Elle Bradley-Cox 00:07

Welcome to World Changers, a podcast exploring the trends making an enduring mark on our world of work, and how business leaders, HR teams and internal communicators can stay one step ahead.

Elle Bradley-Cox 00:21

Zoom fatigue, long days spent in spare rooms, the absence of the watercooler. The face-to-face famine that lockdown gave us definitely impacted our wellbeing. What about our cultures? Without those spontaneous moments of connection, our lives became much more regimented. And, for some, the cultural cornerstones found in the office felt very far away. Many reported a feeling of disconnection after the novelty of the virtual quizzes wore off. While the world may now be opening back up, the shift towards the hybrid future leaves us in a cultural hinterland. How can we as internal communicators help to bridge the divide to maintain cohesion? My colleague Lisa Hawksworth chose this theme as her World Changer for our 2021 report. Joining us is head of client experience, Russ Norton who, as he puts it, gets to poke his nose into lots of conversations on this stuff, and shares the best of it with everyone. Later in this episode, I chat with Director of Communications Sen Sami to find out how she's channeling her passion for culture, at aerospace and defense company, Raytheon. But before that, Lisa, Russ and I got together for a very cultured conversation.

Elle Bradley-Cox 01:25

So, Russ, as I mentioned in the intro, you like to poke your nose into a lot of client conversations on this stuff. What have you observed recently about workplace culture and how it might have shifted since the start of the pandemic?

Russ Norton 01:35

For me, the big change is that maybe a year, maybe two years ago, large organisations might have had an internal communications team, they might have had a separate engagement team, they might have a separate workplace culture squad, they might have had a D&I, team, they might have had a wellbeing team. I think over

the course of the pandemic, if those were six individual spotlights, they are now one spotlight shining solely on how we can help our employees get the most out of this organisation, and get their work done brilliantly. So, for me, culture is less of a "nice to have" additional thing that happens in and around work. It's now much more deliberate. Organisations are putting even more focus on analysing what their culture is, and then thinking about and activating plans to change their culture or, at least, deliberately create a culture. And that's because a lot of the symbols, a lot of the visual kind of signs of culture, have gone because life, work and everything is "faces in screens", just like we're talking now.

Elle Bradley-Cox 02:41

Fascinating. You're so right. It's almost like culture was part of the way that we roll around here. But actually, it's just kind of blended into that feeling. And we've had to create it from home. We've had to find our own little patterns, haven't we, and our own ways of making sure it still exists, so that we're not just sat in our own inspiration stations. Lisa, what's your take?

Lisa Hawksworth 03:04

I think for me, it's gone up the agenda of importance. So before it was HR teams driving culture, or using the word culture, as a word that's synonymous with "a nice place to work", you know. CEOs are now using it as "we know it will drive high performance, we know that with the right culture and with our employees behind it, we will achieve better business performance, we will achieve straighter, more strategic path to our organisational goals". So I think it's been elevated, so we need to understand it more so that we can leverage it.

Elle Bradley-Cox 03:38

I know you've done some fascinating research on the different kinds of cultures in organisations. Has any particular type of culture really sank or swam in this pandemic?

Lisa Hawksworth 03:49

I don't think there is. Well, no, maybe there is, because some cultures are better with change. Some cultures are more robust, and they stick to their rules and they know where their safety nets are. And some cultures are more dynamic and more adaptable to change and will most likely - that lovely word - "pivot and respond. (Russ loves a pivot!) You know, all of that. So there are certain cultural attributes that will make you stronger in times of change. But then there is also an understanding of what makes a strong culture. So a strong culture isn't A, B or C. It's not something that you can point to and say, "if we were that we would be the absolute best". Where your culture is really strong is where what you see and feel and live and breathe in an organisation, that is the culture and where what your organisation wants and what the leader set out on what your people get from it, where that's really, really close, that's where your culture is strong. It's not about the type of culture, it's about the strength of your culture.

Elle Bradley-Cox 04:53

And I suppose thinking about our shift to hybrid working then, a lot of those things that you see and live and breathe and help build culture, often happen in the physical workplace. Can you still achieve that remotely?

Russ Norton 05:05

Yes. And if I can say something really controversial here, for me, any of those organisations who are saying that homeworking equals less productive working, or "we have to get back to the office in order to hit our targets or be more productive", I think it's absolutely nonsense. A poorly managed ineffective culture is a poorly managed ineffective culture wherever those people are located. And there have been organisations who are predominantly remote being very successful for a long time. There have been some organisations whose productivity and wellbeing has skyrocketed during the pandemic. Let's be quite honest, there are many employees who have settled into a better, healthier relationship with their work over the course of hybrid working. And for me, it begs the question, those employers who really are at the forefront of driving people back into buildings, I have to ask why? What is it in their culture that's missing, that isn't enabling those people to get things done effectively, or feel connection to their organisation without sitting in a room together?

Lisa Hawksworth 06:15

I'd agree with that, Russ, because I think if you're going to say that your culture is weaker, as a result of you having done something differently, then you've got to understand what those component parts are. So, what have you lost by going virtual, that means your culture is weaker? And I'm not saying that your culture isn't weaken by going virtual, it could be, right? So I'll disagree with you slightly on that point. But where I vehemently agree with you is I don't think people really know what those bits are. Because office branding is a huge part of culture, right? Because it's part of the identity, it's part of the brand, the way it looks, the way it comes to life. But that's not to say that couldn't be achieved through other methods. But then, what's really interesting is when you talk to home workers, this is pre-pandemic, you talk to home workers about culture, they talk about culture, in terms of "I" and "me", and "them" and "us". Because there was always that kind of, whereas when you talk to people who are in offices pre-pandemic, they talked about culture in terms of "we" and "together", and it's not necessarily about what you've lost by going virtual, but just by understanding what the differences are and dialling those things up or down. So for example, it's like in terms of promotions, right? There will be a certain number of organisations out there who will put a lot of stock into giving promotions based on how people act around the office, how they behave, in terms of who they know, in terms of the progress they've made. And it's all done in a very visible, not so much of a "I filled in a form, I've achieved a thing" kind of way. Now you move to home working and you've lost that. So is it that you need to question home working? Or is it that you need to question the way you promote people and reward people? They're the nuggets that the organisations need to get into so that they can shift them,

Russ Norton 08:11

Which effectively is like if culture is how it feels round here, then if it feels good, what is it that's making it feel good? Protect that. If it feels bad, what is it is making it feel bad? Change some stuff. And I think, to your point, Lisa, looking at those specific elements, what is it that feels bad right now? Is it isolation? Well, there are ways to achieve togetherness via a combination of team activities, lunches, team bonding sessions, conferences, virtual meetings, face-to-face, one-to-one meetings, across large rooms, small rooms, outside on walks. If you want your people to connect, you can help them to connect wherever they are, that shouldn't be any way dependent on being in an office.

Lisa Hawksworth 09:01

But it's a bit like the way we say with channels, like having "purposeful channels", right? So, you don't do a broadcast to 6000 people when you need to do a Q&A. That's a listening opportunity. And in the same respect, if you want your people to genuinely get together, if the purpose of them being in the office is to genuinely get together, then you need to create the events and moments around that that enable them to do that. It's not about driving to a piece of wood everyday for the sake of presenteeism. It's around doing an activity in a certain place for a specific purpose.

Elle Bradley-Cox 09:36

I like that. And I mean, to be honest, lots of those things that you've just talked about seem pretty practical and pretty solid. And I think very often that culture can be seen as a concept that can be a bit vague or a bit fluffy. We know the important driver of change that it really is, but how can we help that ground that for those for those businesses that really struggle with that?

Lisa Hawksworth 09:57

The first thing you need to do is define what you mean it to be. So we've got approaches that look at different dimensions of culture and help organisations to understand that. But even on a lighter scale, like really asking yourself, "what do we mean by culture"? And, to Russ' point, "what are the things that feel good round here?" And "what are the things that feel bad?" And you can dial it back to be really simplistic because it's a mixture of the processes, the symbols, the behaviours. It's absolutely the way we work, and where any of that gets in your way, or speeds you up, then seek to understand those things.

Russ Norton 10:32

What's fascinating is having Lindsay, our lead behavioural scientist on the team, and Alex, who's a cultural anthropologist. They talk a lot about observing the trends, and then seeking to understand what drives the trends. And not necessarily listening to people. But watching people. What do they do? Because in a survey, or in a focus group, people will naturally tell you what they think you want to hear. There's always a level of bias, there's editing, it's never going to be fully unfiltered. And someone described it to me like "desire paths". Desire

paths are those lines of dirt across a nice lawn, where a council or an architect has planned out some lovely tarmac pathways, but people have gone "oh, it's shorter to cut a corner there". So, all of a sudden, you take an aerial photo, and you can see where people's desire paths are. They take the shortest route from A to B. And desire paths happen in organisations all the time. So if there's no effective way to communicate, then people tend to Slack or WhatsApp and you have a shadow IT problem. And then people complain about, "oh, I don't know where to go for what information". But if you look at the desire paths, the desire paths are telling you, you need to invest in your digital channels. And so for me, it's about taking a step back and watching what people are doing. And then, "what are they saying?" And actually, "what's the problem here?" "Where could we unblock a barrier, or change something that enables people to get from A to B as swiftly as possible the way that we want them to?"

Lisa Hawksworth 12:02

The flipside of that, though, Russ is how the processes and ways of working established by the organisation will fuel the culture. So, it's not just about what people want, but it's about how you're enabling them as well. People will bring all their behaviours and their values and their joint ways of working to an organisation. But if you start to put in a process, where you are signing things off in triplicate, where you have to get things checked by person x, y, and z, then you're starting to instill a culture where people will only follow the rules, will only work in that certain direction, because that tarmac path is there. To create the desire path, if we're going to go down the garden analogy, that needs somebody to break through it. So, it's worth looking at what's there, what's tarmacked already that's guiding your people, as well as where the few breakouts are, as well.

Elle Bradley-Cox 12:58

And does that take real kind of visionary leadership? Are they the people who are going to make those changes happen in the roots of the business?

Lisa Hawksworth 13:06

Yeah, absolutely, and some really, really brave choices. So don't turn around to your organisation and say, "I want you to be more innovative" And then, when we go and talk to your organisation and listen to them, they play back a story from three years ago, where somebody turned up to a management meeting, they were really came up with something that was they thought was really innovative, and they got absolutely berated for it. Because the management team were so worried about the direction that that would take the business, this piece of innovation, they then put rules and processes and pieces of paper you need to fill in. So now you go into that company, you're asked to innovate, and you're faced with stories and history, which is a huge part of culture. Whether you're in the organisation at that time or not, and a load of processes that straightaway tell you "Innovation is not a thing around here".

Russ Norton 13:59

I once heard someone describe culture as "a collection of stories that people believe to be true", right? So it doesn't really matter if they're true or not. If enough people believe them to be true, then they pass into vernacular, they pass into common understanding they become the unwritten social norms by which we all operate. And so I think Elle, question around "does it take a visionary to change culture?"

Russ Norton 14:23

I think it takes two ingredients. It takes leaders that understand that they are the ultimate sources of culture. And one question that I often ask the clients that we work with is, you may have these lofty goals to achieve x or achieve y. But what do your leaders talk about what keeps them awake at night? Because if all they talk about is the numbers or financial performance, then anything around sustainability or wellbeing or people or HR or diversity and inclusion is not going to be felt to be a priority because it's in addition to, or it's outside of, these numbers that's all they focus on. The other kind of ingredient that you need for culture change is that catalyst, that person that rebels against the boundaries and goes, "this system does not feel right. I don't understand why the system is asking me to work in this way." And those people who can observe and understand the system in which they're operating, and go, "it would be better if we did it this way". And find those people who can influence those changes and rebel against some of those rules, can help push people from the tarmac path onto the desire path.

Lisa Hawksworth 15:33

That's interesting, actually, Ross, because there was a lovely quote from a client the other day when we were exploring barriers, and he said: "In simple terms, we ask for A and we reward B." And that's the main difference in culture in terms of "is what you're saying what you are actually going to do?" But, just back to your point on the stories comment, in terms of its stories, whether they're true or not, that for me is really interesting at the moment, because we're looking into alumni of an organisation. Because actually making sure that alumni have a positive experience as they exit the organisation is really important, because the stories they're going to tell other people about your culture, about your business, you don't have an opportunity to change them anymore. When you're in the confines of a business and I use "business" instead of "organisation". When you're in the confines of a business, you can still be told those stories, and you can still have different experience. Once you leave you remember those stories and that culture kind of echoes on "Oh, did you hear about so and so and so and so? So it was like 'that' there". And that's the kind of cultural thing, the stories and the history that you will come up against.

Russ Norton 16:39

I love that as well, because that reminds me of a conversation about gathering feedback. And people being afraid to ask employees for feedback in a Q&A session on Yammer, for example. And the absolute juicy quote was, "it is better to be punched in the face on your intranet than it is to be stabbed in the back on Glassdoor". And it's exactly that. Be brave enough to take the feedback at face value, and listen to it and believe it, because

at least you can see it and you've got a chance to influence it. Whereas, once they're out of the organisation, they're going to tell the world and its mother what their experience was.

Elle Bradley-Cox 17:15

So interesting. And that does lead me really nicely on to the job market and talent pool because we know it's going to shift massively. It's already been shifting over the pandemic, as people have got fed up with the culture in their organisations and remote working is now opening up career opportunities much further afield than we would have ever considered reasonable before. What do you think that will mean for workplace culture though, as in, maybe larger teams working from a greater distance and not physically being able to be in the building?

Lisa Hawksworth 17:43

I think it's starts from the onboarding experience, or even the pre-onboarding experience. And the extra hard work that that's got to do. Because, you know, we've got people in our team that we didn't meet in person for months and months and months and months. And that has a huge impact on the way we work together, the way we socialise. So actually, putting that effort in upfront where, you know, some organisations do it brilliantly, some organisations, you get a poorly printed leaflet. But yeah, it's putting that extra effort in upfront.

Russ Norton 18:14

I think there's a piece around curating your culture, as well, like through the recruitment process, that the softer skills will come to the fore as much as the harder capability skills. And, in fact, one person told me a story. Oh, my goodness, I can't remember what the organisation was. But they were basically saying that as part of their efforts on diversity and inclusion, and widening participation to different types of leadership style, every traditional line manager role was split into two. And there was a subject matter expert, a subject specialist, and then a people leadership specialist. And recognising the fact that you can be one and you can be the other and very few people can successfully do both. And so it was an effort to recognise, to not downgrade, subject matter specialism and being an expert in your field, but also opening up career paths to people that didn't aspire to know nth level degree about the subject, but did really get a kick out of mentoring people, coaching people, developing people. That was novel to me, I hadn't heard that before.

Lisa Hawksworth 19:24

I think the big shift as well, if we're going to say jobs market and talent pool, is being an organisation, if you want a strong culture, being an organisation that is committed to genuinely listening to its people and putting the effort in - not just doing the opinion surveys, the "strongly agrees strongly disagrees", but actual genuine listening where we can say "this is a problem", "this is why they don't understand the strategy". Not just that we do or don't understand the strategy. But this is why safety is an issue. This is why fatigue is an issue, all of those things. It's difficult because you'll be further apart, but it's never been more important.

Elle Bradley-Cox 20:05

And Lisa, we've got a mutual client who has spent a lot of time making it okay for people to ask questions and actively encouraging them on town halls. And what's really interesting, when you sit and listen to their town halls, you see, the questions aren't just "questions to make you look good" kind of questions. They're questions that actually get to some of the burning issues at the heart of the company. Those questions are happening elsewhere anyway. It's just that now they're in a public forum, because it's okay. And there's that permission culture in place where it's okay to ask those questions.

Lisa Hawksworth 20:36

The difference on that one Elle, is it's not just that environment at the town hall. Because if it wasn't that environment, in your experience with your line manager and in your experience with your leader, no way would you ask those questions at the town hall. So that listening has got to be ingrained right from the very, very bottom to the very top of the organisation.

Elle Bradley-Cox 20:55

Totally agree. It's been a fascinating conversation on culture. I feel so cultured! Thank you so much. Really appreciate your time.

Russ Norton 21:03

I've been desperate to make a yoghurt joke the entire half hour but I've not managed to make it happen. I'm sorry,

Lisa Hawksworth 21:10

Failed at the final curdle, Russ.

Elle Bradley-Cox 21:15
Great! Thank you and catch up soon.

Elle Bradley-Cox 21:21

For Sen Sami, Director of Communications at Raytheon, the defense technology and innovation leader, culture is at the heart of her mission to help everyone in the organisation work together towards the same goal. No mean feat during the events of the past 18 months! I caught up with Sen to find out how she's managed to keep culture front of mind during the challenge of COVID and her plans for the future of culture at Raytheon. Sen, welcome to the World Changers podcast. So nice to have you here.

Sen Sami 21:46

Thank you very much for inviting me. It's an absolute pleasure.

Elle Bradley-Cox 21:49

So, you've introduced something at Raytheon called "High Performance Culture". Do you want to tell us a little bit about that piece of work and how it came to light to begin with?

Sen Sami 21:57

Absolutely, thank you. And thank you very much. I think like most sectors, no matter what sector you're from, corporate communications has had a transformational past 18 months. If you think about it, everything that we've ever wanted to do as corporate communications teams, has just been accelerated at absolute breakneck speed. So our cultural transformational journey actually began before the pandemic. And I would say that I'm really glad. And I think our leadership would agree that that transformational journey has actually helped us get us through the pandemic. The transformational journey, and you mentioned high performance culture, that's just one element of that cultural journey that we've been going on. And what that has been is about giving empowerment, accountability, and all the tools for everybody that works at Raytheon, UK, to be able to succeed. So, to make sure that they are successful in the roles that they do, and also so that they can literally have the best work of their lives at Raytheon, UK. And it's not just about the tools for the job, but it's also about tools for personal growth and self development. And giving everybody the confidence to do that, too. And the motivation, the confidence, and also our ability to be able to push down responsibilities across the organisation to remove hierarchical structures which have existed, unfortunately, but to really go through a proper empowered organisation where everybody can have the means, the tools to do what they need to do, to both grow in their own careers, but also to be able to do the job efficiently. And without much process, which we have been bogged down in, in the past.

Elle Bradley-Cox 23:41

Oh my goodness. Preach to less process! I was just going say as well, reflecting on the fact that you've not just directed this at leaders, you want to target everybody in the organisation, that's really, really impressive. And it feels like this is going to be a lot of accountability there. What's the impact been so far?

Sen Sami 23:58

The impact has been really quite great. I mean, we have felt the impact in every single team, with every single individual. And, like you said, High Performance Culture training has not been just delivered for team leaders or senior leaders or managers. Every single individual has received High Performance Culture training, so that everybody understands their expectations of each other, and also of themselves. Because you can't take accountability if it's not understood by your colleagues or your by your teams or by your managers. So it was absolutely essential for us that every single individual in our organisation, no mean feat for about 1,200 people

initially, to go through that training. And also to go through that training in a very short space of time. I think we did it within the space of six months, so that everybody felt what was expected of themselves, and what they could expect, actually, of their team leaders and their managers as well. What we've done now to ensure that this remains as part of our culture of empowerment and accountability, every single new hire will also have the training within the first six months of work at Raytheon, UK. I think the key thing for us is that every individual, as they say in our HPC language, has a shadow. Everybody casts a shadow, whether you know it or not unconsciously, consciously. And therefore, it really was essential that everybody had the training. And everybody understood that your presence at work, whether at home now, through Zoom or on site, you cast a shadow, whether you know it or not. So it was really important for us that every single individual had that training and understood that people operate differently, but that we were all fully empowered to do what we need to do now.

Elle Bradley-Cox 25:38

So interesting. I know you said is the work started on the transformation before the pandemic began, but did it did it actually affect and change maybe how the business started looking at culture?

Sen Sami 25:50

It did. So I think we had a greater appreciation for that the way that we work at home, the way that we work on site, our personal lives. Everything interacts with each other. And we also have realised that culture is evolving. There's no one solution. You can't just cut it through like a knife and say, "right, this is the ingredient. This is a recipe". It evolves every single day, with different people coming into the organisation, different experiences, different sectors and people's different backgrounds. And so it was really about understanding and appreciating that our diverse, inclusive culture at Raytheon will constantly evolve. And it's all about appreciation of one another, and respect at the end of the day. And the cultural training has also helped us identify ways in which we can work smarter. And that has now been taken forward. For the past, I think, two years nearly and through it, effectively, we probably got rid of hundreds of processes that were completely not necessary. And we've gotten rid of lots of paperwork, and there's still lots to be done. Because we're empowering individuals to be able to take those decisions without having to tick boxes the whole time and go through endless processes, basically checking on whether individuals have done what they've needed to do. So it's working very well, I'm still quite excited about it. And the challenge now is that we keep that momentum going. And that we keep making High Performance Culture, a winning culture for business, and relevant every day, and that people are still excited by it as much as we are delivering the training.

Elle Bradley-Cox 27:16

It's so true, and it's almost a risky run, right, when you start to embed culture. And it becomes "the way we do things around here", that people actually forget where it started, and all the hard work he put into it because it comes just part of the norm. And I think the more you can do to kind of build that culture in your teams and keep it front of mind.

Sen Sami 27:35

Yeah, one of the key things we're keeping in front of mind is that from the very beginning, HR had implemented culture champions across the organisation. And there are cultural champions generally in every single function of business, so that every team would have somebody that was fully trained as a champion, that would seek advice that would look to have those conversations. And they're very interesting. We've been able to actually also use them during the pandemic, have conversations about mental health, have conversations about working culture, and practices and expectations. And as a result of it, we've also been able to implement a new working charter, which for maybe other technology, IT companies wasn't very new. But for Raytheon, it certainly was, whereby now our expectations of individuals with the hours that they work or hours have totally changed. And that's all come about as a result of us embedding this cultural change and expectation within our organisation. Without it I don't think we would have had the momentum and the connectivity that we've all had with colleagues and people that we just don't know, across the country during the pandemic lockdown.

Elle Bradley-Cox 28:40

And I guess I have to ask on the back of that, then how's it gone down? And what is really driving Raytheon employees? And how are you connecting them to that wider mission?

Sen Sami 28:48

That is really a core part of our corporate communications objective to just remind everybody of why they joined Raytheon, UK, in the first place. And many individuals that not everybody is, you know, our key customers and the Ministry of Defense and the armed forces, as well as central government and commercial organisations. And not every individual at the company is a veteran or someone that has military experience. But they join because of the technology and the benefit that the technology brings individuals and public just generally. So when you think about the great innovations we've had in space technology, from space technology, to weather forecasting technologies, right now, our technology and our satellites are being deployed to detect fires that have unfortunately been happening all around the world and to show the depth of it, the scale and where they may appear next. So again, technologies and innovations like that are why people joined. So for us, it's to keep reminding individuals of what we do and who we do it for, to keep everybody motivated to look beyond the processes, because clearly what we do is very high risk and it always has to have that reassurance that everything is going to work first time. So the challenge for us in the pandemic has been people now are used to the different channels they use getting their information from lots of sources, and also some trusted, some untrusted. So for us, it's just to keep everybody motivated by reminding them, "this is what we're doing, this is what we're delivering, this type benefits to customers". And "this is our future" as well, and how we're going to help shape the world in in aerospace and defense. So we've got quite a challenge. But it's great working with everybody every day. And just phenomenal to be able to talk about some of the great technologies we've got. Can you hear the ice cream van in the background?

Elle Bradley-Cox 30:29

Yes! Classic lockdown. Totally put me off my train of thought there! I was thinking about what you were saying about trust, right? It's the classic internal comms challenge. I mean, are there any things that you've really learned during the pandemic about trusted sources and non trusted sources and how you've been communicating? And I'm just really curious as to whether you found it a challenge in this time and what you might have done to help employees find the trusted sources that you want them to read?

Sen Sami 30:56

We certainly have, and you know, everybody's been receiving information left, right and center from various sources. Social media has absolutely exploded. And it's just amplified everything. And you really can't keep up with the stream of news or data that individuals are consuming. So, what we've been able to do is one, we've been able to increase the number of communication channels that Raytheon have had. So one thing that pandemic has done is accelerated the different channels that we've had. So we've been using our mobile phones a lot more, we've been able to download an app. We've not only just increased our written communications by emails, but also provided podcasts, such as these. But also really use a medium of video to be able to connect with employees. And to be honest, we have made sure that the sources that we've used have always been government verified sources. And we've been very open, we've been very clear in our communications to provide very concise, very succinct messaging, and short messaging as well, because everybody's getting so much information. But there's only so much time that an individual takes to read through a page of news. So we've transformed our comms to be quite concise, very short in communication, and provided daily updates. Rather than leaving it for weekly reports or, or monthly all hands townhall sessions. So that's the way that we've dealt with adding trusted information. And we've also held several Q&A's to respond to any public information that's been given out. And being very clear with what government in advice has been versus commercial organisation advice as well.

Elle Bradley-Cox 31:01

I love that. And I do think that goes right back to high performance culture, and informing yourself of what you need to know, so great job. Last question, then. Thinking about the people making the biggest impact in your world of work right now, who would you nominate as your 2021 World Changer?

Sen Sami 32:48

That for me is a no brainer. So one of my former bosses, my mentor, and my champion, in this sector, is a lady called Charlene Wheeless, one of the best corporate communication communicators in the world. She's just written her first book, You Are Enough. And that really says it all. It is about her personal struggle through cancer, but also through the challenges and issues that she's had in corporate communications well, over the past four decades. She is rocking it for me, this year. She's making waves. And she's just been nominated by McKinsey as a must read for the summer. So for me on a personal level and a professional level, it's fantastic to see that the advice that she's given me over the years, that I am enough and that I bring something unique to the table in my organisation is just excellent. So, she's been rocking my world this year.

Elle Bradley-Cox 33:43

Wow, "you are unique and it is enough." What a beautiful saying. Love that. Thank you so much, it's been a pleasure talking to you. Thanks for joining us on World Changers today.

Sen Sami 33:52

Thank you very much for inviting me.

Elle Bradley-Cox 33:58

A huge thanks to our contributors. If this episode got you contemplating your workplace culture, do come and chat to us over on Twitter @scarlettabbott or drop us an email at Hello@scarlettabbott.co.uk we'll see you next time for another dive into World Changers 2021

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