

HR insights podcast

Series 8 | Episode 9

PSA: This transcript has been written with assistance from AI.

AI unlocked - the future of talent and productivity

[00:25.8]

Hi, everyone. My name is Stuart Elliott and I will be your host today on the podcast HR Insights. So, AI. I know this is a topic that we are all talking about at the moment and today I am joined by Daniel Snell, who is the co founder of Arrival. They, are a management consulting organization that's provided support on leadership development and organisational performance.

[00:45.8]

He's been featured in the Times, the Business Insider, and a number of other well renowned organisations. We're going to talk about who is embracing AI and hopefully we're going to end up with a view on where we might be in 10 years time. Daniel is a very impressive guest and if you have any questions for him on this topic, you can either ask me se@elliottscotthr.com or you can listen to the very end of the show and get Daniel's email directly from him.

[01:11.4]

Download the podcast and do enjoy. Thanks a lot.

[01:21.1]

Hi, Daniel. Welcome to the show. Hello. Nice to have you here. Well, it's lovely to be had. Oh, it's the first time we've actually met in person as well. It is, yeah. It's very nice. I always do that, checking out how tall somebody is because we live in that age. Like how tall people always surprise me. They're much taller or different shape than I realize.

[01:36.7]

Yes. That's come across tall online. Maybe I'm not as tall as I thought I should be. Maybe I need to work on that a little bit. But it's good to have you on the show and look for our audience. You want to do a little intro into you and your background. Yeah. So how far do you want to go back?

[01:52.4]

What's, what's. You can go right the way back. Let's. Let's start where you started. Yeah. Right. Well, I was. I was born right in the top of Scotland, so in theory I'm Scottish, from Scottish heritage. But you don't sound very Scottish. Danish slash. Okay, Scottish. I grew up just outside the Lake District. Yep. My parents ran a business there.

[02:08.4]

And then I have a kind of Nicholas Nickleby story in so much as my parents got divorced. I dropped out of school. Didn't really have anything, didn't know where I was going. Yeah. Drifted into London because I heard the streets were paved with gold. Ended up working in the city with my first salary was about, I don't know, 60, 66,000 pounds. Yeah.

[02:27.7]

Was my first salary proper job. So it was kind of a journey like that and then, I kind of really got interested in psychology. My parents were therapists by then. Okay. And my father went on to be a kind of therapist.

[02:43.3]

He's passed away. Passed away last year. But he was the therapist for the rich and famous. So he worked with a lot of Hollywood movie stars. Okay. Wow. So. And a lot of CEOs. So I had that kind of constant narrative in the background around change and people, which I always was really interested in. And then a tragedy struck.

[02:59.7]

I was living at a flat in Kensington and my flatmate's younger brother was stabbed to death in a street. So that became a catalyst of wanting to contribute to society. And I fell upon a school in northwest London that had a catchment of Stonebridge Estate, which was a kind of high rise. Yeah.

[03:18.8]

Area with a lot of immigrant. Okay. People. And just did that around my work commitments and was just blown away by the talent in that community. And then in a kind of rash moment, I gave up, my career and my earning potential and pension and all those good things and threw myself full time into working with this community.

[03:39.9]

And the light bulb moment was this is the future. You know, the drive, the capability, the skills in this large group was very attractive in terms of like just the raw talent.

[03:55.4]

Sometimes it was just overcoming a language barrier, sometimes it was high levels of academic capability, but didn't know how to navigate the kind of things that I could just, you know, navigate quite comfortably with my background. And so I had this light bulb moment and I kind of borrowed the Nike Red Bull Key influencers and informers model and went about in inner city non selective state school, selecting the 30 most influential young people, predominantly in London, but nationally, ultimately internationally, and run them through a four year program called Successful Life which I did in partnership with massive blue chip businesses.

[04:30.0]

So my, you know, if you've had a look at us, we have this kind of heritage of working with really kind of marquee brand. Yeah. And we would deliver the change work and those organizations would deliver the career coaching development framework. And it was just an absolute transformational experience.

[04:46.6]

And we ended up working with about 6,000 young people still. It's amazing. That's huge. Still running now. The oldest people coming throughout the program are in their mid-30s and they're running departments and divisions and they're all kind of rock stars. Yeah. So when was it, when did you, when did you start that? That would have been 2000.

[05:03.9]

Well, we just did our 20 year anniversary. So 20. 25, 24. So 05. Really. Yeah. Full time. And and then that just took off and then what happened over that period? I guess there are two, two or three interesting conversations to have.

[05:21.5]

One of which is I kept on getting invited to ever greater organizations and executive teams who would be like this is amazing. How have you managed to do this? How have you developed so many, have you found and developed such amazing talent from these backgrounds and how, you know, how have you got them to this point?

[05:40.2]

And so just those conversations just got at a higher level and more strategic and more interesting and we just. I just got started working with ever greater leadership teams and eventually I got introduced to Tesco's executive team.

[05:56.9]

Yeah, this would be about six, seven years ago now. And Dave Lewis was leading it. And I worked with the Dave and his immediate team which is including Charles Wilson and Alan Stewart and a range of kind of household names, highly respected kind of executive leadership minds.

[06:19.2]

And the impact was so significant that A we just rolled it out through Tesco's and we you know, worked with the next level down and then started dropping down into the different components of Tesco. But those leaders invested in arrival and that just was a real take off moment for us because that's amazing.

[06:39.2]

It was just extraordinary. And obviously knowing Dave as I do and you know, the man, you know his name and Charles Wilson's name meant that I could close around in two under two weeks. So you know, we got, you know, Sinclair beach, founder of Pretz and investor.

[06:58.4]

I've got some of the best investment mines from Lansdown, and also Artemis and Silver Lake. Amazing investors. So that just kind of catapulted. And then I worked with the executive team at sky and then GPE and on and on and on.

[07:16.1]

And then and then I guess over the last three years and this is kind of an interesting conversation, I basically be working globally. Yeah. So I more or less work with a leader in every single country on the planet now. So I've operated in every context, every situation. And what I took to that organization was how to re establish high performance cultures. Right.

[07:39.6]

And because I have a concept that explains why large scale legacy organizations sometimes struggle with sustained growth and performance uplifts. And I call it the three Cs and they are culture.

[07:57.0]

And the reason why 2008 is a critical date for this process is basically that's when quantitative easing started and free or near free money flooded into the system. And businesses therefore struggle to get organic growth. And so they had a kind of playbook that they applied, which was offshoring, digitisation, streamlining And A, gutting out the middle management to save costs.

[08:25.6]

And in that process cultures first lost their focus to high performance and then they lost the capability. And in that space rushed a kind of, in a benign market where, you know, it was hard not to deliver a profit. Yeah. And where the market became tighter for talent, came a kind of narrative, from the market driven often by people with psychology degrees, around agendas that were feeling based, or purpose driven and meaning driven.

[08:59.9]

Yeah. And so those things ultimately became a kind of anchor to performance or certainly a distraction. And then recruitment was built on an understanding that that was culture. Yeah. And so not only did we lose a sense of how to be a high performance culture, we also recruited for different things.

[09:24.6]

And then. And so that created a massive distraction and a drag. And the next thing is capabilities. So when you wipe out all the grey haired men and women in management who knew where the bodies are buried and the skeletons were and how things worked and all of the kind of digital checks and fudges and bridges and you know, all of the kind of how things worked in this organization, the kind of understanding of the real DNA of the organization, you lost that.

[09:55.3]

And the hope was digital would bridge that. But you also wiped out a huge bunch of capabilities around how to manage teams effectively. And that really weakened organizational capabilities. And the last C is confusion.

[10:12.2]

So there are, post 2008 there's just been an amping and amping and amping of noise to the point where if you go into large organizations, particularly further down the organization, nobody knows what to focus on. Decision making is poor, priorities are lost.

[10:28.0]

No, nobody knows what they're doing. And then in creeps kind of ideas like everything to everyone, everywhere. And so everybody applies the same kind of energy and effort to everything or appear to. Those three things combined have broken what I call the architecture of an organization.

[10:49.8]

And the thread, which means executive messages can no longer pass through large organizations seamlessly because the line, the thread is broken. Right. And therefore you don't get performance uplifts that are sustained because of those three components.

[11:04.8]

That effectively stopped post 2008 large organizations delivering performance uplift, which is evidenced in the results we've had since then, which are, you know, meagre at best. Yeah. So I suppose. Yeah, pretty much globally as well. And then they've applied and then they've. Yeah, other than the big tech firms. Yes, of course.

[11:22.0]

And then they've applied a kind of principle where more People means greater growth. And that is those things are not correlated at all. And so more people who are confused don't know what to prioritize, don't know what to focus on. Just means you get a bloating of activity, bloating of projects, a bloating of teams, bloating of meetings, none of which are aligned to the executive strategy.

[11:45.4]

Now when you've broken the executive strategy, you don't get the executive messaging and therefore you don't get sustained performance. And so when executives speak to their organization through town hall events and meetings or online, they don't see the behaviour change that they need or the focus or the culture shifts or the priorities or the mindsets across the organizations because their messaging can't get through, because the line has been snapped.

[12:13.1]

And so what I've been trying to do with all of these different leaders across the globe is reestablish that alignment model so you can unlock the contributionary value or the performance driving contributions of all of your people.

[12:28.8]

Now for me this is a bit of a breakthrough because it moves the, for instance the DEI agenda. Because inclusion ultimately I think came to mean including everyone to everything, everywhere. Yeah. Which is counter performance. And it became more about representation than it did about unlocking the value of different sorts of people.

[12:47.9]

So the diversity dividend, a phrase that I coined 20 years ago, was about, how do you bring different people with different backgrounds and different cultural realities and high performing teams to unlock their difference. And because we didn't have the prism of high performance and we didn't have the focus of how do we effectively unlock their contributions, it became basically a performative agenda and became part of the problem.

[13:16.0]

And rather than unlocking the amazing talent that sits in our inner city communities that became more around what do they look like and do we hit a statistic or a number rather than there's a huge energy and force and capability in our inner city communities that could unlock the next phase of performance in this country.

[13:38.5]

Because that's a real advantage for us because we have our historical empire connections. How do we unlock that? And it's only by putting that through the prism of high performance do you finally unlock the 2 and 2 equals 5 opportunity of different people with different backgrounds. Interesting. I just want to touch on.

[13:54.4]

You mentioned obviously a couple of times the financial crisis in 2008 being quite instrumental. How did does Covid impact at all in it in terms of performance? Because it talks about a lot of meetings and stuff and that I feel like that's happened since then too. 100%. So. But that, to me was just accelerating already a significant structural problem.

[14:14.7]

Right. So if you imagine organizations are not well designed architecturally, structurally, there is a whole range of factors. Add in, COVID lockdown, war in Ukraine. Yeah. Global headwinds brought around to some degree by America.

[14:30.9]

But other issues, it. It just accelerates or exacerbates the fact that you don't have alignment and therefore you've got, bloated organizations that are carrying too many people who are actively super busy. Like, I'm sure you remember during lockdown, you suddenly see loads of people on Zoom calls and like, what were they doing there?

[14:49.8]

And it was just like they were trying to be visible. Right. And because they were unsure about their role when we were disconnected from people somewhere in there. And I've written about this, as you know, working from home has become problematic because due to all of these headwinds, investor pressure is rising. Yeah.

[15:11.9]

And so executives, if they don't want to be replaced, have to find ways to deliver sustained performance and growth in their organizations. Now everybody's seeing AI, and I'm sure we'll get onto that in a moment. Exactly where we're going. Yes. Sees AI as the mechanism to unlock new growth and performance.

[15:33.4]

I'm not entirely sure it's there yet, but people are investing heavily, aren't they, in significant sub stacks and stacks rather, and a range of other things. And therefore, can that be when it's so hard to get any growth going forward?

[15:50.9]

Will AI be the bridge that's yet to be realized? Yeah. And what have you been doing in terms of the AI space? Just to sort of give us a bit context on that too. Well, I found that I can't get any airtime with any executive unless I'm talking about a limited number of things.

[16:10.0]

I'm sure you found this right. So it's productivity, performance, growth, efficiency, AI. That is. It sounds about right, actually. Don't forget any other conversation. And so that's where we're at.

[16:25.7]

And so executives invested heavily in their own AI, strategy, if it's really as well crafted and designed to call it a strategy, either by investing heavy in a tech stack and getting behind their CTO or buying copilot.

[16:46.0]

Most organizations larger on Microsoft, or their own version, and they're hoping that they're going to get the sort of output and level of engagement. But here's the challenge. Until you resolve your alignment model and can unlock your contributions of all your people because your managers know what is a performance driving contribution that's aligned to the strategy and your people are willing and feel safe to contribute and know what to contribute, how to contribute, where to contribute and what to contribute and when to contribute.

[17:23.0]

I will not rescue anybody because they won't deal with it. Without that alignment doesn't matter if you throw a ton of investment at AI, people just won't use it in the right way. They may use it, but it won't be aligned. And so it'll just continue the, what I call the atomization of organizations where everybody's either distracted, doing different things, checked out, you know, hanging around. Yeah.

[17:47.9]

Anxious about what the world of work is becoming and they're not using AI at all or they are using it in a way that isn't aligned to what the intent was. And so if I, when I speak to clients, I look at the data, it looks like 1% hyper users, 10% good users, 30% users, the rest not using.

[18:10.6]

That seems to be a kind of pattern. Almost half the people aren't using it. More than half, more than half of people are not using, not using or using it lightly. Right. And so, or you know, they are, they don't like copilot as an experience. Right. And they're jumping on ChatGPT.

[18:26.2]

And then there's a whole bunch of risk component to that. Right. Depending on what data they're putting into ChatGPT and where it sits. Well, most, most companies that I am talking to at the moment, they're, they've got firewalls around any form of chat, GPT or Gemini that they're using. They're very risk conscious about it.

[18:42.7]

Yeah, well, understandably. Yeah. And that's probably the biggest. Is that, is that the biggest I suppose reason why people are not adopting AI as quickly as we thought they might. I think there's a range of reasons in there. I, you know, I think people, there's a kind of constant narrative around it's going to steal your job.

[19:03.1]

Definitely. Also mapped on a kind of constant negative news online either through social media. Other is like a constant negative static. Yep. Which feeds into that. My point of just everybody's drowning under kind of noise in, in business and outside.

[19:21.1]

You know we're all plugged into our phones, aren't they? And they're not always giving us positive because they realize that fear sells. Right. Yeah. And so there's that. And then I think people have a different idea of what it is and so they kind of are Overwhelmed by it.

[19:37.2]

Where actually if you jump onto any of these tools, they're really easy to use. They're very easy. But I suppose that the criticism I'm always hearing at the moment is that everyone's using it as an advanced Google or a lot of people are using it as an advanced Google. So yes.

[19:53.2]

And as certainly where I could, I've seen it's very good on language. So all of a sudden it's breaking the idea that you, you can now quickly convert to different languages. And that is starting to get very good. So that used to be a real barrier. Right. If you're in a global business.

[20:09.5]

But that's getting broken down. Where I'm focusing clients is around the easy wins of sales and external marketing and being out there in the client, understanding what the opportunities are, efficiencies.

[20:26.0]

Right. And also who can engage with it. So typically a model I like to play is I kind of gamify AI and give them a real challenge or an opportunity that they're facing that's commercial or an efficiency requirement or a people requirement.

[20:43.6]

And what you find is the people that engage with it and use it effectively and keep it aligned to the strategy are probably the people you're going to keep. Because although no one's quite saying it like this, I think unless you are an AI leader within the next, say three years, you're probably not going to be a leader at all.

[21:03.5]

And it's probably the same for managers and whatever you've got to be an AI. Yep, whatever. Right now I'm sure you've seen the kind of drying up of graduates coming in and I find this interesting. So we have this collapse of graduate, roles coming into both US and UK and European large firms right now when I speak to young people, they're the most engaged with AI and the most comfortable with the immersion of that.

[21:33.5]

And yet they're not being brought in in the same numbers and because it's an easier thing just to turn off the recruitment tap. Right. And that's typically where people come in and they're cheap and they're not necessarily empowered or have the voice in organizations. Yeah.

[21:49.5]

So I don't quite understand what the downstream impact of turning that tap of young digitized people coming into the organization. But at the same time we're seeing older people really resist it. Well, I say older people, people with 15, 20 plus years experience in the working world are resisting it.

[22:08.0]

And so there's a kind of confusion here in terms of strategy to some degree. Is the comparable moment, I suppose, over the last 30 years, the launch of the Internet, is that the most comparable moment to what's happening with AI?

[22:25.3]

I think it's greater than the Internet. Okay. And the reason why I think it's greater is because as we approach it's ever, I mean I'm sure you've been playing with it over the last few years like it's just, it's getting better all the time. Without doubt, the more you use it, the better it gets.

[22:41.2]

Yeah. And, and what it can do, like on the flip side, away from corporates, when I speak to kind of tech startup businesses who are coming up with products and into the market, they're creating things and then they're getting wiped out by the latest launch of effectively free product from chat GPT. Yeah.

[22:58.2]

And having to completely rethink what their market model is. It's accelerating on a kind of like weekly basis. And so there will come a point where it, it's not a tool, it's way more than a tool. It's the ability, it'll have the ability to do work independent of people and it will also guide people in a way that people can't currently guide themselves.

[23:23.0]

Ultimately it will move into strategy and execution. Already it's completely reshaping markets and having this huge impact on how markets and organizations are designed. Because the economics have been tipped upside down.

[23:39.0]

Yeah. Obviously it's going to hit you know, law consultancies, a whole range of different businesses. Absolutely. The reason I asked that question in the comparison was because I think I book I read is how I owe, I think will change the World I think it's called. Yeah, really interesting book and it talks about the similarities with the Internet and what it states there is that everyone thought that that was going to be the reduction in jobs and actually the reverse happened.

[24:07.6]

It meant that there were more jobs actually in the world because of, because of what was needed. Is, are we, are we panicking to a point that they're going to be less jobs or actually are we going to see a similar version to what happened then, do you think? Well, there's two or three different ways this could play out.

[24:23.6]

Either we're just trapped into the algorithms as I already talked about and because AI is the new fear thing that everybody's talking about because he gets clicks and news coverage, you know, run for the hills. Oh my God, AI is coming. Probably in reality it will impact different slower than we think.

[24:41.8]

I mean on the cutting edge where we're all interested and curious. It's probably immediate. But if you move further and further away from businesses to you know, somebody you know down the road that's retired, I'm not sure how it, how they will relate to AI, or how it will impact their lives.

[25:00.9]

But you know, it's, or the other way, it could be way more significant and we could be undercooking it and so we don't quite know because we don't know if it's going to get capped out because of energy requirements or in usage or what.

[25:17.6]

But when I speak to leaders there's clearly an appetite because they've invested so much in this. Right. And they're a little bit exposed. They want to see return and where they want to see that fastest return is on efficiency. It's easiest to turn off the tap and stop hiring people.

[25:33.6]

But at some point then you've got to start making choices about who you're going to remove. And AI is clearly the direction of travel and those people who cannot align and bring value to that I think are going to look exposed. And maybe there's another presenter. Look at this.

[25:50.6]

You know when in the 80s when miners lost their jobs from a southeast perspective, I'm not sure the Southeast and London really understood that community and therefore it was easy to kind of put in a box and disregard because it wasn't them. Yep.

[26:09.8]

Well now this is eating middle class jobs in the southeast and therefore there's more of a kind of narrative and conversation about it because it's directly impacting either them or their kids jobs.

[26:25.2]

When I speak to you know, people with kids coming into the job market, I'm like, what are you thinking? What are you encouraging your kids to do? What you're gonna, you know, obviously the tried thing is I'm getting them to become plumbers. But you know, it's a, it's a real pause for thought because nobody quite knows what the impact of the next 15 years is for things to really kind of get embedded and settled.

[26:47.3]

So I'm typically kind of glass half, full optimist in life and I'm really excited by it, but I'm not intimidated by it. Yeah, I just think it's really interesting and fascinating and I'm excited about where it goes. But I could see that if you'd got used to a way of working and there's a lot of change in your organ in the organization and humans natural response in a world of constant noise and change is to stick and focus on what they know and what they think they're good at and what their place is in their particular universe, there'll be a natural resistance to new and to AI. Yeah.

[27:27.2]

So I think there's all of those factors are boiling into why that we don't have good engagement. I'm not convinced all executive teams are leaning into it. I'm not sure they're clear on what their strategy is and where they're going. And I can understand that because really we're all making it up a little bit as we're going along because it's evolving so fast, Right? Yep.

[27:45.3]

But when the organization doesn't hear from the executive, this is the intent, this is where we're going. This is why we've invested so heavily. Because that's a lot of money that's invested. It's very significant. Right. And in that void of not saying how to contribute, what I expect from you to do with AI, how that shows up, what good looks like, the management role, the leadership role, the people function role. Yeah.

[28:09.0]

In that void will run in fear and anxiety. And we're already in a world of like, people are maxed out because we've kind of been doing more for less since, you know, 2008. Really. What do people do with that?

[28:25.0]

And so, you know, if they're close to retirement, they're just going to check out or if they're not bought into it or don't bought into the culture or the organization, which I think a lot of people aren't these days. You're going to get a lot of people who are sort of sitting by the sideline or creating their own side hustle or whatever.

[28:46.0]

And so we get this constant atomization of focus and the executive has to re. Establish that kind of core central focus, which you can't do if you can't get executive messaging and you can't get organizational performance traction. And the only way to do that is to re establish those capabilities and realign the organization to your executive strategy.

[29:03.6]

I've kicked this around for years. This is the only way to resolve this. And AI will not be the rescuer bridge unless that, additional work is also resolved. Right. So for me, culture, all of a sudden, capabilities sit with the executive.

[29:21.1]

You can't, you can't just pass that off anymore. Okay. And, and so one of the things we wanted to touch on today was how AI could be potentially the breakthrough for a true meritocracy within, within an organization. So before lots of questions around that, but, I suppose it'd be good for you to maybe just establish what is meant by meritocracy in the workplace.

[29:42.9]

Well, this is an amazing moment, right? And so suddenly, you know, the Internet was great because it suddenly got the whole world's knowledge onto your phone or onto your laptop. It was amazing, right? Which was a kind of meritocratic moment in a sense of like as long as you could read and consume it and you knew how to apply it and you had the access to apply in a meaningful way, you had a frame.

[30:04.2]

It was suddenly a very meritocratic moment. I think AI is just like a super acceleration of that, because if we are more atomized when disconnected, it's surely it's about your contributionary value by applying AI above what, what, Usman Sheikh and I describe as the kind of the waterline of AI.

[30:29.3]

So if you can't keep above the waterline, you're going to drown. So you have to always figure out how to be above the AI waterline to contribute value. Now that is nothing to do with heritage and privilege has everything to do with your capabilities, your ability to understand, place it within a context in a situation and bring contributionary value.

[30:51.0]

Again, I've written on this a few times. I was in Business Insider on this. So how do you demonstrate your value in a large organization to ensure that you can stand out in an AI epoch? Figure out what the strategy is, figure out who's aligned to the strategy, figure out where the money and buzz in the organization is around AI, offer your time for free, figure out how it's evolving, figure out how to contribute, write on it, be generous, help other people, contribute to that kind of organizational need, because organizations desperately need people like that to bring real value and make sense within a kind of organizational market context, how AI could be applied to that organization to unlock productivity, performance and growth.

[31:39.2]

Yeah, but so do we think then that AI can remove things like bias from the workplace? Is that one of the big benefits? Potentially it could, depending on what the biases are in the AI. And there's lots of conversations around that.

[31:57.1]

But what it does potentially do is remove human biases in a kind of direct sense. And that allows people who wouldn't otherwise get a shot. Yep. To really punch through. Because it could turn out, if we had a genuinely meritocratic culture where your value is based on whatever level you were at, your contributionary value based on understanding what good performance driving contribution is and how to give it, when to give it, etc, then it doesn't, it doesn't matter where in the organization you are, you could be fairly junior or geographically removed and be an absolute rock star in your contributionary value and therefore you should be recognized and rewarded for that.

[32:41.4]

So I think it'll have a massive upending of organizational hierarchy because those people who will rocket up the business are people who can use AI and understand within that context of the organization and what the requirements and needs are to resolve or unlock an absolute ton of problems and opportunities and challenges.

[33:06.0]

And that has nothing to do with how smooth or your educational background or how you can navigate relationships. It's much more to do with your ability, your engine, to figure that out. So will it be able to better objectively assess employee contribution? Yeah.

[33:23.7]

And the first thing it can do is like, is this aligned to the strategy? Yes or no? Would this work within our context, our market, our situation, our regulatory, compliance constraints? Yes. Tick, Run. Run it. Yeah. Model it. Yeah. Boom.

[33:40.9]

What's the name of the person who just brought that forward? Because that is, that's brilliant. Yeah. That's going to give us a huge lift. So how, how do. You talked a lot about productivity. How do, how do you balance that with being able to measure things like creativity, collaboration, presence?

[33:57.1]

How do you, how do you combine that? Because I'm assuming that I will struggle a little bit more to, to assess that. How I'm reading it is I think that with all of these things there's going to be like a significant swing one way and then a swing the other way. So I started this conversation with, there's a swing here to.

[34:13.6]

In kind of internal looking cultures that are based on feelings and meaning. Yeah. And now that the market's tightened up and money isn't so free, now we're swinging to a performance first agenda. My argument is we need a people and performance first agenda.

[34:30.4]

And I'd probably bring on AI agenda to that and make it a triptych. And so I think that's where we need to kind of ultimately find a balance. But I think in the short term it's going to really swing towards a kind of So we're on that pendulum.

[34:45.5]

We're on that pendulum towards swing because there's downward pressure from investors, there's market pressures, there's headwinds. Yeah. And executives will go to what they know and will focus on efficiencies and, and, and overheads and costs and trying to make this work.

[35:02.3]

And therefore we'll have a much more performance first swing agenda for a while. Yeah. Until we realize that AI, it isn't the answer for everything. And then we'll, we'll sort of move back to a kind of, sort of the middle. We hope, we hope balance.

[35:19.2]

I'm not sure that answered your question. I think there was something else in there. Can you just remind, me what the question. Yeah, it was more around how AI is assessing sort of things like creativity, collaboration, that leadership. I think those things are going to, those are critical, ironically, in the AI engagement and adoption thing.

[35:36.1]

Creativity, I think will be the standout capability, mindset in the world of AI, because if you can understand patterns, understand context, understand situations, which takes a kind of, curiosity and creativity, you're going to flourish.

[35:53.0]

And so obviously you've got to understand and you know, pick your battles and apply your insights or your AI breakthroughs or whatever to the right person in the right way, in the right time for you to be recognized and rewarded. Right, right, of course.

[36:08.0]

But it's that crate that's, those are going to be the people who stay above the AI line because it's evolving so fast. God knows where we're at. But they were talking about the IQ levels of like 140 now. Right. Soon to kind of go above the highest IQ of any human in the next year or two. Right.

[36:24.3]

So it'll know more and travel faster than we can actually comprehend. And so the ability to stay above the AI waterline I think is a kind of critical, value demonstration. And I think the people who will find that easier are creative people because they'll be able to understand it, apply it, roll with it, adapt, evolve.

[36:47.3]

And I shouldn't combine that with the leadership side of things, actually leading and showing that they're doing that as well. I think that there needs to be some leaning. Yeah. And I remember, I'm sure, I don't know if you, I don't know what age you are, but I remember when 47. I'm all right with that. I can, I can put that out there. You're in between that. Right.

[37:03.6]

So, so, so when I, when I first started, an email sort of started to arrive in the late 80s 90s in large firms in the UK. You could see a lot of the older leaders, still had, you know, Filofaxes and you know, that made them.

[37:20.3]

That was like carrying around a brick like that and that and a mobile phone in the 90s was, was like a workout. It was the ultimate 80s icon was a Filofax. And people lent on it and relied it and they'd, you know, had The Mont Blanc pen and that's what they did. And, and you know, there's a real resistance to digitization and to email and you know, I think it's going to be the same thing if you, if you don't, can't articulate and can't use AI and don't understand how to apply it.

[37:51.2]

Strategic, not only strategically but tactic tactically, how it impacts your organizational design, your customer client interface, all of that, you're going to struggle to be relevant. And so I guess it will depend on where the executive is on their retirement journey.

[38:07.2]

You know, if they're a couple of years out. Yeah, they won't, they will not feel like they need to go and become an AI leader. However, if you're my age or younger, you're, there's no chance that you can avoid this. We're all going to have to lean in and become AI leaders because that's the next 15 years cycle. Yeah.

[38:28.8]

So you have to, you have to become knowledgeable, you know, maybe not on a day to day basis, but you have to understand how to apply it strategically and how it impacts the design and why you're making investment decisions and strategic decision, how it's driving your model, how the market is shifting as a result.

[38:45.6]

Because potentially everything is going to get upended. Right. Yeah. And what, what about data? If we talk about that, what, what sort of data then does I, need to collect to sort of, I suppose understand someone's value to an organization? Is there data that they will collect eventually? Yeah.

[39:01.8]

Ultimately this is what I think, there'll be a real time understanding of what people's contributions are across the organization based on the impact and value it has to the strategy. Yeah. Right. And it will immediately come up green or red depending on what people are bringing and how they're bringing it.

[39:19.8]

And so, but that, that could be a very interesting moment because that would be like, okay, this isn't quite good enough. You have to figure out how to do this and it could prompt you to use it because it'll be ahead of you, what you need to do and why you need to do it. The question ultimately, why do you need people? Yeah, but you know, and everybody's talking about that, but but I think that's a very interesting sense.

[39:41.4]

And like then immediately you have a much more meritocratic thing like oh, clearly this person's bringing a lot of rich value now in the way that they're thinking and bringing their thinking to that. The danger, of course, a Bit like social media is as AI organizations spider over all of these large organizations, they'll just commoditize the organizations themselves. Yeah.

[40:04.4]

You know, and you have to understand these tech firms are so much bigger than firms that we consider to be very large. So I was talking to a leader the other day and we were talking about what they did and you know compared to Microsoft and they were approaching a 70 billion size valuation, which in my mind is quite big.

[40:29.5]

Yeah. Right. Microsoft are 54,000 times bigger. So they could buy them in an instant, write it off. Irrelevant. Yeah. You have to understand that's the size differential between these big tech players and what we would consider mega size businesses.

[40:48.2]

They're just becoming increasingly irrelevant. And once they spider over them, they're just going to commoditize what they do because they'll understand the market, their organization strengths, weaknesses, where the assets are, how to play them. Yeah. Do you think then though as well, going back to the data piece, that skills assessment, personality assessments become ever more prevalent in organisations?

[41:09.4]

Well, I think there's going to be a kind of counter movement to become more human. Right, right. You know, that's the rebalance we were talking about earlier a little bit and. Because if you're, if you can't beat AI. Yeah. Where's your value? Well, become more human. Yeah. I was, I was with a, you know, a leader, very significant leader, a really significant growth organization the other day and he was saying that he'd observed one of the leaders, we didn't say who, had basically created an AI response to all questions from colleagues.

[41:40.7]

Right. And so literally he wasn't really responding to his colleagues, post town hall events or any questions that came through. It was all AI generated and we both thought, well that is a slippery slope kind of madness. Right.

[41:55.8]

It's like it's a crazy dark mirror world when you know, who do you know is really responding and giving you a message because emails and other messages are going to get so good that there is no way you'll be able to figure out whether it's human or not.

[42:13.1]

And that I think is the fear. A lot of recruitment divisions at the moment where recruiting teams where they're looking at CVs and they're all being written by the same thing and they all look the same. It's in education. Yeah. It's becoming a huge problem everywhere, to a point that a lot of organizations in recruiting now that I've spoken to are even saying we want you to Come in.

[42:31.8]

And we want you to sit in a room where there's no technology. Human. We're back to that human point, aren't we? Yeah. Let me actually meet you. Yeah. So do people go. I mean, obviously, let's talk about trust, because I think that's the singular most important commodity on the planet right now, trust.

[42:49.1]

And then also that kind of going back to a kind of like. Well, if you don't trust things, then you're going to go back to networks and human connection again. Yeah. And people that seemingly are flourishing right now. People who are riding the AI wave. Right.

[43:04.8]

Or people who are going back to human networks where, you know, people and because people don't know what people really know. And is it their content? Do they really have these insights or is it AI generated? Yeah. And therefore who do you trust? You trust who you know because you've either worked with them before or somebody you trust recommends them.

[43:23.7]

But then I suppose that comes back. The problem with that is that's where bias comes back in 100%. And that's. It's in and out. Yeah. In and out groups, which is, you know. Yeah, that's a really difficult hurdle because you could be really smart where you put your smarts.

[43:43.0]

And so AI potentially is a great mechanism for unlocking capability. Yeah. But if we do go to the more human approach, then those people might be excluded if they're not in that network or not perceived as valuable.

[43:58.7]

So do you think AI will improve employee motivation and trust in leadership, or do you think it will have an inverse effect on both? So again, I wrote on this recently that basically, people are turning to AI other than speaking to the manager.

[44:16.0]

And so I don't know if you read that, but the data is suggesting now people will turn to the AI before speaking to the manager because they don't want to look stupid or it's easy, it's there. Maybe they don't really rate their manager and AI brings better high value insight than their manager does.

[44:34.4]

Or the organization's such a mess they've given up. Is that partly as well? Because they're not sat opposite them. Could be working from home. It could be the fragment, the kind of atomized nature of businesses again. It could be like they don't think the manager will do anything with that. And so there's.

[44:49.7]

Or they just. They're just weird. Younger people seemingly don't talk to people. They're much more comfortable plugged into digital than I, you know, reality as I would see it. And therefore they're going to be too shy to go and talk to manager because it comes with, you know, are they going to judge me, assess me and if I already get the answer I don't need to go to them and it's quicker.

[45:11.0]

So there's a whole range of factors that mean that people are unplugging from human to human connections. Yeah. And at the same time what a powerful way potentially of bringing an organization together. Now in if leaders are looking for something to transform and make difficult decisions and create a culture where leaders have the confidence and capability to have difficult conversations and make difficult decisions or a framework.

[45:44.6]

The rival of AI is it? And if you bring market pressures and the reality of those with AI, if they're going to make any significant changes, now is the time. Because I think people would understand that this were the factors for needing to change. Yeah.

[46:07.1]

Do you think that AI reword that question. How do you think AI will impact career progression? Do you think that it will mean that people have more fluid careers or do you think they'll change career a lot more often? I.

[46:22.8]

Why are you asking me to peer into a, task? I am, yeah. I think we're probably looking at a 50% reduction of staff base across the UK, across traditional large scale corporates over the next five to ten years. Now that sounds like a lot.

[46:38.2]

But if you stop hiring people today within 10 years you get there. Right. So you could do nothing except stop hiring. Obviously that's a huge risk. Or you just target very narrowly on young people who are brilliant AI, or have the capability of learning it and applying it.

[46:56.0]

So does that push people to industries where they're needed or a person is needed or required, does that push you to a service industry? It might, yeah, we always need more nurses, don't we? And policemen and soldiers and stuff.

[47:13.2]

But you know, it's either, it's either going to create more entrepreneurs and creating a culture where there's a more dynamic kind of ecosystem of setting up AI empowered business. I see a lot of that. Yeah. Kind of narrow, market specific AI services are popping up everywhere along with a bunch of AI consultancy services.

[47:37.8]

That's clearly a massive growth area. And businesses will shrink but become more profitable. I think that's what leaders are hoping. But I do think they're bloated and I think they've lost their way a lot. But we've also got to a time this is I think compliance regulation.

[47:54.3]

But it's also a point of the fact that your businesses and leadership Culture of don't. They're avoiding the hard conversations and the hard decisions. And when you add in the 3C's component, even if you wanted to re.

[48:10.4]

Establish high performance in your organization, you're battling. Yep. And so. So I think we're at that point where, you know, I think leaders probably like to sit. Some leaders like to sit on fences and, and keep their head down, but I think we're running out of road for that.

[48:28.6]

So they're going to have to visible strategic decisions soon, you know. Yeah. You know. Yeah. Are you in or out? Are you going to become an AI business? Are you not? Because that's a very significant investment.

[48:43.6]

If it doesn't work out, you're going to come under real pressure. Yeah. So. And, but growth is really sluggish. So I, my hunch is executive teams know what needs to be done, but they've been, I think, skirting around it a little bit.

[49:01.2]

But I think this year, end of this year, beginning of next, is when we start to see reduction in headcount. Okay, well, really interesting. Do you think. I suppose the other touching on this a little bit. I think you've spoken about it a little bit earlier on as well. But do you see AI impacting inclusivity?

[49:19.3]

Do you feel like it can, I suppose, level the playing field for everybody or do you think it might inadvertently disadvantage certain groups? Well, I mean, there are two pendulums swinging two different ways with that question.

[49:34.6]

There's a pendulum. We've gone like every, you know, we wanted everybody's voice and which meant including everyone to everything, everywhere, which meant nothing got done and no decisions were made. Yeah. Probably back to a kind of command and control, simplified Model. As pressure mounts on, executive teams are going to be much more directive, aren't they?

[49:53.7]

And they're going to only want to work with people who can act on what their strategic ambitions are. So there's that swinging and then there's AI and we don't know who in the organization is going to be super exciting with it and who's just not going to go on the wave.

[50:09.6]

And so, yes, I think it creates a kind of more meritocratic opportunity for a lot of people. It's very, very exciting if you can wrap your head around it and start tinkering and playing and being creative. Or it could be, actually there's no space for my voice anymore unless I'm bringing real value around AI because that's all leaders and managers and executives can hear right now, because that's what they've been told they have to focus on because they have to justify the investment in the stack, or in Microsoft Copilot or whatever.

[50:41.6]

You touched on the very beginning of the conversation in terms of where people are focusing and AI is definitely the noise that I hear about it now is, is quite significant. Kind of there or thereabout is the most important thing in most organizations. Yeah. Do you think at the moment that that's all money well spent or do you think a lot of people are wasting money?

[50:59.3]

It's going to be a ton of waste and it's going to blast careers and finish careers and finish businesses and because they've invested so much in the wrong thing or gone down the wrong path. Well, I think there was so much pressure to invest in. They have to, right? Yeah. Because you can't not. But then they're hitting those stats of 1%, 10%, 30% and going we, we need to get better adoption in there.

[51:21.0]

You know, putting pressure on the people function to get people engaged. But you know, right now people function probably doesn't have a clear strategy of what's wanted and what's required and they're bumping into a lot of resistance. Yeah. Right. And so like had a conversation the other day about a leader, you know, bringing everybody back in in a particular department.

[51:40.5]

The kind of vitriol and online trolling this leader got from the colleagues was so intense. I imagine all the other leaders looked at that went well, I'm not going to ask everybody. And then we're in this kind of real issue, aren't we?

[51:55.9]

Where people a bit like our broader society and not just Britain, but everywhere. Nobody wants to pay higher taxes and have a reduction in services and quality, of life. Everybody wants tomorrow to be better than today, but nobody's willing to pay the price.

[52:12.1]

And so no politician will come with a this is going to be painful. We're all going to have to pay taxes or have a reduction in services. They won't get in. So they lie to get in. But there is no real ability to resolve that impossible question. Well that's true within the corporate world as well.

[52:29.1]

Right. There's painful conversations to be had. You know, what is your contributionary value? Because this is what we really require. If you can't contribute to that, soon your value will diminish. That's a really difficult conversation. But that's the same as the wheel combustion engine Internet, but super accelerated.

[52:49.5]

It's like I said, it's a difficult conversation to be had. Do you think there's an element there for people to realize, their contribution as well. For people to actually understand themselves, what they're either contributing or not contributing. I don't think with that, I don't think there's those kind of open conversations yet. Definitely not feeling their way in and going, this is my job.

[53:06.2]

But you know, everybody knows there's this wall coming, a train coming at them at a thousand miles an hour and they've got the head in their sand and no one's really kind of having a grown up conversation about it. Hence my kind of political point. Yeah. Without being party political is we're shifting because people are weaponizing fear on a state level. Yeah.

[53:29.7]

And focusing on things that are kind of irrelevant in terms of what's really impacting the economy. But no politician will step up and say, okay, here's the compromise. You have to have less. It's going to be worse for tomorrow. Not for best for your kids are going to have a.

[53:45.3]

It's going to be harder for you and it's going to cost more to have less. Do you want to vote me in? The answer is no. But executives are playing. Not all executives, clearly. You know, I know some absolute amazing executives. But. But you can sense that there's a game here, a holding pattern because nobody wants to have that conversation.

[54:04.0]

Yes, it will cost you more and you may get less. Yeah. So like if you're going to work from home, you can't expect pay rises and promotions, if you think about it, because just proximity. But that might really. Am I allowed to swear on this podcast?

[54:20.9]

You, are absolutely allowed to swear. Yes. Some people off. Right. Especially if they're mature and capable. Even if you said that, I can imagine that some people listen to this, will immediately respond to that. Well, that shouldn't be true. Yeah. Yeah. But working from home works for some people really well.

[54:37.3]

Does it work for everybody? Does it work for young people? Does it work for the culture? Does it work for a time where we're in this huge upending of new technology, where we're all going to have to go from the horse and cart to the combustion engine or from paper and pens to email and online, but more so, because this thing will do its thinking for us, an activity for us.

[55:00.8]

So unless you can jump on that and guide that and grow with it, it's going to tsunami you and you're going to go underneath the AI waterline. Thank you, Osman. So, you know, that's the, that's the kind of situation we're at.

[55:16.9]

And nobody's having an honest dialogue. Like we're not really having an honest dialogue around our national state because people know that it's not attractive and it's going to be unpopular. Yeah. You know and when somebody leaders say I want everybody back in, you know, you could, you can imagine they'll be forced to have them removed. Yeah.

[55:34.4]

And but you know if we don't make our businesses more productive and re establish growth, productivity and performance, there isn't going to be the businesses there and everybody's going to lose their job. And so we're in that kind of interesting agenda of. Right. We all know that we have to do things.

[55:52.0]

It's a bit like losing weight. Right. We all know how to lose weight, exercise more, eat less. But that doesn't make it any easier. And nobody wants to have those conversations. And so that's where we find ourselves culturally both in and out of businesses.

[56:07.9]

I like the comparison to the politics I have to say because I think you're absolutely right. I think there's no chance people don't realize the decisions that we have to make. And I feel like it's that Spider man picture that you will see where everyone's pointing at each other and no one's actually doing anything. Everybody's avoiding it. Yeah.

[56:22.9]

And I understand that like if you've got two or three years of tenure left, why would you rock the boat? You try and give it to somebody else. Yeah. The hospital pass to somebody else. But, but you know, if you want organizations, great organizations that this country, businesses we are so incredibly proud of that are truly, you know, extraordinary businesses and we want them to continue to exist.

[56:48.1]

We're all going to have to evolve and adapt and we're going to have to do it quite quickly. And there will be in and out groups and it. But it won't be based on things that were historical. It'll be on different things like your ability to use AI effectively within the context of your market and your organization.

[57:07.0]

So it just is. The world is changing. Yeah. And, but people are avoiding the hard conversations and that's effectively what I do when I work with that kind of broader leadership team. It's not as much as it's about a roadmap or a framework around how to re establish productivity, performance, growth, the executive messaging get their managers to have this capability to unlock their colleagues contributions and get all colleagues to contribute effectively.

[57:36.8]

It's confidence as much as anything because most leaders have grown up post 2008 moving into these kind of next level two, level three levels down. Right. They're in their late 30s, early 40s. So they've grown up in a time of inclusion where it was inappropriate to have performance based conversations with consequences.

[57:59.5]

That's counter to where we've been. And so I understand why the market, adopted those kind of principles and ideas around culture. But we're now paying the price. Like we're paying the price for quantitative easing. Everybody wanted quantitative easing because it was like a magic bullet.

[58:17.3]

But somebody somewhere down the line was going to pay the price. We've run out of rope. We're now paying the price. It's happening. And so as markets tighten up and money gets harder to reach, everybody has to deliver greater value and greater performance. That means can you contribute or can't you?

[58:33.8]

If you can't contribute specifically to what is required of you, why do you think you deserve a job? Yeah, going back to that, we've seen that a little bit in the markets. Like after Covid, it felt like everybody, there was low interest rates, there was money readily available, everyone was hiring. Then all of a sudden I think everybody panicked, realized they just had too many people had to cut back, weren't getting the profits that they, they, they needed.

[58:56.5]

And, and literally I think we've been in that sort of spiral a little bit in terms of hiring since then. In terms of the final question, if we imagine the workplace 10 years from now, what role do you think AI will be playing in shaping organizational success?

[59:16.1]

Well, you could argue that businesses will be AI businesses. So without that adoption and central use, creating the business around how it shifts the market, you won't. So regardless of what you do, your business is going to be AI driven and led in some way, shape or form or responding to it, because it's going to be where all the money is and the resource and the growth and the opportunities.

[59:42.7]

Because where it is now is going to drift over to there. So therefore, logically there's going to be less money in those other places. And because, moving it away from business is a broader society. When you tax the rich, but the rich and mobile, and it's difficult to tax, you tax the middle classes and you squeeze the middle classes and you have less people with less money.

[60:04.8]

And therefore hospitality struggles, cafes struggle, all these things are struggling because prices keep on going up and people can afford less. And then you just get to a tipping point where they're suddenly collapsing of markets.

[60:21.8]

And so if, if you think of that as in terms of like a Traditional business or, if you avoid AI or avoid not engaging with it and the market shifts to everything AI, you're like a horse when everybody's driving a car.

[60:37.0]

You've got like, what are you going to do with your horses now? And so it's that stark. Yeah. And yet it's not really formed, it's not really clear what it is. And it's evolving so quickly that if you could have a point of view one week and it would be out of date the next week.

[60:56.6]

So you're all in and you're trying to figure, which is where most businesses have gone in, invested tens and tens of millions in a stock and got behind their CTO and prices. If you're AI enabled encoder, your value in the market has gone through the roof, as we've seen. Yeah.

[61:14.6]

At the cost of people who probably aren't in that space. Yeah. You know, I was, I was in Spain in a nice hotel a few weeks ago and there was a bunch of AI guys there and they were obviously being paid to be there. And you were like, I wonder if the rest of the business knows these guys are where the heat is because they're given a free holiday in a beautiful hotel to sit, around and talk strategy because that's where the excitement and heat is.

[61:40.1]

These are the rock stars in the business. But I bet the rest of the organization aren't getting this sort of treatment. They don't have the ear of the executive, they don't have the budgets, they don't have the excitement, they don't stealing all the best talent. That's what's going on in these large organizations, these sort of microcosms of groups of people where all the heat and energy are going at the cost of the rest of the organization because the money just is gravitating to that because that's where the market's shifting.

[62:06.5]

Yeah, but, but it sounds like as well everyone needs to have the AI lens. But to your point, trying to make the decision at the moment as it's growing is a difficult one. I liken it a little bit to the whole VHS Betamax thing, like in the 80s. Which way is it going to go? And if you go down the beat, suddenly you're screwed and you have to pivot again away from that and spend a lot more money.

[62:23.9]

Yeah, it feels a little bit like that. I'm simplifying it massively, but. Yes. Yeah, but this isn't about whether you go with Grok or Chat, GPT or Microsoft or whatever. This is about the whole market shifting and how we think and how we operate. And, and it's attacking very, the structure of markets.

[62:42.5]

Because if your business is based on time and not output, AI is going to totally upend that. And of course, all organizations are realizing, well, why would we need a consultant or pay for this external support? We can do it ourselves because all the knowledge is here.

[62:58.5]

If I ask good questions, I can figure this all out. Yep. And I can get it within a split second. Why would I pay somebody 10 or 15 or 20,000 to build a report when I myself can build a report here? Yeah. I mean, that's, that is the profound impact of it.

[63:15.5]

And, you know, it's getting better every day. I mean, you know, it's, it's, it's really interesting how you can apply it and how you can build on your current thinking. Yeah, it's super interesting. But it sounds like that advice though, and as I said, as we sort of wrap up, it sounds like the advice to businesses is accept that it's coming and embrace it.

[63:36.2]

See who's in your organization, want to embrace it. Right. Start to build around them. Hence my point around gamification. Just put it out there to the organisation. And those people who engage with it and use it interestingly and do interesting things with are probably the people you want to build your business around.

[63:53.9]

And it may not be the people you think is. And so it's kind of the whole way organizations are going to be structured. Whose talent, who's not, how businesses are going to have to change, and evolve to meet the market opportunity.

[64:09.4]

That's going to completely upend businesses. Right. Now, to your point, is adopt, use, play, engage. Allow people to tinker, think, about it. Create a space where innovation is wanted and welcome.

[64:24.6]

Yeah. Constantly look at how we might apply it and what other people are doing and constantly stay abreast of how it's evolving, adapting. And think about how you can stay ahead of the competition and apply it in the market. Careful of risk, but you know, you've got to be balanced by growth. Right.

[64:40.1]

If you're overly preoccupied with risk, then you're going to be slow. Yeah. And so there's always a kind of balance in there. You got to take a little bit of risk. There's always a chance you're going to get some things wrong. Yeah, always. Yeah. But if you get something really publicly wrong, you're in a world of trouble, right? Very much so.

[64:57.5]

We've seen with S. Yeah. So, so anyways, I hope that was useful and I hope that. Very good. Interesting conversation. I hope the, the, your listeners enjoy that. Yeah, well, if they have listeners, if they have you have any questions, they can redirect them through to me and I can pass them on to Daniel in. Not to me.

[65:15.4]

Why don't you give it your email address? And people, therefore, if they do have questions, they can come direct. Very simple. Danielsnell@arrival.com and, if you don't know, I write on a regular basis. I'm, I've been featured or written for within the last few weeks.

[65:30.9]

Business Insider, the Times, hr, magazine, People Management. I'm just regularly, out there writing on these areas, both from a kind of people function, but an executive point, of view.

[65:46.7]

And I'm always writing about these things because I, I, you know, my network seem to be interested in it. Yeah. And so, you know, I talk to them, I think about it, I think about how things are being applied. I write about it. And so they can tune into those articles.

[66:04.4]

You find me on LinkedIn, we'll, we'll put some links to that, all of that, as well as, and when people, when we post on LinkedIn, we'll put it onto the, on the website as well. When people can access the podcast too. Fabulous. But if they're interested in any of these conversations or figuring out how they re. Establish performance and growth, or how they use AI effectively, then just reach out. Perfect.

[66:22.8]

Been really good to talk to you. Thank you so much for coming in. My pleasure. Thanks a lot. Thank you for listening to today's show.