

Webinar Transcript

How to grow a great culture in your organisation

So hi, everybody. Welcome. Welcome to another webinar. Today, we have, our titled webinar, how to grow a great culture in your organization, and we are joined by Linda Carroll, Fiona Mackenzie, and Catherine Ruge.

My name is Sean McDonald, and I shall be your moderator in the background for the next forty odd minutes. Firstly, though, thank you so much for attending today.

We always appreciate the effort you make to be here for our live web Oh, Sean.

Did you hear me? Seem to have, are you okay? You seem to have cut out a bit then, Sean.

Can you hear me now? Yep. Oh, fantastic.

Finally, if you stay through till the end, which we hope you will do, and as is customary for our webinars, we have a special treat for you. By answering our really short one minute survey at the end of our webinar, you'll go into the draw to win one of our beautiful gift hampers worth over four hundred dollars.

Now for those not too familiar with BoardPro, we are a board software provider, sometimes called a board portal, and we serve just over thirty five odd thousand users around the world across about thirty different countries. And we enable organizations to prepare for and run their board meetings more effectively with, you guessed it, clever software with less time and deliver more impact and value for the organization.

And as much as we are a board software provider, part of our wider mission is to make fundamentals of governance free and easy to implement organizations, especially those organizations with resource constraints.

And one of the many ways we do this is by providing free access to hundreds of business templates, guides, and resources, which you will find funnily enough on the resources section of our website. And these webinars that we host are also a great way of accessing really good governance knowledge without the time commitments and costs associated with in person events.

So for the next forty odd minutes, just relax sit back and listen and add to the discussion by asking as many questions as you would like.

A full recording of today's webinar along with the slide deck and resources will be sent to you tomorrow.

So let me have our team introduce themselves starting with, you, Fiona.

That was a surprise, Sean. I wasn't expecting you to throw to me first. Good morning, everyone.

It's morning for me. I'm dialing in from Sydney, Australia. My name is Fiona McKenzie. I'm a conflict and negotiation expert.

So I help leaders drive alignment by using conflict and negotiation skills. I'm really passionate about it. You'll hear me talk about it again this morning. I speak at conferences. I run training sessions, and I help boards and leadership teams facilitate collaborative agreements. And I'm really excited to be here today, on this panel, and I'm excited to see what Linda walks us through. And, have a great day.

Thanks, Fiona. Catherine, over to you.

Tena koutou katoa. Hi, everyone. I'm Catherine Ruge, normally based in Otago, Christchurch, New Zealand, South Island, where I'm lucky enough to live, just under, excuse me, just under three hours drive from the view behind me, which is overlooking Lake Tekapo. Today, I'm joining you from Tamaki Makaurau in Auckland. My professional background is in aviation, strategic communications, and engagement, specializing in culture and behavior change. These days, I work independently as a consultant and facilitator, helping people work with people.

I love the tricky dynamics that make us human and that shape culture and performance, especially when things are uncertain and complicated, which they tend to be most of the time. And I'm really grateful to be here and looking forward to the discussion.

Thanks, Catherine. And last but by no means least, over to you, Linda.

Oh, thanks so much, Sean. So, kia ora. I'm Linda Carroll. I'm the CEO of Align Group Limited. We're a small company that assists organizations here, Australia, and in the Pacific to align their, strategy, culture, governance, and performance.

I'm a chartered fellow of the IOD and also an accredited foresight practitioner through the Institute for the Future in California so, if we start off with, a karakia mei matau ki te whetu I mua I te kokiri o te haere so before you set forth on a journey be sure you know the stars and I think that's really appropriate given we're going to be talking about setting expectations and how do we actually deal with organizational culture So what we're going to cover off this morning is what is culture and why is it important? Then we're going to talk about, well, how do we make sure we've got the right culture? And then finally, how do we grow a great culture? So we're going to talk about how do we actually define it so it's meaningful and easy for people to understand.

We're gonna talk about how do we get it to jump off those walls and live in the organization, and then how do we monitor how it's actually going. So that's what we're going to cover off, and I'm really looking forward to the conversations with Fiona and Catherine.

So first up, let's talk about what is culture.

So for me, I define culture as the way we do things around here. They are our values.

So I use the term culture and values interchangeably.

And I believe that these are your attitudes, mindsets, and beliefs that drive behavior.

Now I just want to give a call out to, Development Dimensions International. I used to be one of their managing consultants for many years, and they are a large global leadership company. And this is a definition that comes from them when I worked with them in the area of culture in the nineteen nineties.

Okay.

So one of the things that I have found over the last thirty years is that, you know, boards and management didn't really care that much about culture. They knew when things were going wrong, but they never actually thought that there was that relationship around cultural values and the organization's success. And then we had this absolute gem of the Royal Commission into Banking, Superannuation, and the Financial Services Industry in Australia in twenty seventeen. And this is what they said. Focusing only on what is to be sold is not enough.

How the employee does the job is at least as important as what the employee does.

And that was just gold, because basically, this was a royal commission supporting what probably Fiona, Catherine, and I have all been bleating on about for many years. So this became the time, and maybe a little bit before there were rumblings, that people started to really believe that organizational culture was going to make or break organizational success.

The last thing I want to just mention before I hand over to my fellow panel members, it is the next one, Sean, is the fact that the board has a responsibility with management for developing strategy.

And the ISO thirty seven thousand is the international standard for governance.

And it says that the governance outcomes that boards need to be thinking about include ethical behaviour and, of course, what drives ethical behaviour more than the organization's culture and values.

Also, when we're looking at how we actually manage so many things within an organisation, such as health and safety and risk, I'm sure you have all heard term terms such as we really need to, support a health and safety culture in this organization.

Again, culture. So that's around risk governance, and also it's around strategy.

Okay. So over to Fiona and Catherine, what thoughts do you have around how, organizational culture, has been defined by me? Because I'm sure you have other ways that you define it.

Yeah. Thanks, Linda. I'll jump in first and then hand over to you, Catherine. I agree with that definition that culture is the way we do things around here.

I also think I'm not sure I agree that values and culture are interchangeable, but maybe we'll talk a bit more about that later on. I really quite like the definition that Seth Godin uses. I'm not sure if you're all familiar with Seth. He's a leadership and marketing guru.

He writes one of the biggest blogs around the Earth, and he says that culture is people like us doing things like this, and this is the way things are around here. But he also says culture is what you let people get away with. So it's sort of like the behavior that you walk past Yeah. Is the behavior that you accept, and that becomes the standards for the culture.

And, and that's why leadership is so important. How about you, Catherine?

Yeah. Look. My go to definition of culture is actually the one that Linda, had up on his slide, the way we do things around here. I honestly think you can't beat it for a quick and easy understanding that culture is the sum of everything we do and say. It's also the sum of everything we don't do and everything we don't say. So it's shaped as much by our inaction as our as our action.

I would distinguish between values and culture, in terms of values being what we say is important, but our culture is the lived reality.

And often there can be tension, in organizations and certainly impaired performance when our culture and our values, where there's where there's a mismatch.

And I think to your point about about leadership, Fiona, I think, yeah, leaders in in governance boards have a really interesting role to play in terms of what they incentivize with targets because, sometimes to meet KPIs culture can be shaped by needing, people needing to do workarounds.

And that's yeah. I'm sure we get onto some of those interesting dynamics as Linda walks us through.

Thanks, Catherine. And, I mean, it's just so interesting how, we define culture and how we define values. And it's like, anything. There's a lot of, jargon and words out there, and there's a lot of models out there.

And I don't think that there's anything that is wrong. I think that we go with what resonates best with us in terms of how we actually explain things. So I love the fact that we've got varying, thoughts and views on these things. So, what I've got up on the screen now is how do we know we have the right culture?

And that for me is a critical component of having a great culture. Because if we don't have the right culture, then it's not going to drive success. So my belief is that we really do need to have culture as an integral part of our strategy process.

So for me, this model, which you would have seen last week with the strategy and foresight workshop, really does talk about the environment and purpose of an entity.

And then from there, we can look at, well, what is our strategy? What are our strategic outcomes?

As a result of that, we should be identifying risks and opportunities.

Now one way to actually identify your culture that is going to drive organizational success is to then say, well, if we know the opportunities and risks, what values do we need people to demonstrate in their day to day work that will actually help us harness those opportunities, avoid the risk, or if we can't avoid it, mitigate it quickly and get back on track. And so organizations who actually link their values and culture directly to their strategy are much more likely to succeed than those that actually go and ask staff on their own and don't educate them on the strategy of the organization and just go and say, well, what do you think our values or our culture should be?

And when that disconnect happens, we actually find that those cultures don't get implemented so well. So I think it's critical that board and management understand strategy, understand risk and opportunity, and then they must engage with staff on all these things and include in that the values and culture. And then, also, we must engage with our key stakeholders as well. So, that that is, the the importance, I think, of actually linking culture and strategy to the environment.

And I'm sure we can think of a whole lot of things.

Examples like Volkswagen in twenty nineteen, and and that unethical behavior is a risk or Pike River, Catherine and our Wellington and New Zealand people will will, you know, be familiar with Pike River and so on. And the last point I just make is that we know young people in particular want to work for organizations that are value driven and purpose led. So we need to make it explicit what our values are so that we can attract and retain our young people as well as our customers and shareholders.

Anyway, I'm gonna hand back to you and suggest that, Catherine, do you want to have a have a bit of a chat about that? What do you think in terms of how do you make sure that you have the right culture?

I think, you've you're hitting on one of the the key characteristics of culture, which is that it's dynamic, which means that we can change it to, support what the organization needs. It's really I I love this diagram for, for reminding us that organizations at different ages and stages of their lives will have different risks opportunities. And as our strategy changes depending on, your environment, the business you're in, your sector, that's gonna create different risks and opportunities. And I think co culture is probably an really underutilized and unrecognized as a lever to drive performance, but as a lever that that can change a lot. And this is where, it probably has an advantage over values in terms of values are often static and set, but but we can we can change our culture and shape it every day, through words, actions, behaviors to to enable us to cope with risks, to cope with change, to cope with, the environment we're in.

Fiona?

Yeah. I really like I really like that, Catherine, that culture's dynamic. And I think for me, that's the difference between values and cultures. And we've alluded to that.

The values are, what we're supposed to do. The culture is actually what we are doing. And so I think to answer the question, how do we make sure we've got the right culture? Well, that's when there's no disconnect between the stated values and and the lived culture.

And, again, that really comes back to leadership. People stop believing what leaders are saying if they don't see the leaders acting according to the values. So I think that's really critical, and different leaders and industries are going to interpret values differently. And that's why you can have organizations that have the same stated values, but, totally different cultures, and about history and context and whatever.

But it is something that leaders it is a strategic tool because if leaders can get everybody, performing within a culture that's been designed to support a strategy, then that's when you're kicking goals.

Yeah. Oh, look. I completely agree. And so it's really important that we define it in a way that is meaningful and easy to understand.

And so in in in my head, when I'm talking about, well, what is culture?

I want it to be defined really clearly for people so that they know what the expectations are. And so in order to do that, I've got a couple of examples here that I really like because I think it's really important that, yes, they have to be defined in a meaningful and easy to understand way, they also have to frame up why is it important to actually the delivery of success.

So here I've got the Trade Me squad of values from, Trade Me in New Zealand, and the one that I've pulled out is which is about love and care. And so aroha shows our customers love. Our customers are part of our community, and we're part of theirs. We understand how they tick, give them things that are valuable, empowering, and easy to use. So I like that particular example because it does absolutely define what is expected.

And if people aren't actually demonstrating these types of things, if they don't actually see customers as the center of the trade me universe, then they'll probably be having some conversations about that.

The next slide is just a couple of other examples. The first is from Fonterra.

So they have a value good together, and they've defined that as us working collaboratively, which is perfect because they're a coop. And coops operate with the Rochdale principles, which, of course, are about cooperation and collaboration.

So it fits nicely with that. And then the last one is from Meridian Energy, and it's be gutsy.

And this I love. It's dare to challenge the norm and do better.

Be courageous and make it happen. We're honest and rigorous about performance.

So then you can have conversations with people about, well, what does this mean in terms of everyday life? What will you be doing if you're demonstrating the value of be gutsy? Fiona, what do you think?

I love I love values like that. I think, I love how they're expressed, actually. It's not just we're good communicators or, you know, we'll be innovative. They're they're words that quite kind of casual, which I really like.

I'd like to talk about conflict and negotiation just briefly because that's what I'm passionate about and how it fits in. Firstly, the role of negotiation in culture, getting clear on things like how we make decisions, how we do feedback, how we do things around here. They're cultural building blocks, and all of those things can be negotiated, which is why I really believe that negotiation skills are fundamental leadership skills.

But secondly, cultures like the ones we've unlike the ones we've you've got here, Linda, in your examples, cultures where, that aren't well defined generally default to a no no conflict kind of culture, and you don't want that. You don't want any you don't want people hiding from the truth. Patrick Lencioni calls it artificial harmony. I tend to call it concealment culture, where everyone knows something's not quite right, but we're not prepared to speak up about it.

And, and so if you default to that artificial harmony, you're just missing out on so much in organizations that don't disagree. There's no new ideas and insights and perspectives getting voiced. Yeah. So it's not good government or management.

So that's where I think culture comes in. I know it's a bit counterintuitive, but I think it's right to be able to hear that, even the the, Meridian Energy examples, you got there, dare to challenge, be courageous, honest, and rigorous. There are all sorts of words that really set me on fire with my expertise. And, expertise.

And, and so, yeah, I think they're really great examples. Yeah.

Catherine, did you have anything to add?

I love the yeah. These examples of kind of codifying culture, if you like, and I think this is where we, you know, if if values are kind of your macro stated principles, yeah, drilling down to to descriptors like this, give us a picture, of what it means to live those values and the culture that will help, create our performance.

Yeah.

So it's always, yeah, it's always it's always good to see organizations doing this.

Of course, the rubber hits the road when, you know, when actions match that, and that's the Yeah. The big challenge in everyday, yeah, work with with all of the pressures that people deal with in any any given day.

Is yeah. Because I think that our culture support does our culture enable us, to do these things?

Yes. Exactly. And I think, you know, that, it's not enough just to have a title. I think you're quite right. You need to have flesh on the bones so people are absolutely clear on what is expected. And then if it's not happening, then you can have a conversation about why that might be.

So, yeah, I agree. It's good to have something that's quite explicit.

Hey, Sean. I see we've got a question there. Shall shall we have a crack at answering that?

Yes. Go for it, Linda.

So from a governance perspective, how do you encourage CEO or managers to review their culture? Do one of you want to have a crack at that?

I'm happy for you to have a crack, Catherine.

I guess I would ask some more questions around that first because culture is such a broad so we're talking about, yeah, I guess if if we're talking to a CEO, then we're looking at, organizational culture.

And I guess in terms of from the from the governance perspective, there are a couple of things.

One, I think it's incumbent on boards to be constantly reviewing and mindful of organizational culture because it has such a intrinsic, impact on performance. So that needs to be kind of part of the the rhythm of a board's monitoring function.

Yeah.

But there might be something in this, you know, at at any given point that causes us, you know, like a a little bit of a smoke smoke alarm smoke detector that it's this thing.

Okay. We need to we need to drill down. So I guess in terms of encouraging, CEOs and managers to review their culture, what would be yeah. They're looking for a catalyst or an an opening Yeah. To to hang a conversation on.

And I always think, you know, because culture is dynamic, it's about behaviors, it's about who we are and how we are, then it starts with a conversation.

Yeah. It's interesting, isn't it? Like, I'm just rethinking about the, IOD sentiment survey from twenty twenty three and the biggest organizational risk for six of the last seven years was, capacity and capability so if that's the largest risk for the last six or seven years, and we know that what people want out of their organizations is fundamentally changing, then and people

want to be values driven and purpose led, then having absolute explicit values that they can find easily that actually tell them what the organization believes in. And there is that congruence, to me, is a key point about why you would want to monitor and review your culture. And we're going to talk about that actually next so shall we just finish this conversation by going to the next slide Sean and then we can come back to some other questions thank you so one of the things we wanted to do was to ensure that we have an, a culture or values that actually jump off those walls and are lived.

The way in which to do that is to integrate and align them to all the facets of your organization.

And I think, Fiona, you might have alluded to what was above the line and below the line, that whole iceberg sort of thing of culture. So what we want to do is to make sure that there is that congruence.

And so this model is all around saying, well, if we've got our values, then we need to make sure that we have that authenticity across these facets. So, for example, if we are saying that our organizational strategy now is based on innovation, and yet we have had twenty years of telling our people what to do and to follow those procedures, then we need to retrain them in the skill set to play in the sandpit. So that comes under the skills, facet. Or, if we are actually saying that it's not just the what that drives incentives and success, it's also the how, then we need to actually ensure that our values are included in our performance management system and so on. So it's actually about, ensuring that you have that alignment. And that's why my company is called Align Group, because we're all about aligning organizational culture, organizational strategy across the organization.

And then if we want to monitor it, which is what Sue's question was around, we actually want to do a cultural audit, that's the next slide, Sean, around these facets. So if I'm sitting on a board and I'm being asked to, approve a recommendation, I want to know that that recommendation is aligned with the values of the organization, in the same way as I want to know how that recommendation fits with our risk appetite.

So for me, cultural alignment audits is the way in which we monitor how this culture is being lived and breathed and how the, the disconnect happens, which is about your congruence, Fiona. So I'm throwing it back to you guys and say, well, what do you think of this idea?

I totally agree, Linda. I think there's a few comments that have popped up about transparency and things like that, and I think I do think that behavior follows structure. So to get the congruence, you need the right behaviours and the right behaviours need the structure. It's I think changing systems and incentives is more effective than trying to change hearts and minds, and hearts and minds will follow the systems and the incentives.

And I think that good culture and good conflict resolution for that matter both depend on designing better interactions.

I think process creates safety because, because transparency reduces any anxiety.

And the other thing I wanted to add just to some points, I think, on the last slide is about storytelling. I really feel like if you want good cultures, you really need to embrace storytelling and not just tell the story once about how you handle that conflict or you receive the feedback or and this is from everybody, from the leaders, but all the way through. If a leader can talk about how somebody lower in the organization corrected them and how they took that feedback on board, that's really gonna influence the culture. And you tell that story over and over again, and it starts to really infiltrate.

Quite agree. Catherine, do you have any thoughts, and then we'll go and look at some questions.

Yeah. There have been a few, comments and and questions around, yeah, how do you how do you change culture if you've got one you don't want or, you know, and and certainly from a board perspective if you're trying to drive cultural change?

The first thing I would say is there's no kind of single how to, but because there are as many ways to change culture as there are, people on the planet given that culture is created by our actions and our behavior.

But in terms of how how culture is, is kind of observed, I guess, and people being able to see what what their culture perhaps should be, when they're making choices about their own behavior.

People can see that in two ways. They can see it in writing, but the thing that will most strongly impact, what they see is is the behaviors they observe. And so thinking particularly for and and and I just wanna acknowledge how complex and tricky this area is in terms of behavior change. But if you're a a a board wanting to change, with a sense that you need to to influence some change in the culture of the organization you're governing, I think you need to start looking at the leadership behaviors, because changing those is probably the biggest lever.

And that's you know, if you if you think you've got some leadership behaviors that are unhelpful or that are driving a culture that's not helping your performance, then again, yeah, you you start with conversations.

And, obviously, a culture like what Fiona talks about in terms of having, when we where it's safe to have productive conflict is gonna is gonna be really helpful in that situation.

So maybe if we look at a couple of of questions, I've got a couple up here. How does the board monitor and review organizational culture from a governance perspective and some practical tips to share?

I'm not sure what what the my final fellow panel members have experienced here. From my perspective, what, I have found is is having a cultural audit is helpful.

What I have found on a on on a couple of boards that I've been involved with is that they think an engagement survey is a cultural audit, and it's not. So, they're not the same things. And so

it's important to have engagement surveys. They give you really good information, but they give you a slice of the of the pie, whereas we might want the broader pie.

And also, I think Katherine made some really good points earlier about how, there will be smoke signals coming up that will tell the board if there is a problem. And, they might be things as broad ranging as, turnover in a particular area. They might be, increasing in accidents or, mishaps in a particular area. Things like that that you pick up on as leadership issues or health and safety issues that are telling you that there's some things that aren't actually right and being able to drill down, into those.

And I suppose that's where, from my model's perspective, recognizing that there are other others, is that, if you have five values that you believe are going to make or break your organization in terms of how you deliver your services or products, then that's quite clear. And that can become something that is embedded into your performance management processes, your recruitment processes, everything to do with your people. And that means when you're having coaching conversations, you can actually have coaching conversations drilling down the organization, starting with the board, having whoever's responsible for CEO performance, having that conversation with the CE, and it's the CE's job to implement and integrate the culture across the organization, and the board holds the CE accountable.

And if there's anything's happening, you know, whistle blowers happening, things like that, you get information as a board.

Oh, here's a question I'm gonna throw to you guys. Any tips on ways to build cultural alignment with volunteers who come and go?

Thoughts?

Fiona, maybe.

Oh, that's a really good and hard question.

I think, when you've got, you know, there's some transient transiency? Is that a word? When there's a transient, volunteer force, it's really hard to find and embed cultures.

I think you probably need to rely on, the storytelling more than a corporate organization where you've got a, you know, a, a more established leadership group.

I think, there are I've seen I've seen in a few community organizations that have been involved with really fantastic video production where you actually film storytelling from from club members, say, that have left, and that's a way to embed the storytelling into, an adoption of a culture.

So I, you know, I I do think of that I do think that's tricky. If you've got people coming and going, it's harder to get the real culture.

But I I would rely on storytelling as much as possible there.

Catherine, did you have something to add?

Yeah. Look, transient workforces, and particularly volunteers, can be can be really challenging. I would pay attention to who your volunteers are interacting with most, and making sure that those people are modeling the the behaviors, the norms, that you want, will that best reflect the culture you want to have. We are social beings.

We are most likely in in any social situation to con to conform to norms, whether they are explicit or implicit. We very quickly learn in any situation how to fit in because fitting in is key to our to our social survival. So your volunteers will very quickly learn how to behave based on who they interact with and and hang out with. So kind of you can strategically, I guess, engineer a volunteer culture by making sure that, that the behaviors that they come into contact with, are what you want.

Yeah. Great idea. Look, and Julia said something here that's really true. No problem with the idea of an audit as long as it isn't a substitute for bringing values into the day to day decision making.

And I couldn't agree more, Julia. And that is led by the board and the CE. And also, that answers the question of Carla, because she's asking us, as a board, we're finding it difficult to actually get the change and culture that we want. Do you have any tips for steering the culture change?

And I think it is making your values absolutely part of decision making processes and being explicit in sharing it, but it's also about ensuring that the implicit communication methods are also being aligned to your values. So, you know, who has car parks? Who has cars?

How are people recognized? Who gets invited to the morning quiz? These things all send signals and messages about what is important in an organization.

And, again, you know, if you have something around teamwork, collaboration, these are the things that actually say we are one working together for the betterment of this organization.

And I think with volunteers, as Catherine said, people join and volunteer because they they feel that resonance with them with the meaning of the organisation, why that organisation exists. And so that makes it a bit easier sometimes for volunteers, even if they are transient, to buy into not just what you do, but how you go about doing it.

Sean, are we at the point where or can we have another few minutes?

What You can have another few minutes, Linda.

Okay. So my question then, there was one there about how do you do a cultural audit. Can you go back one slide, Sean?

You do a cultural audit in a number of ways, and I'm sure that Catherine and Fiona have their own models as well. The cultural audit that we do is around each of these facets because it's each of these facets that drive communication about what your organizational culture is, and it's about alignment between those facets and your values in in my model or culture in theirs. So actually looking at what is communicated and how is it communicated.

And there's loads of examples out there of, that disconnect between, implicit communication that people don't even think about. You know? Brand and reputation. If you're out there saying that you have a focus on environmental, issues, you're sustainable, then make sure that's true. It's not greenwashing.

You know, they're all the way through that.

So, the cultural audits that we do look at the facets of your organization to ensure alignment in terms of what you say you're going to do and what you're actually doing. And one of the key things too is in my head is being explicit about what your expectations are of people so that they don't end up doing something wrong because of ignorance.

Okay.

Anything final to add, Fiona or Catherine?

I would, just like to add that in the exploration of culture, I think it can be really valuable to bring in an independent third party, someone who can facilitate some of those sessions to really draw out the the value the link between the values and and how things are actually, being done around the place. An outside party can sometimes see different things and draw things in and use some of these tools that Linda's mentioned.

Catherine, anything from you?

Small actions, big difference, I think. Yeah. A little catchphrase for the for the systems thinkers on the call.

You'd be familiar with you know, it's the it's the it's a system that the system that enables your performance. So if you think of culture as that system, if you've got performance that you're unhappy with at the moment, the good news is, because culture is dynamic, you can make small tweaks. Small tweaks to the system, will result in a change in in performance. And sometimes, we often think about culture as sort of whole scale, you know, transformation becomes a big thing, really high stakes, and we can actually change your culture, just through small interactions, through the way we speak to each other, the way leaders interact with their teams, the emails you send or don't send, and so on.

Thank you, Linda, Fiona and Catherine for your great conversation today. I really appreciate it. I look forward to seeing you all in our next webinar, everybody. Have a great day.

