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SPEAKERS

Suzanne Murdock, William Redpath

Suzanne Murdock 00:00

Hi. I'm Suzanne Murdock, and welcome to series three of powering productivity. Each episode, I explore the energy, that really genuine connections, expertise, and being in your best flexible working environment can bring to you, your business and your whole life. So let's get started. Hello, and welcome back after a bit of a summer break, and today, I am delighted to be to re welcome William Redpath from Malibu learning a big champion of grow remote. Now, William, we spoke a little while back around remote working, I know you're super enthusiastic, and you do a lot to raise the profile there. And we were chatting around the culture and raising profiles and individual strengths and values that can be raised around the whole remote working ethos. And then we've had a couple of conversations since then, around the call back to the office for many employers. And you know, what different approach Can we can we take there? Can we bring it an element of the remote working back in? And then we were also talking around what makes a successful hybrid team. So I'm really super enthusiastic to learn your take on that and what you're hearing right now, before we do that, can you just recap and tell people a little bit about yourself and your story to date?

William Redpath 01:26

Yeah, of course. And great to be back, Suzanne, on the podcast. Wow. Thank you for I must have done well, last time, almost. Well, yes. And let's see how you get on today. I might even get by us back for another one. No, look really good to be back, as I say, um, yep. So just by way of context, this booth for anybody watching or listening. My name is William Redpath. And I do have a business called MonaVie learning, the primary output of the business is we have an online game gaming platform that we use for our team coaching games. So over the last few years, really around the startup COVID period, I created the business on used, I guess, these games that are created as a way to bring remote teams together. So obviously, at that time, that was the main way people were working, was working remotely because they couldn't come together and work in the same office space. So there was real need at that time to find a way to keep people engaged, I think we'll maybe get into that, that term itself, and a sense of what really that actually means. Maybe during this conversation, but nevertheless, companies needed my services. And I was able to support them with with some of those games. And you know, to do like many businesses, the business has changed and developed along a bit like route or cars as well and hybrid work. And I that's, that's been impacted by the last few years to some of the challenges that

we've seen, but primarily, where it's at, and what we do has largely stayed the same and we still work with people, Dan Daly, we still work in people development, we still try and be creative and innovative with how we do that as well. And just as a slight footnote to that introduction, you mentioned about my group stuff. So as you can imagine, through the stuff that I do, it does bring me into contact with companies that are digital first, you might say a remote first. So quite often, they're they're working in a remote way and sometimes hybrids, but usually they're one of those two things. And that then brought me into contact with the non for profit organisation grow remote. And I'm lucky enough to be the chapter lead of a local chapter, which, which is currently dying remote currently dying. And what we try to do simply, is to bring remote workers to gather around the current day for events where they can connect, create and collaborates with Don, at walks and social drinks. And we're doing a ghost tour this month. Done in your neck of the woods, Suzanne which we're excited about new different things like that really interesting space and a really important thing to do. Particularly I I feel before I get my soapbox about being a rural rural dweller, it's really important to have rural things going on and remote certainly supports that. So yep, so the business with the games and then the remote stuff is I think probably what brings me to the broadcast today.

Suzanne Murdock 04:31

Ah, super stuff. And I think with the Grow remotes events that you've been doing, it's brought such different personalities and strengths together. And they've all complement each other really, really well. So, yeah, it's just championing the whole remote work and education piece about options and communities out there. I guess a good place to start today would be what are you seeing at the moment in terms of of hybrid teams? We were just chatting a minute ago they're about different Yeah. I'm constantly evolving perspectives and thoughts and attitudes to hybrid working. But what would you see as a successful hybrid team right now? What are their typical wins transformations, I guess, that you're seeing here?

William Redpath 05:15

And I was thinking, I was thinking a lot about this, like, my immediate reaction, right? How do I feel about that question? Like the word Trust is coming across hugely there. Because when you're working at distance, when you're working the physical distance from the people you need to trust, whether you're the line manager, business owner, organisational lead, whatever, that people are getting on with their work, and they're doing what they say they're going to do. And people fail, like when they are in an office, I think it's it's not controversial to say this, people feel like there is more of a sense of control over the work being done, because they can see people, you know, and this has been traditionally, clients, hi, it's worked. So for me, whenever I'm looking at teams, and then I do try and stay up to date with what's going on, industry wide, and speak the likes of investors and people that are doing some fantastic and actually transformative work and how they have changed as an organisation. And some of the things they're talking about, with companies and organisations around this topic. But how that trust manifests itself. And I and I would say that, when you've got a high performing hybrid team, there's a very, very high level of trust, which is usually coupled with a very high level of autonomy as well, to people that not only are trusted by management, but trust each other, that they've got each other's backs, and they can get on with the work. That is something which I guess inevitably is built over time, and is done with intention. So teams that know that this is potentially a blind spot, potentially a weakness, you know, that we don't work together and what things can be missed, will always create a

challenge. So we think teams that are intentional about that know that these potentially could be issues, could be communication problems can be trust issues, whatever teams that are then going to work on those to reap the benefits. So so we've got that's kind of my emotional response. I would say, you know, not that I want to jump the gun, but highly prevalent is that at the moment, with regard to the conversation around hybrid work, run remote work locally. I'm not so sure, Suzanne, I'm not so sure, I think, you know, you speak to people that would have touchpoints with larger organisations organisational leads this sorry, thing, I think, is that I'm not sure we are there in terms of an actual conversation. I think I've mentioned this to you before, because I do feel strongly about it. But sadly, I'm not sure that level of trust is there. Because what we are seeing the reality is that we are seeing a normalisation returned to normal and do and if you're listening to this, I'm doing a lot of inverted commas. But we are seeing that, and that I think, will continue to be the direction of travel. You know, even I mentioned to you earlier, Suzanne, I was going to my old school this morning to talk at a young enterprise event. And I was really grateful to get the opportunity to do that. But having no kids or not used to doing the school run and driving into the middle of Lowe's burn in which is if you're not from this neck of the woods, is the second biggest study, I think a second biggest or it's big place anyway, in Northern Ireland, a few schools, a lot of people going to work, I was thinking myself, my goodness, I miss being in this rush or, but But it's there, you know, the rush hour is there, it takes a long time. So this isn't our way this this manifests itself. But like your question simply was about hybrid work, and what makes a good high performing team? I think trust is a huge part of that. There's that as Scott to be the objective, how do we create a higher level of trust. And obviously, within that, there are different strategies we can employ and tactics we can use. But I think if you've got that you're really good, really good starting point. And ultimately, to finish I think that that's not gonna be different to any team. Really, you know, any any

Suzanne Murdock 09:20

has to have just on when they whether they're in the office or a mixer,

William Redpath 09:25

correct, of course, of course and all that. All that I think we need to do with with hybrid remote, whatever is that. Why did teams focus on that more when they're in a hybrid Santa Ana remote setting? Why do they talk about autonomy more? Why do they bring these things? Because they the good ones recognise these are potentially pitfalls of working in that way. So they try to focus on it, but it doesn't do us any harm to Yeah,

Suzanne Murdock 09:50

I think I think a lot of what we've what we've been saying certainly when we speak to our clients, members, is that with the trust hand in hand, it goes the other on me, but the almost the bottom up approach, so that you've got these team members that really can have their say they can play to their strengths. If they think there's a better way of doing things or different approaches, they're really listened to adhere to, and it, it filters through the the teams and the organisations into that trust. So it's relationship building side of things. And I think, for me that that that's a big win, because that's organically how your, your team and your business is going to grow with that creativity, the new blood coming through.

William Redpath 10:34

I agree. And I want to add this, though, because I think this is an alert point. I remember, watching Dragon Stan is reference for some people, but Deborah maiden is obviously a veteran of that programme, you know, and clearly someone with a high level of business acumen, and she was talking to somebody that was seeking investment in their business. And I think it was like a, let's say, play school or nursery type concept. And they were running it in London, it was quite successful. And they were looking to grow that nationally, right. And she turned around to them and said, I think the reason why this is so successful, you know, congrats, by the way is because of you to these two women that were running the business locally, and hopefully going to land somewhere of this point here, Suzanne, but basically, she turned around and he said, Listen, you're trying to scale less, that's fine. But what you'll find is most people will disappoint you. Okay. And her view, which I think is a view shared by a lot of people, corporate leaders, unfortunately, that have been stung that have had bad experience of hiring the wrong people in the wrong roles. I've done that, as well. You know, I've, I've had hired people, it's been a disaster. We all have them. Sure. And they've let us dine to inevitably, then you know, it's that whole thing of once bitten, twice shy, you start to trust last your default position, those two, will I not going to trust actually until this person earns my trust? So then your natural inclination is to when someone in your in work for a week says, Can I work from home? Your natural inclination is to say no, because you're like, Well, I don't really know this person. I don't know if they can work independently. I don't know if they're going to do a good job. So this is a there's a bias then towards working in working in the office and doing not to me that that kind of ad tried to avoid as I mentioned earlier. And I guess, for me then thinking about that. We try to understand a bit more about a is this right for the company, right is working in this way right for the organisation, another set up and a way for this to happen and, and also isn't right for the person as well. So I don't I don't want hopefully the point today doesn't feel like I'm evangelising about remote work and of itself and that we all need to be remote working and stop commuting, whatever. Obviously, that's maybe not overly practical, I suppose what I'm saying is when the situation is is appropriate for it, and people should be working remotely and there's an we can get into all the advantages of that for local communities. Then why can't we look at that when it's right for the individual? The employees eventual

Suzanne Murdock 13:18

Yeah, that's the key one that company? Yeah. A lot of focus on the individual. And again, that comes back to that whole trust thing. But it's funny, I'm just picking up on your Dragon's Den. Yep, ology there. I was listening to the student Bartlett podcast, I don't know if any of his episodes Yeah, I was interviewing Karen, Karen Brady. She was saying, people typically think they can't come to me with an idea or an approach or their thoughts, because I'm just going to completely dismiss them. You know, I'm this high flying entrepreneur, but she said is completely the opposite. She puts herself in their shoes, she generally takes people on with the same values and goals that are aligned with her. So it's as if she automatically has the trust and the vision in those people because she can see herself in them say, I don't know, it's an 18 year old, she can see herself as that 18 year old in that in that person. And she listens, she completely listens to them, and gives them those deep listening skills, reflects on that. And she's she's very genuine and her approach, she will always invite people in the world, the door's always open with her. And more often than not, she will take those views onboard. And she's very quick at implementing them into into her business, which again, is very much down to the trust, the individual aligning the goals, values, visions, and I think all of that is part and parcel of a successful hybrid team.

William Redpath 14:45

I love the way that's she presented that as well and must check out that episode. I recognise that experience. I'm particularly is like when when I was slightly younger than I am i But I remember going into like directors and people in organisations, and it's quite an intimidating thing to do, right. And you say this idea or, or you want to disagree with something on your mat with this kind of like, icy stare, or

Suzanne Murdock 15:13

the cold silence.

William Redpath 15:14

But newsman usually wasn't like this. But I think the thing about it is what I learned after, like, after maybe that conversation or after I left the room, and I heard, you know, later, the director that I was in with somebody else said, Oh, William, this really good idea for dadadada dA. So just because the appearance necessarily isn't there, that, Oh, I work in this organisation, and they're not going to take all my requests for remote working seriously, doesn't necessarily mean that as the key is, you know, people, people like Karen Brady are successful, because they will think things through, you know, when probably I would imagine her expectation of her pains are that she wants to ndfl things through, as well. And she's trying to hold people to that high standard. And I just think that when it comes to remote working, this is why it feels like it needs to be a partnership, you know, you need to feel like we're talking about what makes a successful hybrid team. But it needs to be, it needs to be right forward that for the individual, you know, it needs to be right for the organisation, in terms of they feel like they're, that performance that they require to that individual is there. And the individual also feels like when they turn on their laptop on a Monday morning, that they don't necessarily need someone to call them into a team meeting to get on with work on the motivate them, they can just get on and do that themselves. And they're self starter. So this is the feeling that I have around that. And like you said, I think that trust cost cuts both ways, then, you know, it's like, making sure that I think making sure that's in place how it works.

Suzanne Murdock 16:48

And communication. So when we talk about communications, there's, there's all this AI in chat TPT you know, what element, what is a good balance now between the whole human centric element and the tech, the tech side of things? How often should teams be chatting, say, take a completely remote team? You know, how often should they be on the phone or doing these zoom calls face to face as opposed to using Slack or email, for example?

William Redpath 17:18

Well, you know what I were I actually noticed I'm working with the team at the minute. And there was a guy who is the Assistant Director in the organisation. And he was telling me that, so I should explain, right, a little bit of context. This organisation isn't based in a single location, they're based, they have a number of locations across Northern Ireland, but the leadership team is based across those locations as well. And this guy was telling me that someone had the idea, the bright ideas, he put it to set up a WhatsApp group for their senior leadership team. And he was just like, This is the worst thing could have happened. And I said, why is that? And he said, Well, basically now what happens is that anytime

anybody gets a bad idea cooked into somebody's head or something happens, it goes into the whatsapp group, but it could be a Saturday night, you know, it could be Sunday afternoon, it could be Chase, the boundaries have completely disappeared, in his view, you know, like, where there's, you know, as long as he's a member of that Whatsapp group, he's working, really, and things come through, and then there's a kind of a social pressure, I guess, to respond the messages to if you're asked a question directly in the group. So the anyway, the boundaries have disappeared, you're talking about communication, I think the communication the systems that are there, and the technology that's there can make hybrid remote work and really joyful experience. Teams that I've seen that do that successfully, whether it's in like a live event, such as a coal bottle, a toy or whatever, they've embraced a lot of things like Miro, Slack Canva some of the other applications of zoom which are which are great in terms of a team meetings, but it's this boundaries idea where we have I think there's been a little bit of mission creep a little bit a little bit of mission creep, a huge mission stride mission run, I think mission sprint, over the last while around, around these boundaries disappear. And but but I would say, to be fair, that's something that has been happened with work and inevitably, I suppose, has been the result of also having access to our working meals on our phone has been, you know, remote work in and of itself, you know, has led to that where we're kind of always available. The boundaries thing I think is key though unfortunately, you know, why do people why do people see the, the what's the attraction for people with to work remotely, they're getting the avoided commute to they're getting to spend more time with their families, for a local community of I mean, not person spends their lunch We are going for a walk about a sandwich in local cafe, this kind of delay provision that some people have of remote working. Yes, all these things are possible. But if on the flip side of that coin, if that also means that we're golden zoom calls at 9pm and nights, if we're after respond to WhatsApp messages like the one I described there, it kind of defeats the purpose for me, you know, boundaries must be been taken to think it has to be the essence of it.

Suzanne Murdock 20:24

And is it fair to say that some employees might be right in assuming that there's some employees working from home, feeling more comfortable that they can almost, you know, introverts, for example, who aren't necessarily happy working in the office in a noisy office, doing presentations, client facing meetings, that they're almost hiding away, that they can become quite unconfident, lose confidence as a result of that. Is that a fair assumption?

William Redpath 20:50

Yeah, like? I would say that though, if you're like, if that's going to be part of your job, but you're gonna need to be clients and your meet, and you're going to need to presentations, you might need to question Is this the right job for me in the first place in the first instance, I ever, that's, I think, up to a point, you know, we accept that. On the other side of the dot, though, what I've seen, and I've worked in places like this as well, is that there is okay, there can be, let's say, there can be right, I've seen this, where there can be a bias for people that are present in the office will get the opportunities. And that may not be a dessert may not be by design, who have noticed William has been here a few days this week. So we're going to give them this, we're going to ask him to come to this client meeting with us this important meeting. It can just be that like, somebody sitting there to get a piece of work. And they said, well, there's William Gibson, you know, when just because it's like, out of sight, out of mind, sometimes with remote work. And I'm going to come back to that point in a second. Because I've got a

feeling I've got a feeling that like that, whichever what you want to say again, which is kind of gets behind the curtain. A little bit with it. I guess, your question, which I think was about introversion, and does those actually work ally space for these people? I think it does. I think that actually, the world of work suits extroverts and a physical office. It's designed for extroverts in the sense, it's biased towards them. You know, I'm someone I feel like I was speaking at a school this morning, but that comes quite naturally to me. We were driving in and my fiance said, Well, what are you going to say? And I said, Well, I'll just do my usual Tobler, business, whatever. And she couldn't believe that I hadn't written all this out and practised it and got it out of there. Because I've just been exposed to that world more than she has. And it's easier for me. So I think that it does favour extroverts, does it then, in theory, remote work and the emergence of remote work, provide more access to these opportunities for people that are introverted? And then who would have to go through the same rigmarole? Yeah, I think it does. What I'm saying in practice, though, is that there is still work to be done to make sure that there is equity. Because actually, as I've mentioned, I think I think that those happen. And I would also say that while some organisations will pay lip service to there have a remote work policy, and this is the policy and this is it. You can go into these organisations, and you will hear people in senior positions speaking informally, that they won't people back in the office. So there's a tug of war going on between what the external policy says on the actual realisation of that policy on the ground, which then, you know, leads to people who are in the office getting more responsibilities and more opportunities. I think.

Suzanne Murdock 23:45

I've heard that a lot. But flex washing is the term they're using.

William Redpath 23:49

Yeah, so I think the opposite I agree with you, I think, in theory, tremendous. Absolutely. I would like I think that's where we need to get to I'm just saying a practice, I just not sure that I've really seen not work very well yet. Like terms of data, equity. That's, that's, I guess what I'm seeing.

Suzanne Murdock 24:07

So let's move on to the whole people being moved, or call back to the office. what's your what's your take on that? Well, I mean, what are you seeing? Are there more agile ways that we can do this? And just coming back to a point you raised there? Do we need to redesign the workplace? So for example, co working flexible office spaces have lots of different environments for different personalities, so you feel more comfortable, your your natural self, your strengths can come out, and you're not necessarily going to hide in certain environments, but you feel more comfortable and you're going to be at your best good workplaces reflect that sort of approach. Are there other other agile ways of working that you can think that would help bring big people back to the office and give them that that choice? The obvious one is obviously going to be hybrid working, but a lot of companies are saying no, enter that. That's the office full stop. Oh,

William Redpath 25:01

well, you know, it sort of depends, I'd say there's like, there's different populations as well. Right. So what am I seeing? Right? I live in Northern Ireland's, which is a small country. And it's got really one large urban centre and Belfast, and it doesn't take that long to get there. Appreciate it, there's people living in the Northwest never want to dismiss them, because they get in trouble, and would never

intentionally do that. But the majority of people in Northern Ireland live in the east of the country, and therefore, it doesn't take in theory that long for them to get to Belfast, why am I saying this? Well, it's quite easy. Then for organisations and reasonable prompts sometimes for them to say, look, we want you to come into the office for a meeting, it's going to take 20 minutes to drive there. However, if you're living in the Republic of Ireland, and you live in Galway, or you live in Connemara or West Corp, or something on your offices in Dublin, then driving for hours there and then four hours back, maybe isn't the most reasonable request for an employer demand for somebody to come to the office? So there's different there's different populations, I'd say remove that again. And there's an organisation they work with technology company, comes as a surprise, in terms of what follows, but they have workers that are based across the world, to the remote workers, but they based in they're based in New Delhi, you know, they're based in Australia, whatever, and they're working for a company in Dublin sued, they have never been physically in the office. They've never been there physically. And it's then how do we accommodate the needs of those people? What I'm seeing no, and as someone who honestly began that point, as someone that lives locally, and therefore my networks locally, and I speak to a lot of people locally, as this normalisation This is the reality, the reality is that employers are eager to get their employees back into the office, and where they have not succeeded yet, and not they're trying other ways to do it. One thing that's happening, and we're you know, there's, there's good and bad and everything right, so there will always be those who tried to coerce, which I think is obviously the wrong thing to do. But there has been a movement towards trying to make the workplace more of a inviting place to be as well. I think you touched on it there, Suzanna, but can we make it a more comfortable place, or the more opportunities for well being trying to produce better relationships among staff, so it feels more like a family, these types of ideas. The trick that's being missed, though, at the minute by companies, is that there has been a very small teacup of cool working remote working spaces in a national way and trying to reach supranational wave take the island of Ireland, by employers, I think so yes. And so I'm in the foundry in East Belfast, which has a tremendous value. And I would say that 90% of the people that are in this place, work for themselves, they have their own business, there's a few people out there that you'd work for larger company would normally that's a temporary thing where there are ups at home before a carry responsibility or something like that particular reason. They're just looking for some office space, because they don't have it at home. But in thinking about how do we really make a change? It's about getting employers on board. And I do know that in the site, that's still haven't quite cracked the code there yet about

Suzanne Murdock 28:33

that. But it's it's interesting that you're saying that because there is the connected to hubs, for example, is that where they have got aware of different co working hubs, and there is the the whole education piece, and I think employers are now aware of the benefits that come with the whole flexible office side of things. And just picking up on your point there, we were right on the border here between Republic and Northern Ireland. And we have a lot of corporate remote workers, who typically would work for, say insurance companies, financial institutions, and they're getting called back to the office, but they have to go in and maybe a couple of times every other week, so they can't work fully remote, but they can still avail of co working. But on the whole it's them having to pay for the memberships? Yeah, it's not the employers taking it up. Now, that's not that's not across the board, I'd say I'd say 70% of the members are paying themselves and have initiated it themselves as well. Yeah,

William Redpath 29:30

like and again, I don't think that that really is an answer to the question, though. It's not that like is because that's, that's, that's like, well, you're not going to agree to this. I'm just going to do the self approach. And I like that doesn't that's not telling me that employers are getting on board with this with this idea. And ultimately, I think it comes down to the fact they'll say, Well, look, there's what Yun seems to be productive enough. He works from home. Why would I pay for him to go and work somewhere else where I And then, you know, for him to be distracted and whatever, like, is he not? And then next thing, which, again, everyone else will ask for, and then nobody else want that. And so then we have to offer this to everybody. And then we put a bill. So I did. It's, there's the education, it's the, it's the value of that, and a guest some of the some of the work that I tried to do within going to dine and I just part of the I'm a small cog in this machine. But it's like, how do we change that conversation, and what we're talking about today and some of the benefits of coming together working together, because I think we're in the CMP agent, and we're on the same page, when we talk about rural work, it's important to define that as not working out of your spare bedroom. That's not necessarily what we're saying, that might be an aspect of it. remote work just simply means working from anywhere. And certainly what I would favour and what I how I feel about that is working in a place where there's other people doing work. So it just doesn't mean driving into the centre of Belfast to do

Suzanne Murdock 31:03

that. That's why I like the word agile, because it's not just about the physical environment, it's around about your surroundings from a human centric perspective, as well. And your setup, the people that you're working with the ways you're working, your attitude, your perspectives. Just coming back quickly on the whole employers, I think another bit of feedback we've got is that they are potentially interested, but they want an ease of contracting. So they don't just want all these different co working spaces around the island of Ireland, they want one simple contract. And what one touch base, one point of contact, to initiate all of those co working spaces, which which is doable. It just needs done.

William Redpath 31:48

Yeah, there's an opportunity for you, Suzanne? Yeah. Well, look, I mean, I have sympathy with that as well. Because I would imagine that when they're working with all their suppliers, and let's be a supplier of, you know, co working space or whatever. That's probably the way it's arranged, do they generally used to dealing with a different supplier for every single location, it's probably not as bad national provider. And that's the way they want to work. There's an opportunity there for somebody. I think, overall, I've you know, been working from this location, albeit, it isn't Belfast technically isn't East Belfast. But I can see, I'm looking at the window. I can't see Victoria Square the dome from here. So I'm not too far away from the centre of time. But at it's been a tremendous thing for me, I think me first, and then the business because it has helped me meet other people and feel more productive and be more productive, ultimately, from a business and the you know, it's improved a lot. And I try to compare that to when I was working at home. It's chalk and cheese. Really, Suzanne. So I think that I can speak from my experience. And this suits me. It seems to me it works. And I think that for a lot of people, it would also suit them if they were to give it a try. So

Suzanne Murdock 33:09

ultimately, it's about choice, isn't it? And not strange? I do many terms and give it and being given the opportunity to be your best?

William Redpath 33:19

I think so. I think so. Yeah.

Suzanne Murdock 33:22

Let's wrap up there some some great nuggets of information. Thank you for your wisdom and your experiences there. William? Haley, great to have you back on and well, we can do it, have another conversation and follow this up and see how things have evolved? Yeah, and it's changing so quickly.

William Redpath 33:39

It is. And you know, you and I were talking about earlier, I think before we come on just that artificial intelligence and noticing how chaotic the thought becomes, you know, inflammation or opiates or not, you know, it feels like two weeks hence, and we're in the whole new space buffet. And to an extent I think remote work is the CME and like you said, I think it's really lovely point America, right choice, you know, what are we what do we want, I think we want options, ultimately, and the opportunity to work maybe in your local village because there's a co working space, the opportunity to work at home in a home environment, which is suitable for you and allows you to do your best work, or indeed go into the office. That's a welcoming place that you want to be in. I think if you are optional, those three, I could totally say a very happy working life on the balance with that where you could be doing all three and why not? Absolutely. So let's keep working towards it.

Suzanne Murdock 34:38

Okay, until next time. Sounds good. Thanks. Thanks, William. Thanks for listening. You can find more information in the show notes are on our website, the hub miri.com. While you're there, why not join our mailing list so we can keep you in the note about everything we're up to. And don't forget to subscribe to our podcasts wherever you listen so you don't miss an episode power and productivity is presented by me Suzanne Murdoch is produced by Emily Crosby media