

THE GUY OSMOND PODCAST

WITH SPECIAL GUEST: JENNIFER BRYAN

EMPOWERING CHANGE: MANAGING DYNAMICS AND EMBRACING DIVERSITY
GLOBAL AWARD WINNER

PUTTING PEOPLE AT THE HEART OF DECISION MAKING
A PEOPLE-CENTRIC APPROACH
ALL OVER THE WORLD
WE ALL HAVE CHANGE?
...PEOPLE
LIKE CHANGE
JUST FINE
MUM!
SOMEONE GETS ILL
WE DEAL WITH IT EVERY DAY
NOT REALLY...

DIARIES
HAVE TO CHANGE
WE DEAL WITH IT ALL THE TIME
TRAINS GET CANCELLED

EG: THE ONGOING DEBATE ABOUT **HYBRID WORKING** DESPITE STRONG EVIDENCE

SO WE CAN MITIGATE AND APPROACH IT WITH THEM
WE NEED TO UNDERSTAND WHY PEOPLE ARE RESISTING

RESISTANCE IS NATURAL
EVEN IF IT'S A POSITIVE CHANGE

WHEN YOU KNOW WHAT PEOPLE WANT YOU CAN ADJUST IT'S YOUR DECISION

IF YOU UNDERSTAND WHERE PEOPLE ARE COMING FROM YOU CAN ENABLE THEM TO CHANGE THEIR MINDS
OH!
IN A SEXIST WORKPLACE PEOPLE KEEP TRYING TO CHANGE YOU

IF SOMEONE IS TELLING US WE HAVE TO CHANGE THEN: "HOUSTON, WE HAVE A PROBLEM!"
IF IT'S OUR DECISION **NO BIG DEAL**
BUT!

HYBRID, DONE WELL IS REALLY EFFECTIVE
PEOPLE ARE MORE PRODUCTIVE

YOU NEED DIALOGUE AND PEOPLE SHOULD BE CONSULTED

YOU NEED TO ADDRESS THE COMMS ISSUE
FIRSTLY, ASK: WHAT IS DRIVING THIS CHANGE?

WHERE IS IT COMING FROM?
HOW DO PEOPLE FEEL ABOUT THE CHANGE?

PEOPLE OFTEN AREN'T ABLE TO ANSWER
HYBRID WORKING HAS BECOME EMOTIVE
PEOPLE HAVE DIFFERENT CHAIRS DIFFERENT MUGS
WHY DOES IT HAVE TO BE ONE SIZE FITS ALL?

IT'S ABOUT LOOKING AT WHAT A PERSON NEEDS
EVEN IF WE'RE DOING THE SAME JOB, WE MIGHT APPROACH THINGS DIFFERENTLY

COVID HAS RAISED AWARENESS INCLUDING **NEURODIVERSITY**
EVERYONE IS DIFFERENT, IT'S ABOUT HOW PEOPLE LOOK AT THINGS

ALTHOUGH WE'RE GETTING PAID THE BUSINESS DOESN'T OWN ANYONE

IT'S ABOUT RESPECT FOR EACH OTHER AND CREATING BALANCE

WE CAN'T JUST SAY WE WANT TO BE AT THE BEACH!
IT CAN'T BE A FREE-FOR-ALL BECAUSE WE NEED TO WORK TOGETHER

IT'S ABOUT CREATING A LEVEL OF FREEDOM
WHY DO YOU NEED A POLICY?
IF IT'S WHAT YOU WANT TO DO **JUST DO IT**

IT'S ABOUT RECOGNISING AND APPRECIATING DIVERSITY

AND HOW THEIR SURROUNDINGS IMPACT THEM

HOW THEY INTERACT WITH THEIR ENVIRONMENT
IT USED TO BE ABOUT HEALTH AND SAFETY, NOW IT'S ALL ABOUT WELLBEING

AND LOTS OF APPS
BUT SOME OF THE C-SUITE ARE STILL IN A BUBBLE

SOME RECOGNISE AND APPRECIATE IT
OTHERS SEE IT AS A BOX-TICKING EXERCISE
AND APPROACH IT WITH CURIOSITY

...WHEN IT COMES DOWN TO IT THEY DON'T DO IT
IT'S FRUSTRATING FEELS LIKE TWO STEPS FORWARD AND THREE STEPS BACK
YOU START TO THINK: WHY AM I HERE?

THEN ANNOUNCE FULL RTO
PEOPLE DO RESEARCH SHOWING PRODUCTIVITY IMPROVES
THEY'RE ALREADY MADE THEIR MIND UP

AND CLIMATE CHANGE
LEADERS FALL DOWN IF THEY DON'T APPRECIATE WHERE PEOPLE ARE

CHANGING CHAIRS WHILE WORRYING ABOUT AI
CHANGE IS CONTINUOUS NOW
NO LONGER FREEZE, UNFREEZE, REFREEZE

SO MANY THINGS IMPACTING HOW PEOPLE FEEL ABOUT THE WORLD
HOPING FOR SECURITY AND CONFIDENCE

THINK ABOUT THE PERSON FARTHEST FROM THE DECISION: WHAT ARE THEY THINKING AND FEELING ABOUT LIFE?

YOU NEED TO ASK: WHAT ELSE IS HAPPENING FOR THEM?
IF YOU BUILD IT, THEY WILL COME
DONT UNDERESTIMATE HOW PEOPLE WILL REACT EMOTIONALLY

ONE RECURRING MISTAKE PEOPLE MAKE IS UNDERESTIMATING THE SCALE OF WHAT THEY NEED TO DO

THIS IS WHAT WE'RE LOOKING TO DO
WHAT ARE YOUR THOUGHTS ABOUT THAT?

HOW DO YOU FEEL ABOUT IT?
HOW WILL IT IMPACT YOU?

WITH SO MUCH VOLATILITY
PEOPLE WON'T BE PAYING MUCH ATTENTION TO COMMS ABOUT A SOFTWARE UPGRADE

THEY'LL BE WORRYING ABOUT THEIR LIVELIHOODS
WE'RE STARTING TO RECOGNISE THIS MORE NOW BUT THERE'S AN ENORMOUS WAY TO GO

YOU CAN HELP BUILD RESILIENCE WITH A CLEAR VISION
YOU SAY YOU WANT TO BE THE BEST, BUT WHAT DOES THAT REALLY MEAN?

ONCE YOU HAVE THAT CLARITY IT SHOULD FILTER DOWN INTO POLICIES AND PROCEDURES
AND INTO HOW PEOPLE ARE MANAGED AND LED
THE CULTURE
THIS CAN CHANGE THINGS GREATLY

AS CLEAR AS IF YOU TOOK A PHOTO OF IT

BOIL IT DOWN TO ABSOLUTE DETAIL
ONCE IT'S CLEAR YOU CAN WORK BACKWARDS TO PLAN FOR IT

WHERE ARE YOU GOING ON HOLIDAY?
THEN, IF THE UNEXPECTED HAPPENS YOU'VE GOT OPTIONS

WHAT ARE YOU DOING? HOW OFTEN? AND WHERE?
IF THE WORLD IS YOUR OYSTER
WHAT WOULD IT LOOK LIKE SPECIFICALLY?

IT APPLIES WHEREVER YOU ARE IN YOUR CAREER
AT WHATEVER LEVEL
BUT THAT'S FINE SO LONG AS YOU KNOW WHERE YOU'RE TRYING TO GET TO

WHAT DO YOU WANT IN THE LONG TERM? AND WHERE IS THAT GOING?
INDIVIDUAL RESILIENCE IS ABOUT CLARITY ON WHAT A PERSON WANTS

IF THE PICTURE IS REALLY FUZZY

YOUR CHANCES OF ACHIEVING IT AREN'T HIGH

IT MIGHT TAKE YOU FURTHER AWAY, BUT IT WILL ALLOW YOU TO DO SOMETHING ELSE THAT WILL HELP YOU

UNCERTAINTY WILL OCCUR
LEAP FORWARD

ARE YOUNG PEOPLE MORE INTERESTED IN WORK/LIFE INTEGRATION THAN A LONG-TERM CAREER PLAN?

OLDER PEOPLE WERE LOOKING FOR SECURITY PENSIONS BENEFITS BUT THAT'S BEEN DISRUPTED
AND THROWN OUT OF THE WINDOW

STUFF IS BEING THROWN AT US AT SUCH PACE
THAT PEOPLE JUST WANT TO STOP AND TAKE STOCK

AI
WHOOSH!!

SO WE FORGET TO ASK OURSELVES
"WHAT DO YOU WANT TO DO?" IS AT SCHOOL

THEN WE CAN DEAL WITH THEM IN A MORE INTENTIONAL WAY
WE NEED TO BE ASKING OURSELVES THE BIGGER QUESTION

THINGS JUST GET THROWN AT US
AND WE DON'T KNOW WHAT TO DO WITH THEM

NOT ENOUGH PEOPLE DO IT AT ANY LEVEL, THEY ARE JUST GETTING ON WITH IT
BECAUSE THEY'RE SEEING SO MUCH AROUND THEM CHANGE
THEY ARE HAVING TO LOOK AT THE WHOLE PICTURE

BUT THEN A WEEK AND THEN A YEAR GOES BY AND THEY HAVEN'T STOPPED TO TAKE A BREATH

SOMETIMES YOU NEED TO GIVE YOURSELF A TEN MINUTE TIMEOUT

AI?
THERE USED TO ONLY BE THREE PEOPLE IN AN OPERATING THEATRE. NOW IT'S MORE LIKE TWENTY THREE

BECAUSE PEOPLE SPECIALIZE
DOING DIFFERENT THINGS IN DIFFERENT WAYS

AND TECHNOLOGY HAS PROGRESSED IN ALL AREAS
IT CHANGES HOW WE WORK
SO WE NEED TO RECOGNISE THESE INFLUENCES
POLITICS
TECH
LEGISLATION

WE'RE ABOUT TO HAVE SIX GENERATIONS IN THE WORKFORCE
IT WILL CHANGE HOW WE APPROACH THINGS
AI HAS BEEN AROUND FOR 15 YEARS
BUT NOW IT'S MAKING DECISIONS WHICH PEOPLE ARE FINDING SCARY

WE CAN ARTIFICIALLY GENERATE DIFFERENT PERSPECTIVES

IF YOU UNDERSTAND WHAT IT DOES AND HOW IT DOES IT YOU CAN GET TO SEE THE BENEFITS
THERE'S ALREADY A LOT OF NONSENSE ON SOCIAL MEDIA

DISINFORMATION AND MISINFORMATION
THE REAL BATTLE WILL BE DISRUPTION TO ELECTIONS

BRIEF IT, GET THE INFORMATION THEN VALIDATE IT
IT MIGHT BE SCARY BUT YOU CAN'T IGNORE IT

AND THIS HAS AN IMPACT ON HUMAN BEHAVIOUR
FASCINATING BUT CLOSE TO THE KNUCKLE
OR ASKING CHAT GPT A QUESTION BUT WHEN WE AREN'T IN CONTROL IT'S SCARY

WE'RE USED TO TELLING GOOGLE MAPS WHERE WE WANT TO GO AND IT WILL GIVE US THE BEST ROUTE

SO WE CAN COVER ALL THE ANGLES
ASKING GENERIC QUESTIONS INSTEAD OF WORRYING WHAT TO ASK GOOGLE
TO GET THE SORT OF ANSWER YOU'RE AFTER

WHAT ABOUT LEGACY?
HAVING A PLAN
READY TO ANTICIPATE DERAILMENTS

IT'S NOT ABOUT THIS BIG, HUGE, ALL-ENCOMPASSING THING
OR BEING A HUGE INFLUENCER

IT'S ABOUT KNOWING WHAT YOU WANT
A HOUSE?
A PLACE IN THE COUNTRY?

WORK WITH YOUR HANDS?
OR YOUR BRAIN?
WHAT WE WANT AND THE IMPACT ON PEOPLE
ON YOUR JOURNEY AND WHAT YOU BECOME... THAT'S YOUR LEGACY

IT WON'T ALL BE UNICORNS AND RAINBOWS
BUT IT COULD BE A FASCINATING INTERESTING EXCITING PODCAST SERIES...