

THE GUY OSMOND PODCAST

WITH SPECIAL GUEST: JENNIFER BRYAN

EMPOWERING CHANGE: MANAGING DYNAMICS AND EMBRACING DIVERSITY

PUTTING PEOPLE AT THE HEART OF DECISION MAKING

A PEOPLE-CENTRIC APPROACH

WE DEAL WITH IT EVERY DAY

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**

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!"

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** AT WHAT A PERSON **NEEDS**

IT'S ABOUT **LOOKING AT WHAT 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 **RECOGNIZING AND APPRECIATING THAT 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 **RECOGNIZE AND APPRECIATE** IT

OTHERS SEE IT AS A **BOX-TICKING EXERCISE**

...WHEN IT COMES DOWN TO IT THEY DON'T DO IT

THEN **ANNOUNCE FULL RTO**

AND **CLIMATE CHANGE**

CHANGING CHAIRS WHILE WORRYING ABOUT **AI**

CHANGE FATIGUE IS REAL BECAUSE **CHANGE IS CONTINUOUS NOW** NO LONGER **FREEZE, UNFREEZE, REFREEZE**

SO MANY THINGS IMPACTING HOW PEOPLE **FEEL ABOUT THE WORLD**

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

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

THIS IS WHAT WE'RE LOOKING TO DO

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

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**

AS **CLEAR** AS IF YOU TOOK A PHOTO OF IT

BOIL IT DOWN TO **ABSOLUTE DETAIL**

WHERE ARE YOU GOING **ON HOLIDAY**?

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**

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**

ONCE IT'S **CLEAR** YOU CAN WORK BACKWARDS TO PLAN FOR IT

THEN, IF THE **UNEXPECTED** HAPPENS YOU'VE GOT **OPTIONS**

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

UNCERTAINTY WILL OCCUR BUT THAT'S FINE SO LONG AS YOU KNOW WHERE YOU'RE TRYING TO GET TO

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**

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

OFTEN, THE ONLY TIME WE'RE ASKED "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**

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 RECOGNIZE THESE **INFLUENCES** **TECH** **LEGISLATION**

WE'RE ABOUT TO HAVE **SIX GENERATIONS** IN THE WORKFORCE

IF YOU UNDERSTAND WHAT IT DOES AND HOW IT DOES IT YOU CAN GET TO **SEE THE BENEFITS**

WE CAN ARTIFICIALLY GENERATE **DIFFERENT PERSPECTIVES**

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

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

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**

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...**