



Webinar transcript

Back to the Future. IC lessons and legacy

Kate Went 00:02

Hi, everyone, I can see some names popping up on my screen. If you could do the usual thing, and let me know if you can see and hear me, that would be brilliant. You should have a question function on the right hand side of your screen. If you could pop something in the chat to let us know that you can see and hear us, that would be really handy. Brilliant. Thank you very much for letting us know. That's great. Great, the technology seems to be doing its job. Fantastic.

Lindsay Kohler 00:41

Well, then we're already off to a brilliant start, aren't we?

Kate Went 00:44

I mean, it's all flying from here. Brilliant, I can see you all starting to come in now. So I will say hello, and welcome to the first Q&A session of 2022. Back to the Future, IC lessons and legacy. Now before I get into the usual spiel that I do at the beginning of these sessions, I just wanted to thank you very much for being here with us today, particularly. If you're anything like Lindsey and myself, you'll have had very little sleep, and you'll have been keeping one eye on the news. Today's events are very much at the forefront of our minds. So again, thank you very much for taking a little time away to join us to pause and reflect. I do hope that you'll take something useful away from our time together, if only a pleasant distraction from the news cycle. So let's get started.

Kate Went 01:41

For a long, long time, internal communication seems stuck in the same place. As we asked the perennial question, how do we get a seat at the table, it only took a global pandemic to force through 10 years worth of change in two years. We reacted, we reflected and now we stand ready to apply the lessons we learned. The famous quote says those who fail to learn from the past are doomed to repeat it. So how do we make sure that we take the best and leave the rest? How do we make change stick? And what do we, as internal communicators and agents for change, want our legacy to be? My name is Kate Went, I'm marketing manager at employee engagement consultancy scarlettabbott. I'm joined for this session by my colleague, lead behavioural scientist, Lindsey Kohler. And we're really pleased to be joined by special guest, Glenn Bonci, who is managing partner at HR Creative Group who's up bright and early in the States to join us today. So thank you, Glenn.

Kate Went 02:43

Together, we're going to explore a few lessons of the past two years and how far internal comms has come in that time. And talk about what we want to take forward. And we really want to take your questions and your reflections as we go through the session. Do feel free to type your questions in at any time. And we will cover as

many as we can. And please just join in with the session, it's going to be hopefully a really good conversation. So Lindsay, I'm going to start with you. As I said in the intro there, we've heard a lot of people say, "we've seen a 10 years worth of change in two years". Do you think that's accurate? And is there a risk that we're doing too much too quickly? Or do you think a sprint like this has actually been needed?

Lindsay Kohler 03:30

That's a great question. And before I answer it, because I will, I just want to say a little bit more about Glenn actually, for those that are on the line, because I know a lot of your names. I think we've been on some of these calls together. Glenn is actually the first consultant that I ever worked with, back when I was a wee baby comms professional in my first job ever, which happened to be in-house doing benefits communications at Nordstrom, over in Seattle, Washington. So because we were thinking, you know, Back to the Future, and 'lessons learned', I thought, who better could we have than one of the first people that I really learned from in how to do comms well. So I just wanted to give that little bit of extra context as to an extra reason why we're thrilled that Glenn's here, because that was gosh, probably 15 years ago!

Glenn Bonci 04:28

It was a while ago. It's amazing, it seems like a moment.

Lindsay Kohler 04:33

Yeah, so it's extra special for me today to have to have Glenn here. But Kate, your question, have we seen 10 years worth of change in two years? Is there a risk of doing too much too quickly? So I don't think that we've seen 10 years of change. I think what happened was that 90% of us had to shift suddenly to what 10% of people and companies are already doing. I think about my last company as a perfect example where all the consultants actually worked remotely, so remote working - never going into the office, being really slick with collaboration and tech channels and tools was the norm for us. It was not the norm for the larger world. So, I think what happened is just the rest of us were forced to catch up. I think that that change can be really uncomfortable. In terms of ways of working, in terms of topics that we had to deal with, I see teams were kept on their toes, because there was so much uncertainty and ambiguity, that it was maybe an uncomfortable time for everyone. But you also asked if a sprint like this was something we needed? Absolutely, I think we all need a good kick up the bum from time to time. Especially these deeply ingrained systems such as how we've organised our worlds of work. These structures are around 9-5 being hyper-visible. So I think the pandemic helpful in terms of shaking up the status quo. And I think that those are the really interesting lessons that we can dive into, as to what we want to take forward in the future. What would you add, Glenn?

Glenn Bonci 06:33

What I'm amazed at is how adaptable people are, because all of a sudden, we're thrown into these different situations. And yet, we've done it extraordinarily well. And I think that what managers have been forced to admit is that you don't have to be standing over somebody to ensure that they're producing great work. In fact, they produce maybe better, and more, work when they're off on their own and you've trusted them. People love to be trusted and to know that you believe in them. All of a sudden, people are working at home and they're really super productive and they're happy. But it's also shocked us in a lot of ways, because suddenly, you don't have this social network of your colleagues around you to go have a drink after work, to have lunch and everything. That was a bit of a downside. And then the whole collaboration aspect took a hit because you don't have spontaneous meetings, you don't have the ability to look in at the nuance of what people are saying

and the kinds of discussions email is really bad at. Zoom calls get tiresome and I don't know about you, here we are on a virtual call, but it takes a lot to keep your your attention for a long time.

Lindsay Kohler 08:06

To build on that point, though. Here we are on a virtual call and two years ago, if we were thinking about guests for an event, we probably wouldn't have crossed time zones or been so comfortable reaching out. We would have looked for people that could have been in a physical space together. So it does open up more collaboration opportunities. I think it's been one of the best learnings that we can take forward. We're kind of at that inflection point where it's time to stop acting like we're in pandemic mode, and time to start being like, okay, let's shake it off. But let's not do lose some of the good things.

Glenn Bonci 08:55

Great. That's great news.

Lindsay Kohler 08:58

Well, Boris has decided here in the UK, that Covid is over! So I guess it's time for us to get back to it? Doesn't matter that we're all collectively traumatised!

Kate Went 09:22

Well, that kind of leads me on to my next question, actually about a lot of the changes that we had to go through. Shifting all the things that we knew about working to a completely different model, at the drop of a hat, was incredibly reactive. And a lot of things that came out of that - the technologies that we adopted, the ways of collaborating, the systems that we put in place. Some of them were sticking plasters and some of them were things that we just had to choose quickly because they had to fill a need. How do we move forward now with more purpose?

Lindsay Kohler 10:02

You're never going to get away from some degree of reactivity. That is just the way that it is. But I think reactivity doesn't mean that you have to be on the backfoot. Every market change or outside world event has an enormous amount of opportunity. A shameless plug, but in my book, *Even Better If*, one of the chapters is about optimism. My co-author Charlie talks about his team's reaction to the pandemic and talking about panic, anger, fear. But then they started asking themselves the tough questions around opportunities and then were able to pivot successfully. I think part of moving forward with purpose - it's really trying to spot the opportunities. What you're optimistic about and what you're passionate about.

Glenn Bonci 11:20

Working remotely has really emphasised the need to have better support. As internal communication people, I think that we really need to make sure that we're addressing the needs of people. We have to constantly be out there, sensing sort the things that they're needing, and analyse the way that people are working and the results to determine what sorts of support they need. I have an obsession with simplicity, because organisational momentum tends to make things complex. And it's really difficult to weed that complexity out because it's rooted in all kinds of different ways. A lot of people have favourite things that they like to include in everything that they do, and everything that they communicate, and it's hard to follow. But when you're remote, it's more difficult to sort out the complexity. I think that it's really incumbent upon us to really do a great job at getting to the point. And the point is so, so often confused.

Lindsay Kohler 12:30

Yeah, it's interesting. Sometimes one of the barriers to simplicity is that somebody just has something that they want to say. So many stakeholders have favourite themes and an agenda. So I have a question for you, Glenn. When you've seen so much fighting for airspace, especially in the last two years, with facilities saying "we need to communicate what's happening" and tech teams saying "yeah, but we need to communicate what people are doing" and HR's like, "yeah, but everyone's burnt out" and they're all competing for attention, how would you stakeholder manage that air traffic control system?

Glenn Bonci 13:17

Diplomacy. A lot of senior people have their "We always do this, we always do that". I think it's sort of being able to show them very politely, very courteously, here's an option and if we could go in this direction, I think that more people will get what we're trying to say. I have lots of various different clients in various industries but there's a commonality and there's always a push for more volume. Whatever you're pushing out there, there should be more of it. We're always trying to say there should be less. And it's just a matter, I think, of demonstration. You can tell people 100 things and they'll remember three. You don't know which three, they'll remember, but they'll remember probably three. Or you can tell them three things and you'll know which three things they'll remember, because you've nailed it down to the three things that are most important.

Lindsay Kohler 14:28

I love that quote. It's like message roulette.

Glenn Bonci 14:33

Yeah. It's a great way to put it. You just don't know where the ball is gonna land.

Lindsay Kohler 14:39

Yeah, it's three spins it could really haywire if the wrong chamber comes up. Am I gonna have to do something with that analogy at some point?

Kate Went 14:54

There's something in that.

Glenn Bonci 14:55

I think we should take a lot of our cues from advertising. There's some great ad campaigns out there. They simplify the message. Look at like GEICO - 15 minutes will save you 15% or more. They're just bang, bang, bang on that message. And it has to be simple. It's so hard to figure out what that simple message is. It's funny because you might be thinking about it for weeks or longer. And finally, you realise the key essence of what we're trying to do is this little bit, and it finally comes through and that's the thing that resonates.

Lindsay Kohler 15:40

And it's sometimes thinking about things, almost logically. So, to take some examples from Ad Men, I naturally thought of Rory Sutherland's book Alchemy. Rory Sutherland, very legendary in marketing and Chair of Ogilvy. Sometimes it's turning the message on its head, turning the world on its head. And that's been one of the really interesting learnings from the past two years. We kind of turned everything on its head, not because we were really smart about it, but because our hand was forced,. But it is interesting to see what's shaken out of that.

Glenn Bonci 16:29

It's true that people will adapt to change, when it makes sense to them and they can see it's going to benefit them. A lot of times, those things are left out of the equation. It just, "here's a new way we're doing things, do them this way". People aren't really good at taking orders, they don't like to be told what to do. They like to be shown. I think we have to show you the benefits of going in a different direction. People had a hard time working at home at first, and then it was like, "this is pretty cool. I'm not commuting an hour every day and I get to have lunch with my spouse", and things came along. So this was a sort of shock change. I think that you have to have a lot of faith in the human ability to adapt.

Kate Went 17:34

Definitely. People are incredibly adaptable, we rise to the challenge of the situation that we're put in. Hopefully, we are surrounded by supportive teams that help us all do that at the same time. But we do like the status quo. We do tend to swing from extremes then settle back at a certain set point. If our status quo was one way of working - and we've had two years of a different way of working - now they're swinging back the other way, what's the new status quo? How can IC teams keep pushing for change if we don't want to go back to what it was before?

Lindsay Kohler 18:23

I think you said something very important there, Kate. There is a new status quo. So it's not so much like "oh, the status quo was what it was before". It's this new thing we've created together. The new status quo is people speaking up. We want a lot more from our employer. We want purpose-driven work, we want flexibility, we want trust and autonomy. We don't want to have to put on trousers every day, to leave the house and go into an office. I think what is interesting is that the reason that the status quo is easy, is because all of the choices have been squeezed out. All the decision making's already been made. So it's a very easy place to be in. You've asked how teams can keep pushing for change. But I think we have to ask ourselves, "what is the change that we want to see?" because maybe this new status quo that we found is actually getting the job done. We have airtime now on the comms calendar to talk about what we want to talk about - wellbeing inclusion, mental health. Everyone's said "how do you get the seat at the table?" Then the conversation was "we HAVE the seat at the table, and maybe we should just be okay with that for a moment". There's been so much change and we're actually in a pretty good spot in terms of airtime, in terms of how businesses are viewing the mission-critical roles of IC and engagement. So I almost think this might be the time to not put the pedal to the metal like we have done. Maybe the time is to really appreciate where we've gotten to and work on maximising that. So almost maintain mode versus push, push, push. But I don't know. Glenn, maybe you don't agree?

Glenn Bonci 20:19

No, I think there's a lot that's happened in the last couple of years. And it's gonna be really tough to go back to the way things were. I don't think we will. I think that's in the past. What do I think the future is going to be? Well, for example, a lot of people have moved out of Seattle, because the real estate prices are extraordinary. And if I'm working remotely, why don't I work in a beautiful seaside town where I have great views, and I could buy twice the house and live more cheaply? So, people have moved out of Seattle. And now when when people say "come back to work", they're like, "I don't want to come back to work".

Lindsay Kohler 21:01

Are they keeping their Seattle salary, or do you think salaries are being looked at, based on cost of living?

Glenn Bonci 21:09

I mean, that's that's a great question. I think for now, they're keeping the Seattle salaries. It's a really sweet deal. But it's happening in New York and Phoenix and all over the country. People who are in New York are moving upstate, up the Hudson Valley, and they're living in these beautiful leafy towns where they don't have to pay for Manhattan condos. And it's pretty cool. It started last year and then Delta came, Omicron came and returns have been delayed. But people, for the most part, we're like, "okay, I'll come back to work maybe two days a week, maybe three days a week". And so Microsoft and Amazon, Expedia - I can see Expedia's campus from my office. Amazon's two miles away. There's a lot of big employers here that are starting to say, "hey, you know, we want you back". And people are saying, "um, I think I'm gonna write my own ticket". So that's a big challenge. But at the same time, my first comments talked about the fact that you don't have to be standing over somebody to ensure that they're producing high quality work. So, give them give them what they want.

Lindsay Kohler 22:31

You shouldn't have to be standing over them if you're confident enough that you've hired the right team and that you don't get your self worth as a manager by micromanaging. I think a really interesting dynamic that's been coming forth is is those who want people back to the office, and they say, "it's for collaboration and growth" and I'm like, is it? Or is it just like, self consciously, I feel the need to control something.

Glenn Bonci 23:06

I think that's an important aspect. Managers like to manage, they like to control. And I think the more progressive modern manager of today is one who trusts his or her people to do the work that that they're being asked to do. It's so easy, really, to tell how productive they're being. I mean, some people could work an hour a day and be more productive than somebody who works 20 hours a day.

Kate Went 23:36

Definitely and Lindsay is a huge supporter of protecting your energy and holding forth on boundaries to protect that energy.

Glenn Bonci 23:50

People should be compensated and rewarded based upon what the results are not as to how often they're sitting at their desk.

Lindsay Kohler 24:01

I think that's one of the changes that I really welcome. Who was seen as a model employee, all of that got turned on its head. You've got people all of a sudden that maybe weren't working the longest hours. They weren't "in first and out last", but they're so darn productive. And I think you can't hide that. I guess it's easier to hide that when you're all physically together. So I think one of the things that I hope we take forward is really shifting performance management evaluation models away from butts on seats and I "see you" and it's an Old Boys Club, "having a smoke break to who's really the subject matter expert and who's really knowledgeable. I think we're going to see the performance management models shake. I think we're gonna see succession planning change. I think we're gonna see traditional hierarchies in the workplace change, because it's a shift to "what are the skills that matter?" and "Who's getting the job done?" Not, "who is the boss's favourite?" I hope that's something that we take forward.

Glenn Bonci 25:28

There's a lot of positive results from the last two years. We've learned a lot about how people want to work, prefer to work and how they work most productively. It's a combination. Some people work better at home and some people prefer the office. It's probably like a two to one. The one being people who prefer the office and work better in the office, and the two thirds probably work better when they have flexibility. There's nothing like variety, being able to work at home for two or three days a week and going into the office two or three days a week. It gives you different perspectives and it stimulates your mind in different ways. It certainly gets rid of the routine and the ruts that you fall into which are the thing that hurts creativity the most. Doing the same thing, same thing, same thing. It's hard to break out.

Kate Went 26:29

It's a really interesting shift and a shift that's leaning towards people being able to maybe design their future way of working more, with more autonomy and decision making that benefits their work life balance. It does present challenges for IC teams in terms of still getting cut-through and still managing to reach everybody, still managing to prioritise the right channels at the right time for a more dispersed workforce. And a distracted workforce. We talked a lot in the early days of the pandemic about reaching everybody, such as frontline workers and reaching people in their own homes and the technical challenges. But one thing that we did have was a desire for information from employees who needed firm guidance and one source of truth. Now things have kind of settled a bit and people are comfortable in their different styles of working, is there a risk of switch off? In terms of the type of communication styles and channels that are going out to them to make sure they continue to resonate, is that harder now?

Lindsay Kohler 27:54

Glenn, what do you think?

27:59

Is the question that people are just coasting and we need to sort of inspire them to to greater to greater heights?

Kate Went 28:12

Less coasting, I suppose more that prolonged sense of fatigue that's come out over the past two years, there's only so much mental bandwidth.

Glenn Bonci 28:25

It must appeal to people's aspirations and higher goals. I think that nobody's happy thinking they're going to be doing the same thing for any number of years. You want to be able to constantly look at where you're going, what is the next pinnacle over the next horizon. Otherwise, creativity goes away. Your work becomes rote. Internal communications has to play a role in ensuring that people have an arc that can continue to inspire them. We, as communicators, can only do so much. The organisation has to have a vision and a lot of times we're asked to communicate a vision that is not very original.

Lindsay Kohler 29:27

Some of the statements I have heard in my career and I'm like, you want people to be galvanised and motivated around THAT?

Glenn Bonci 29:42

I guess this is why we all have jobs! But is it "well, I could communicate this but nobody will care. We could put this out there but it's not gonna resonate with anyone. You know, we need a better vision." It's hard to go to the senior manager saying, "Okay, your vision sucks", but so much of what I do is diplomacy. What about thinking this through a little bit better. On a kind of a more micro level, we've got this great health promotion programme, and we're asking people to do all these things, and then they can earn maybe 100 bucks, you know, sometimes it's 1000 bucks, but a lot of times, it's not enough, it's less. And you're asking people to go to the doctor, get a signed certificate, go to this website and tell them all the things that you've done today. This is exhausting. This is going to get in the way of people's jobs. You have to look at the things we're being asked to do, and determine whether it's worth it. And whether there's enough meaning there to get people to go where they want to go. At the same time, my obsession is: this is too bloody complex to really resonate with people to inspire them to really do anything, it's too much. Let's simplify this, let's get it down to something that is easy to get into people's head.

Lindsay Kohler 31:17

I like that you talk about motivation and vision. So I will get back to the point you started about coasting, because I do think that's absolutely in the engagement space. But when you're talking about inspiring vision, and one of my favourite easy-to-digest books in the behavioural science change space, is called 'Switch' by the Heath Brothers. They tell the story of a teacher. She wanted to motivate her first graders to have improved math and reading scores. If you tell a seven year old that your goal is to improve your math score by 2.5 points and your reading score by 6.7%, like, no - they're seven! So she didn't do that. Her vision was, "by the end of this year, you're going to be third graders". They were like, "oooooh", because third graders were cool, they were big and they had like bigger books, it's the same outcome just communicated entirely. You were talking about diplomacy. And you know, if leaders think this is the vision, this is what we're communicating, one of the most effective ways to get them to change their mind, is emotion. I was consulting with a company - I will not say the name, you never name names in these. They were just talking about how their people were really uninspired by this merger. So we were doing this workshop and I opened it by showing them logos of different iconic brands. So I pulled it up and asked "what do you think?" They're like, "oh, yeah, like storytelling, and this and that". They could get the ethos behind the brand. We did that three or four times and they were really into it. Then I put their brand on the screen. And I'm like, "so what do we think?" It was dead silence. Then they were like, "Okay, maybe we have an image issue". So, I didn't have to say "you have an image issue". You can come to your own conclusions. I think we are at that inflection point of motivation right now where we're collectively exhausted. From a motivation standpoint, the reason this matters so much at work is every single day, your employees ask themselves one question. Every morning, we ask ourselves "how hard am I going to work today?" That's the question, right? We all do it. The answer is going to fall somewhere between the bare minimum not to get fired and the most I could do if I'm really engaged. So that's why I feel like diving deeper into, 'are people coasting now that we're coming out? Where is the motivation? What's the vision?' This is the time for organisations to be having the larger purpose, vision and values conversations. I don't know if you're seeing it in your work, Glenn, but we certainly are, we're seeing a lot of clients come to us now saying, "Look, we're not sure that our purpose is still fit for purpose", or "the last time we looked at our values was seven years ago and they don't feel like they reflect our ethos anymore". Are you seeing that?

Glenn Bonci 34:36

You started the conversation with "we've had 10 years of change in two years" and I think that changes everything. It changes your employee value proposition and all the things that we dangle out there about who

we are and what represents us. I think it makes a lot of sense to revisit them and even re-characterise them as something other than those long, bureaucratic words that we use to describe them. What are we here for? What are we doing it? What do we expect? There has been a hell of a lot of change in the last few years. I think it's taught us all a lot. I think a lot of it, frankly, has been good, despite the terrifying nature of the pandemic. It has taught us a lot about ourselves and about how we work and about how we can work more effectively.

Kate Went 35:40

I want to think a little bit about the future of internal comms as a function, as a role, as a critical part of a business. How that shifted in the past two years from that seat at the table conversation to suddenly having a spotlight. And it's a question really, as well, for everyone on this session. How has your role changed? What does it now encompass that it perhaps didn't used to before? Or maybe only touched on and now is heavily focused on? Be that D&I, be that culture, be that a heavy, shift into wellbeing as a dedicated function? Where is the future of internal comms going beyond pure communication? What do you think, Lindsay and Glenn in terms of conversations you're having with teams in different organisations? And you guys listening as well? How much has your role changed?

Lindsay Kohler 36:47

I'm like watching the questions and chat, because I'm really hoping you guys will let us know. Because that's a great question.

Glenn Bonci 36:56

Just let me just add one point I made that might stimulate some further thinking, I think that it's a real challenge to get people to feel like they're part of an organisation when they're working remotely. I think that if we can solve that more effectively in the future, then we have to. It's a tough challenge. But people need to feel as though they're part of a larger whole. And when they're working home alone, every day, it's really hard to do that. People like group work. How do we get that back of the way that we're working now. I think it's a communication function.

Lindsay Kohler 37:46

When you were talking about how people struggle to feel connected, what is so fascinating is, maybe four or five months before the pandemic started, a colleague and I were doing a culture assessment of a large insurer here in the UK. What we found so interesting was that those that worked in an office used very inclusive language, it was "us" and "each other" in the company. And those who were fully remote talked in terms of "them", and "they" so they had already disassociated themselves as "other". And this was even before the pandemic. I think culture is something that we're hearing a lot to your point about cultural cohesion. It's a tall ask. It's a tall remit to have employee engagement and IC as a function of that. All of a sudden, you're being asked to be a cultural anthropologist, a behavioural scientist and a cultural guru, all on top of your job, which you know, some people think is just to make things look pretty.

Kate Went 38:56

You also need to know all the latest technologies, and you need to be running virtual events ...

Lindsay Kohler 39:00

You need a PhD in you know, XYZ disciplines and to be a social planner. I mean, how do you bring people together? I get stressed out making dinner reservations for more than four people! I don't event planning.

Kate Went 39:18

We've got some comments coming through here, so I'm just going to read these. Rebecca says: "people have seen the value of great leadership and HR are partnering more with IC and engagement teams to deliver effective strategies in this area." Absolutely, we talked a lot internally about the value of teams joining up more and aligning their purposes as individual teams into the wider strategy. Hopefully those conversations are coming together more in organisations and wider beyond in all areas of the business to make sure that people are aligned. Victoria says: "our roles now include more engagement and community work, helping people to feel connected, helping to boost their morale. We've also been looking into how we can support the community and local charities in our area while getting people involved." I really love that

Lindsay Kohler 40:14

Is that part of a wider ESG initiative? We're seeing some companies focus more on their impact in the community in terms of a social purpose, on top of a corporate purpose. Is it more just a morale boost? A nice to have? Where's the remit from that coming? The reason why I ask is because it kind of changes the nature of it of. If its "we as employees have banded together to do this, because we want to make an impact", versus "we as a company decided we need this social purpose so that everyone speaks well of us when it comes to ESG", which is kind of a reporting metric. So you get different levels of engagement and impact on morale based on where that activity is coming from.

Kate Went 41:06

Great question. And in this case, Victoria says they've just launched their sustainability strategy. So this now fits in as part of that work as well.

Glenn Bonci 41:19

I think that community and charity involvement is a great dimension that helps people with the sense of belonging that they may be missing from working at home every day.

Kate Went 41:39

I'm conscious of time so I'm going to ask one last question to both Lindsey and Glenn, and also anybody on the call who wants to share. What's the biggest lesson that you've learned personally and professionally over the last two years? And what would you like to take forward or leave behind as we go into the rest of this year?

Glenn Bonci 42:09

I strongly believe that what we've learned from the last couple of years of change is that we can trust our employees to do great work. Give them a challenge, give them their assignments and their mission and they will execute it. They will do a beautiful job for you, if you trust them. Leave them alone to do the job and then guide them as they need to.

Lindsay Kohler 42:46

I love that. Because again, it is back to trust and ability and just letting good people get on with good work.

Glenn Bonci 43:00

If you hire the right people, trust them to do the work. And they will.

Lindsay Kohler 43:07

I had the the pleasure of having a sneak peek that Kate was going to ask this question, so I was thinking about it. I'm going to share something that's a little bit embarrassing but we've all over-shared in the last few years. I mean, you guys are in my living room, which would have never happened two years ago! So, I was thinking about this question. Do you guys remember, way, way back in the MySpace days. You had a MySpace account, and you could have a one liner that that sums you up? It was your ethos, right? And it was usually it really overdramatic, or a song lyric. So I had written" 'more than you give me credit for' which is such a 19 year old emo girl thing to write. Kate's laughing, okay! So, I feel like my youthful statement was actually quite true. Like, we were talking about how adaptable we are. I feel like we are so much more than we gave ourselves credit for over the last two years. We've made it through, we adapted, we shared, we learned. I'm so proud of the collective us and I do think collectively, we're a lot more than we give ourselves credit for. I know that is such a cringy thing to write. But 20 years later, I was right, I think.

Kate Went 45:03

I just think that's perfect. "We are more than we give ourselves credit for". Brilliant. Well, I am conscious that we're coming up on time now. So I think I'm going to leave us there to all go out on your lovely MySpace candid confession, Lindsey. Glenn, thank you so much for joining us, it's been a great conversation. And thank you, everybody who's joined us this afternoon. Really appreciate you being here. I will send through links to watch back if you want to share with any colleagues. I will also share contact details for Glenn and Lindsey if you have any follow up questions or want to chat about anything that we've talked about today. I hope that you have a good rest of your day and thank you all for being here.