796 --> 00:45:08.816

OK. Oh, nice. So we've got 34%  
on 452% on five, still going

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5056-1

00:45:08.816 --> 00:45:13.586

fantastic, still going. I'm  
gonna take that as something

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5056-2

00:45:13.586 --> 00:45:18.773

that we need to continue which  
is is great. So thank you very

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5056-3

00:45:18.773 --> 00:45:23.794

much everybody for taking the  
time out and your day and for

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5056-4

00:45:23.794 --> 00:45:28.563

joining. And I think Gareth  
questions. Yeah. Does anyone

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5056-5

00:45:28.563 --> 00:45:29.316

have any?

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5062-0

00:45:29.406 --> 00:45:31.496

Questions. Oh, hang on.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5075-0

00:45:31.866 --> 00:45:34.076

Dwayne had a question. If you  
can see that, yeah.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5073-0

00:45:32.366 --> 00:45:33.386

So sorry.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5108-0

00:45:34.516 --> 00:45:37.980

Yeah, it's just come up. Sorry.

Didn't see it. So Dwayne's

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/5108-1

00:45:37.980 --> 00:45:41.326

asking, what about finding the  
budget for interests that

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/5108-2

00:45:41.326 --> 00:45:44.555

require formal training,  
especially when we're told to

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/5108-3

00:45:44.555 --> 00:45:46.786

work cleaner. Be mindful of  
spending.

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/5143-0

00:45:47.576 --> 00:45:51.364

And that's a really valid  
question to Anne and had how do

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/5143-1

00:45:51.364 --> 00:45:55.478

you deal with that within your  
team, Jake? So so we have done,

Oc6fd2c2-0fde-467d-96dd-074e99fd6193/5143-2

00:45:55.478 --> 00:45:59.592

we've done some formal training  
over time. And so for example,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5143-3

00:45:59.592 --> 00:46:00.376

there was a.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-0

00:46:02.116 --> 00:46:05.617

I wanted to send the team on a  
on a sales negotiation course

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-1

00:46:05.617 --> 00:46:08.945

and I had to go through the  
normal process for budgeting.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-2

00:46:08.945 --> 00:46:12.216

You know, it's obviously  
something I believed in and had

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-3

00:46:12.216 --> 00:46:15.717

to pitch that as part of my  
budget presentation and say that

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-4

00:46:15.717 --> 00:46:19.333

it was an investment that would  
would make sense and pay back.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-5

00:46:19.333 --> 00:46:22.776

And so I think if I was  
looking at more training for the

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-6

00:46:22.776 --> 00:46:26.449

team, it would be a case of the  
team coming to me or me sitting

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-7

00:46:26.449 --> 00:46:29.950

down with team saying, look,  
where do we feel that there are

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5239-8

00:46:29.950 --> 00:46:33.106

opportunities and justifying  
that and putting that in.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5296-0

00:46:33.606 --> 00:46:37.625

Promise. I guess we're now in  
January next budget windows.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5296-1

00:46:37.625 --> 00:46:41.985

Yeah. Oh, September. Yeah. So it  
would be a pay case of waiting

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5296-2

00:46:41.985 --> 00:46:45.800

till then. Or if there if

something is really required,

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5296-3

00:46:45.800 --> 00:46:50.159

then you make your case to your  
boss and ask for that to be put

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5296-4

00:46:50.159 --> 00:46:53.906

in. So it's making choices.

Yeah. And I think that we.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-0

00:46:54.006 --> 00:46:57.815

But yeah, that's the case we we  
are in a constraint scenario. So

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-1

00:46:57.815 --> 00:47:01.566

we've only got X amount of cache  
but but if it's valid and it's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-2

00:47:01.566 --> 00:47:05.141

really needed and it's something  
that pushes the business on

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-3

00:47:05.141 --> 00:47:08.541

well, then you make your  
business case and and you put it

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-4

00:47:08.541 --> 00:47:11.412

forward. There's also

opportunities you know for

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-5

00:47:11.412 --> 00:47:14.870

example in France, where is it

CFD or CDF and CFP, I can't

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-6

00:47:14.870 --> 00:47:18.621

remember what it's called, but

we have a budget in France which

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-7

00:47:18.621 --> 00:47:22.079

is a government levy, which

means that there is a training

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5367-8

00:47:22.079 --> 00:47:23.896

budget there by department and.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-0

00:47:24.006 --> 00:47:27.257

And the UK that we is there any

levy as well that we can tap

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-1

00:47:27.257 --> 00:47:30.509

into. So there are there are  
pots and and maybe it's that we

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-2

00:47:30.509 --> 00:47:33.707

don't all know about it again  
yeah it's one of those things

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-3

00:47:33.707 --> 00:47:36.905

that we need to share within the  
business and if there is a

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-4

00:47:36.905 --> 00:47:39.997

criticism it's like I didn't  
know about those until I got

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-5

00:47:39.997 --> 00:47:43.462

this role I started dealing with  
people France so how do we open

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-6

00:47:43.462 --> 00:47:46.766

up those conversations and find  
out that there is a budget in

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-7

00:47:46.766 --> 00:47:50.071

some cases so Dwayne you take  
your starts with the discussion

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5471-8

00:47:50.071 --> 00:47:53.536

having the discussion your line  
manager making choices and then.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5501-0

00:47:54.016 --> 00:47:57.968

And discussing with HR in terms  
of are there opportunities and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5501-1

00:47:57.968 --> 00:48:01.356

to be able to fund it. So  
hopefully that answers your

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5501-2

00:48:01.356 --> 00:48:04.116

question, see if we've got any  
others here.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5520-0

00:48:04.576 --> 00:48:07.598

That was it. In terms of  
questions I think. Ohh no sorry.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5517-0

00:48:05.776 --> 00:48:07.716

That the only one.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5520-1

00:48:07.598 --> 00:48:08.796

There's one more, yeah.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5550-0

00:48:09.666 --> 00:48:14.227

Say Juan, it's sesame and great

to be able to have the time and

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5550-1

00:48:14.227 --> 00:48:18.076

space to freely communicate.

Having that time is very

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5550-2

00:48:18.076 --> 00:48:21.996

valuable. Thank you. One

excellent, right and I think.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5563-0

00:48:21.156 --> 00:48:24.723

There was this one uh, anonymous

statement at the top. Jane, you

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5563-1

00:48:24.723 --> 00:48:25.766

can read out, yeah.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5568-0

00:48:25.746 --> 00:48:27.376

Oh, I missed that out.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5579-0

00:48:27.536 --> 00:48:31.506

Uh, I can't see. Ohh hang on new posts.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-0

00:48:34.366 --> 00:48:37.901

So it would be great to get a bullet list of the key takeouts

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-1

00:48:37.901 --> 00:48:41.151

of the session afterwards, especially if you're going to

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-2

00:48:41.151 --> 00:48:44.629

extend these sessions will help us all keep. Let's see more.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-3

00:48:44.629 --> 00:48:48.107

Keep track of suggestions and manage our review developments

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-4

00:48:48.107 --> 00:48:51.586

efficiency. Great great point and we'll do that. And I think

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-5

00:48:51.586 --> 00:48:54.779

that's a really good piece of  
good request. We're we're

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-6

00:48:54.779 --> 00:48:58.371

absolutely do that and we'll be  
posting the two and discussion

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-7

00:48:58.371 --> 00:49:01.564

the documents, the framework  
that that Jake was talking

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5662-8

00:49:01.564 --> 00:49:01.906

about.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5722-0

00:49:02.436 --> 00:49:05.830

So our poll is still at 52%. So  
I'm gonna take that as a yes.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5722-1

00:49:05.830 --> 00:49:09.388

We'll continue it and then I'll  
let you know what the next topic

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5722-2

00:49:09.388 --> 00:49:12.782

will be unless she had their  
knee feedback. So thank you very

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5722-3

00:49:12.782 --> 00:49:16.395

much for joining and have a good  
weekend. Thanks everyone. That's

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5722-4

00:49:16.395 --> 00:49:19.735

a lot with your annual reviews.  
Yeah, definitely. All right.

0c6fd2c2-0fde-467d-96dd-074e99fd6193/5722-5

00:49:19.735 --> 00:49:20.556

Bye. Thank you.