

Source podcast transcription:

‘Shifting social expectations and value creation in organisations’

Alison Grigg and Kerry Grigg, Managing Partners at Multiple Group, and Fiona Czerniawska, CEO of Source, caught up with Emma Carroll, Head of Content at Source, on the latest episode of our The Future of the Firm podcast. Here is the transcript of that podcast:

Emma Carroll..... 00:00:01

Welcome to the Future of the Firm podcast. I'm Emma Carroll, head of content here at Source. In this episode, we're going to talk about shifting social expectations and value creation in organizations. I'm really pleased to welcome our speakers who are Alison Grigg and Kerry Grigg, managing partners at Multiple Group. And also Fiona Cherniavska, she's CEO and founder here at Source. Kerry, Alison, give us a little introduction to yourself and whoever goes first. If you could tell us a little bit about Multiple Group two, that would be great.

Alison Grigg..... 00:00:37

Thanks, Emma. Let me jump in. Hi everyone, my name is Alison Grieg, one of the co founders of Multiple Group. A little bit about myself. I've spent the last two and a half decades in the world of management consulting, strategy consulting, big four boutique strategy firm environments, and about 18 months ago set up with my business partner, Kerry Gregg at Multiple. We badge ourselves as focused on business impact and social impact together, or you can think of that as human impact. And really this bubbles down to, you know, how do we work, how do we lead, how do we team, how do we learn?

Alison Grigg..... 00:01:19

And even who comes into the organization. And so building out that healthy human ecosystem is what we're all about. Over to you, Kerry.

Kerry Grigg..... 00:01:27

Thanks, Sally. And I'm Kerry Grigg and I think I've had a really eclectic career by any objective measure. So I've worked across academia in corporate roles, a stint of consulting while working across academia many, many years ago, and delighted to have partnered with Ali, as we've said, up Multiple. I've also though worked in corporate governance, so I'm currently on a board which brings great perspectives to many of the topics we'll be discussing today. So really looking forward to our conversation.

Emma Carroll..... 00:02:06

Fantastic. And I wanted to start with really letting our listeners know why they should care about this topic. And we hear a lot about greenwashing. But Kerry, you use this great term, social washing. What is it and what should we be worrying about?

Kerry Grigg..... 00:02:23

So social washing is essentially when organization make claims about the social impact that they're having and then they don't deliver on it. And those claims often happen in a couple of different ways. So they're often very explicit claims. And if you flick to the ESG or sustainability report for any organization, you'll find some of those initiatives. So they're very explicit. Explicit also in recruitment advertising, if you go to an organization's careers page on their website, you'll see often there are very explicit claims that they're making and there may be things like their volunteering program or the way they've been really careful about ensuring there's no modern slavery through their supply chain. It's just a couple of examples of really explicit claims that are made around social impact.

Kerry Grigg..... 00:03:16

But actually if you scratch the surface, there's a lot of implicit claims about social impact and that's usually around come and join us. We offer great leadership. We are a values based organization. So really sort of implicit claims around social impact. And so when organizations social wash, it's when they're making claims explore explicit or implicit and they're just not delivering on them.

Emma Carroll..... 00:03:45

Okay. And we've got to the stage where stakeholders are often really holding businesses, companies to account in terms of their sustainability credentials and some other wider ESG credentials. What about this? What about social? Do you see us getting to the point where businesses are being held to account for this?

Kerry Grigg..... 00:04:02

I think it's early days, Emma, as compared to sort of greenwashing. But I think there's no doubt there's a change coming. So maybe if we go back to greenwashing, where that has matured to is it's now being enacted through regulation, legislation and also even accounting standards in different parts of the globe now catching up to the practice of greenwashing. But what I think will really drive sort of accountability around social Washington is demographic change. So I have a bunch of kids, including some 20 year olds that are either in or joining the workforce and they really expect organizations to deliver on the promises that they're making. Not just about their sort of green or environmental claims, but about the social claims that they're making too. So I think we're going to see that pressure come through different sources, employees, demographic change, but I think also to, you know, activist investors, institutional investors are wanting to ensure that organizations are following through.

Kerry Grigg..... 00:05:16

And at some point I think legislation will come in the same way it has for greenwashing. I think it's a matter of time.

Emma Carroll..... 00:05:22

Because all those stakeholders, shareholders especially, will really mind when it impacts value, won't they?

Kerry Grigg..... 00:05:29

Yeah, absolutely. And reputation, of course, because, you know, social impact, if you peel back the risk appetite statement of any organization, peppered through there of course is a bunch of different risks, but reputational risk is becoming super prevalent. And so when you don't follow through or deliver on those promises you're making around your social impact, that's going to bubble up and become a huge reputational risk for organisations. And that's where I think we'll see, you know, hopefully boards taking more and more notice and at some point regulators, I'm sure it's just a matter of time.

Alison Grigg..... 00:06:08

Yeah. I mean, there's a real risk of disconnect between, you know, the values up on the wall and the experience of customers when they walk in the door or what they read in the, you know, in the media or on social media, or indeed the employee experience, you know, promise this, experience this. You know, I'm going to then perhaps not spend my whole career committed to an organization who is saying one thing and doing another, which, you know, often is not intentional. But this is where taking a design driven approach to some of these considerations versus accidentally getting tripped up or caught out on something that doesn't line up behind the stated intent, you know, can get you into trouble.

Emma Carroll..... 00:06:50

Yeah, definitely. And Alison, I'll come back to you on some of those talent questions a little bit later. Fiona, could I come to you a moment? And I'm wondering what is sources data telling us about how important clients think the social aspect of ESG is?

Fiona Czerniawska..... 00:07:05

So what we've seen over the last five years is it, not surprisingly, five years ago, it was the E that stood out. So it was all about environmental concerns. And I think it's obvious why that was the case. People were watching things. We were watching fires burning in Australia. We were watching all kinds of things happening. What's happened over time is that the E remains still very important.

Fiona Czerniawska..... 00:07:24

But the S part of this, the social aspects have become more so, more so in some countries and others so a bit more in the US than elsewhere. Some of that might be driven by worries about litigation and things that follow from that, rather than the kind of the social impact, the longer term social impact, if you will. The governance bit seems to be the one that is less strong. And that's a bit ironic because of course we've got lots of regulation coming, but it's not where people's heart goes when they talk about sustainability. So I think we're seeing a transition from purely environmental to combination of environmental and social issues being top of the agenda.

Emma Carroll..... 00:07:59

Okay, thank you. Okay, let's get into it. Let's talk a little bit about the power of social value. And Alison, give us a really practical view. How can organizations really leverage the social aspect to create value?

Alison Grigg..... 00:08:13

Thanks, Emma. Well, I think if you think about the ESG framework, it really lays out across those three key dimensions. We're an organization, we care about the planet, we care about people. You know, we care about our ethics and we have the measures and reports to do that. I think where we see the opportunity for that to really leap off the page is having that social lever, that social impact, that human impact coming alive explicitly almost to be that new organizational glue. And that's. That's hugely valuable from a performance and culture perspective.

Alison Grigg..... 00:08:44

But of course needs to be. Can feel a bit nebulous. And so it's grounding that in like, what are the things that make a difference to when we talk about human impact? And actually Kerry and I were just talking about this before we jumped on the call today. It's a bit of the golden rule. It's how do you treat people? Are you equipping your leaders to ensure that when people walk home and have a conversation around a dinner table at the end of the night that the. Which inevitably we all do, you come home and you talk about work.

Alison Grigg..... 00:09:14

How was your day? Is the leader that you're working with someone that makes you feel, you know, seen, valued, supported and going home feeling good about that, even as I'm doing something that could be stressful and stretching or not equipped leaders that aren't equipped. And so you're going home and talking about how miserable you're feeling and how unsupported you're feeling, you know, which has a completely different social impact. So not only on me as an employee, but also then my partner or my kids or my family, all my friends and my neighbours are hearing about the net positive impact of my experience of leadership or the net negative impact. So as you think about the echelons of bringing that social intent to life throughout the stratas of the organization, so building great leaders, building great teams, building great learning systems, all have a brilliant ability to create positive human impact, positive social impact, if that makes sense.

Emma Carroll..... 00:10:12

It definitely makes sense. I'm wondering, where do you see it go wrong most? What do organizations do badly?

Alison Grigg..... 00:10:17

I don't know if we'd say wrong, I mean, because I think everyone's on a bit of a learning journey here and I'd say that's true of us as well. But it's almost coming back to that design point. You'll get the outcomes that you've either designed or that default have just happened because it hasn't been designed. So maybe it's about assuming good leadership just happens or, you know, assuming.

Fiona Czerniawska..... 00:10:42

Some.

Alison Grigg..... 00:10:42

Of the changes we're seeing in workplaces, you know, post Covid. Let's say we'll go back to how things were where probably we won't go back. So some. Perhaps it's just some of the assumptions that can again trip you up versus facing into some of the trends and changes that we're seeing and being attentional about what you, you do about that from a social impact and a business impact perspective, because one helps the other, no doubt.

Kerry Grigg..... 00:11:09

I think also where the breakdown is between promises that are being made and then how they are or are not being delivered is when these promises, the claims are actually developed in, let's say the comms or the marketing department and you know, the work isn't then done in the organization to actually embed those through the business operations or through the people strategy. So if you think back to when this whole war for talent kicked off in the early sort of 2000s, there was a rush all of a sudden for organizations to label themselves as, you know, employers of choice. We saw explosion of all sorts of claims being made about the employment experience and in full transparency that often happened in the comms or the marketing team. But you have to actually put in the work to make sure that you can deliver on those promises. Because many of them are social promises. Right? You know, you come and join us, you'll have

wonderful leaders, you'll experience psychological safety, you'll be able to volunteer, you'll be able to realize your life purpose.

Kerry Grigg..... 00:12:28

You know, they are social promises that we're making. But if you don't then hardwire that, you know, the delivery of those promises into the business, that's when that disconnect happens. And I think we've seen and read about some fairly high profile cases in the mainstream media just even over the last couple of years where again, stakeholders are now, employees are coming out and talking about these, my goodness, you know, they're video recording some of it and putting it on TikTok. So I think it's this disconnect that we see. It's often accidental, but it's a major miss. And now with technology and this younger generation coming through that that disconnect is going to be exposed. And again, it's just really problematic for the organization.

Emma Carroll..... 00:13:21

So Kerry, can you help us really bring it to life? Have you got an example or two that you can share of some of the work you've done to really leverage value in that social space?

Kerry Grigg..... 00:13:31

Yeah, and often Emma too, it's just in the questions that you ask the mirror that you hold up to organizations when they are themselves working through decisions or working through initiatives. So, you know, even working with a client that is about to make some announcements as part of an event, you know, asking the right questions, questions to ensure have they really sort of thought through the human impact, the social impact of those announcements, the timing of those announcements who's in the room, who's not in the room. So again, it's, I mean, I don't want to bring in a sporting analogy, but maybe I am. You know, it's often Even just the 1 percenters sort of challenging on as we look at this list of participants, you know, what is the diversity like? So it's actually a whole lot of little things that helps hold up the mirror for an organization. So that's, you know, one way. But I think where we can offer most value is when we partner with organizations to help them hardwire this into the organization.

Kerry Grigg..... 00:14:42

So often organizations think about their social impact and almost always go to more cosmetic programs, volunteering programs that often only last a year or so until

somebody from the organization leaves. And where we really partner with organizations is to think about how can we actually hardwire your social impact into your business challenges. So I mean, one example might be, you know, there's an ongoing challenge around finding and keeping great talent and diverse talent. So how can you actually then link and help address a social issue, whether it's, you know, high unemployment in a certain, you know, segment of the talent, women that have struggled to re enter the workforce for, you know, different range of circumstances. If you look at your talent program, how, how can you perhaps, you know, target and really support that particular segment? And I would argue that over time that is more value creating in terms of your social impact than these more cosmetic initiatives that we go to. So it's about, as I said, asking the right questions and co creating a different way forward and you know, by.

Alison Grigg..... 00:16:00

Cosmetic and all good stuff, by the way, let's go plant trees together or let's go and volunteer at a school. And you know, that absolutely are all brilliant things to do. But in terms of the hardwiring, not only things like on ramp programs for who gets to actually come in as part of the talent funnel for this organization. Another example of the kind of work we do is learning agility. We know that organizations have to be adaptable with the VUCA world, which is definitely a term that's been around for a while, but it's not going away. How do you test for learning agility as part of your recruitment process? How do you assess for learning agility as part of your performance process so that you're not only building an organization that is adaptable and agile, but people are going to leave your organization eventually for one reason or another.

Alison Grigg..... 00:16:54

All good, healthy, how do you set them up to be successful in their learning journey so that careers are changing, jobs are changing. We need to be equipping not just organizations, but the people within them to be almost future proofing their ability to look after themselves and look after their family. And in doing that, you're also setting the organization up for ongoing success. So these goals are completely aligned. But that's just one way of looking at this idea of human impact and social impact in a way that's very concrete to the success of the organization.

Emma Carroll..... 00:17:30

Now, great examples and quite a lot of our listeners are going to be really senior leaders in consulting. And when we were prepping for this call, we had a fascinating conversation about how sometimes consulting projects might actually damage the

social value in a business. Maybe a project that's reducing headcount or something like that. Can you talk a little bit about that? And Kerry, can I come to you first?

Kerry Grigg..... 00:17:54

When organizations are making these big decisions about, you know, let's say, headcount reduction, I think being bringing not just a business impact lens to it. In other words, you know, what will be the impact over 1, 2, 5 years of the P and L, for example, and therefore, you know, stock price and all of those kind of things. But what are the perhaps intended and unintended social and human impact risks that this decision may generate? And these are difficult conversations. These are difficult questions to explore. But I think again, we're going to expect that more and more of our consulting organizations, because again, our stakeholders are expecting that. And so I would be asking if I put on my board hat, you know, as a sitting on a board of directors, if a consulting firm was coming in and advising us to, you know, reduce headcount, I would also expect that they are having candid conversations with us, really encouraging and nudging us to think about what are the potential social impacts of that.

Kerry Grigg..... 00:19:13

Because I think we only need to turn to the US to see what has actually happened where there have been mass redundancies through large parts of states and the absolute destabilizing impact that's had on the social fabric of those towns and states, and then how that is sort of played out in the political environment just in that country alone. So I do think, you know, it's just an expectation over time that consulting organizations will bringing will be bringing a social and human impact lens to their consulting work in the same way that they bring a business impact lens.

Emma Carroll..... 00:19:50

Alison, did you want to add to that one? Now I'll bring in Fiona.

Alison Grigg..... 00:19:53

So I think consulting firms globally have the ability to have some of the biggest impacts on how the world operates. So there's a Huge responsibility, number one, I think, number two, needing to operate as a successful business themselves, you've got sometimes this real tension between short and long term and chasing short term performance, which we all live and work in businesses where that's important. But I

think perhaps managing that creative tension between the right thing to be doing to hit numbers in the next quarter or six months, let's say, versus looking down the track and to Kerry's point, around social fabric, what might be some of the longer term impacts of this? I think it's just a big open question that's going to be important for consulting firms to hold. And because we've all seen in recent months, you know, books have been written, stories have been written about really big name consulting firms actually that have, you know, things have come to light that would not be something anyone would be, would be proud of. So trying to avoid getting into that situation, you know, for all the right reasons, is something to continue holding, I would say.

Emma Carroll..... 00:21:02

And Fiona, do you think it's fair to say that firms can destroy social value?

Fiona Czerniawska..... 00:21:06

Yes, I think it's completely fair. And I think both the points you've been making there really raise some very interesting questions for consulting firms because this is about defining where the boundary of consulting stops and finishes. So is it just to give the client what the client wants or is it, is it for a consulting firm to kind of recognize that that's something that the client shouldn't do, should be turning around saying, no, you shouldn't do that, that's going to have a terrible impact on the factory that's going to be closed. How do you, how do consulting firms start to be held accountable for the impact of some of their decisions that they made? Because I think it's very easy to draw a kind of economic ring around them and say within this sphere, it's commercial reality that works and yet that doesn't exist in reality. So it doesn't seem to me tenable in the future for consulting firms to say that's not our problem, our problem. We did this for the client.

Fiona Czerniawska..... 00:21:56

Years and years ago, when I was writing books, the Economist, I interviewed somebody in a firm and they said, oh, we know we're not accountable. Was a strategy firm, we're not accountable. We do strategy, they do the implementation. And I talked to another strategy person in another strategy firm, may even be the same strategy firm, but this person said, well, that's wrong, isn't it? Because otherwise if you say that, you have no impact. So consultants, consulting firms, I think, have to work out where they want to sit here. Do they have an impact, in which case they should be held responsible for the impact of that, which is not just within the client organization but beyond it, or do they have no impact because that's the responsibility of boards? So that seems to be a big

question to solve and, you know, we're having that argument in the UK around the government's use of consultants seems to be exactly that, which is the government can fix this by employing people with the right skills.

Fiona Czerniawska..... 00:22:46

It doesn't choose to do that. So is that the consulting firm's fault? Well, who is it? Yes. Who is accountable for that problem?

Kerry Grigg..... 00:22:53

And maybe, you know, the other thing I'd add too, I think we're learning more and more about the hidden costs of some of these kinds of decisions. I know we keep coming back to redundancies because I think it's just an easy one we can all relate to, but we could probably insert a number of different decisions that organizations make, often on, you know, on the back of advice from consulting firms. We're just learning so much more about a lot of the hidden costs. And by that I mean the impact that it has on, let's say, business continuity or the organizational psychology or the employer reputation of Organization X. Now, most consulting firms, even the really big ones that have this capability in house, at least in my experience, and, you know, will arrive with really good data on the business impact, as I said, usually P and L and flow on impacts from there, but what they won't have is analysis on the risk it introduces from an org psych perspective, employer reputation, level of trust and engagement within, you know, the organization, business continuity, the loss of corporate knowledge, et cetera, et cetera. And so I think it's about having a responsibility to bring a more well rounded and holistic picture of all of the risks and opportunities that Recommendation X provides. And we just don't see that yet.

Kerry Grigg..... 00:24:23

But what will happen, the consulting company will often then come, you know, knocking on the door a year later to say, we've got a great program to, you know, build the health and wellbeing of your organisation or train all these new managers. Now you've had to rehire. So, and I'm sorry, I'm probably being maybe a little too provocative here, Fiona and Emma, do let me know.

Fiona Czerniawska..... 00:24:44

We like provocation. We like provocation.

Kerry Grigg..... 00:24:45

It's fine, we're here for it. But I do think these are really important questions for us to ask ourselves in the professional services consulting world, whilst.

Alison Grigg..... 00:24:55

Acknowledging, I mean, there is a creative tension there to manage. And that's commercial reality I think Fiona, as you were saying. But I think as you were saying earlier too, Kerry, what kind of role do we want to have in the world? What kind of questions should we ask of ourselves? How do we balance out the transactional short term versus the strategic long term impact of us being trusted advisors, you know, which is a privileged position to be in.

Kerry Grigg..... 00:25:20

Yeah. And maybe linking it back to a point Ali just made before sticking to redundancies. Redundancies, large scale retrenchments on their own aren't bad things. But if you aren't supporting employees to help them with their own lifelong employability by training and developing them and giving them the support, I think that's where you can also have great social impact as, as well. So I just wanted to sort of thread those couple of pieces together.

Fiona Czerniawska..... 00:25:48

It's also making me think though that there's two sides to the story. I'm interested in your thoughts about this which is that it's fine. It will be good to expect consulting firms to have that degree of circumspection when they're taking decisions. It's also the responsibility of management to do that. And I worry a little bit and this is actually a part of a be a bigger bee in my bonnet which is that management evades responsibility. At the moment it seems to me quite possible that some of the things you've talked about, consultants come in and get blamed for it. Where actually it starts with management.

Kerry Grigg..... 00:26:20

Yeah. And I would go even the sort of level up from management, Fiona, and this will sound really self interested but I would argue if we had more HR executives sitting around board tables asking questions around what's the impact on organisational

psychology? What will we take a hit to our employer reputation if we do X? What's going to happen in terms of institutional knowledge if we do Y.

Alison Grigg..... 00:26:51

So I agree.

Kerry Grigg..... 00:26:53

I think it's management asking the right questions. And given that some of these really big decisions will come up for board at least visibility, maybe approval and sign off. I think we also need board members sitting around the table and demanding that the C Suite has taken a really holistic view to this particular issue and that includes the financial impact and the business impact, but all of those sort of, you know, bubbling underneath the surface, unintended consequences from a social human impact coming in.

Alison Grigg..... 00:27:26

On Fiona's point, I think that's really fair. I mean this is not about. I think organizations can't abdicate responsibility to consulting firms, you know, and it has to be a model of, you know, ideally ownership for decision making, that is, that is joint, that is joint and shared and in a, you know, that trusted partnership model which is the best kind of consulting relationship to develop all round. But I think that's really fair that you can't blame it all on the poor consulting firms. But they certainly have their role to.

Fiona Czerniawska..... 00:27:58

Play and they're probably not poor, let's face it.

Alison Grigg..... 00:28:01

Well, if they're doing, if they're, yeah, they're probably not the ones listening to the podcast anyway.

Emma Carroll..... 00:28:06

Potentially, I guess some of the boards and executives, Fiona, actually bring the firms in on purpose on things like restructuring to maybe absolve some of that responsibility.

Fiona Czerniawska..... 00:28:15

I think there's always been an element of that and it's almost, I think if you are a member of a board, I think to be honest, it's almost a legitimate use sometimes that you need somebody to kind of come in and say something that you, nobody else is going to believe. Perhaps that might be a, seem to be objectional, but that shouldn't absolve you of the kind of conscious responsibility of doing it. So I think it's that that worries me. It's that kind of erosion of responsibility that could take place.

Emma Carroll..... 00:28:38

And Fiona Kerry raised a really good point about consultants needing to come in with a well rounded picture of the impact of everything they do. But what about a well rounded team? Do you think with multidisciplinary teams they've got the right people on the team to give a view on some of these value questions?

Fiona Czerniawska..... 00:28:52

I think they have more chance of giving a view. I think every team's going to be different, obviously, but I think certainly if you've got different perspectives, you'll get a better view. And in fact, our research says that clients, if they've got a choice between two consulting firms and one of them's got more diversity to it, they'll choose the diverse one because they think they get a better solution to this. So it's self interested but in a good way. That's how going to help social side of things too.

Emma Carroll..... 00:29:16

I wondered if we could take a little bit of a dive into ways of working. All of us who have been around for a while in the work environment have seen it change so much over the past five years, just since COVID even, and even now in the media we've got businesses like Amazon mandating for all of their people to come fully back into the office. So I wondered, Alison, could I get a little bit of a feeler from you how much has it changed and how much of that change do you think really is going to stick?

Alison Grigg..... 00:29:43

It's a really interesting, it's a really interesting question. I think in some respects it's changed fundamentally post Covid earthquake, post pandemic, the cat's out of the bag, the genie's out of the bottle. We're not going to go back 100% to how it was. And interestingly, and we might come to this in a bit, we're seeing some different generational responses actually to the question. But I think this arm wrestle and it's something that we certainly think about at multiple these policy driven mandates, be back in the office three days a week, four days a week, five days a week. You know, we're seeing examples of that being rejected out of hand and management might be fine with that actually. But I think our sense is we're probably not going to go back to how it was five years ago, but we're probably still, even though people have made their policy decisions and have their perspectives, we're still seeing the fallout.

Alison Grigg..... 00:30:34

And in fact it'll probably be a few years time from now that we're able to look back and go, you know, that's where we've landed. But no doubt, I think hybrid working is here to stay. It's going to be different from context to context as to how that, you know, manifests and expresses itself.

Emma Carroll..... 00:30:49

And Alison, you talked there about the four different tribes in the workplace at the moment. Give us a little bit on that. What are the real challenges?

Alison Grigg..... 00:30:58

Well, really, I mean uniquely, perhaps one of the first times ever, we often use this language. Four tribes, one roof. We've got Gen Z, we've got the millennials, we've got Gen X, that's me, and then the baby boomers. And really every facet of their lives is conducted differently. We've got people that are grown up as digital natives and non digital natives, some that span the two. What that means for how you date, how you shop, how you work, what your values are. And at the perhaps one end of the spectrum we have the Gen Z's who are looking at some of their older cohorts saying, I don't want to be like you.

Alison Grigg..... 00:31:40

You messed up the world, I don't want your life. People at the other end perhaps of the generational spectrum feeling like get back in the office, you know, don't be a snowflake.

Some of these really reductive language that we're hearing, mandated policies come back three days a week, five days a week, whatever it might be. And I just think There are just very interesting generational differences that we're seeing play out at the moment. And there's an important need to really bridge, create bridges, whether it's bridges of language, bridges of shared values, because it exists and I think reinforcing some of the divisive language is unhelpful. What are the opportunities to create and build bridges of shared intent across those? Because there's a lot that I can learn from someone from the Gen Z community, for example, and vice versa. We've all got rich life experiences and perspectives to bring to bear based on all of those facets, as mentioned at the start.

Alison Grigg..... 00:32:38

But this is quite an unprecedented situation, but something organizations can lean into and take advantage of.

Kerry Grigg..... 00:32:45

Yeah, I think as we go into the younger generation of our four tribes to maybe almost coming full circle of our conversation, I do think they have heightened expectations around social human impact, but I also think they have a heightened radar for organizations, you know, not delivering on the explicit but also implicit promises. So I think that's the other relevance of these four tribes is just how those expectations are changing as well. But as Ali mentioned, they offer. They're just another form of diversity and it's just how do you leverage that and meet their expectations around social and human impact I think will become really critical for organizations, particularly professional services consulting organizations, because our people are our product and service and they're our future. Those younger generations coming through and I.

Alison Grigg..... 00:33:43

Think perhaps final build on that. It's got to be co creative. Of course you can't mandate in any direction. So how do you build something that's going to work for the human system but also for the business system? It's got to work for the business. Of course it does. But how does it also work for the people that sit within it?

Emma Carroll..... 00:34:01

Okay. And we always like to end on a really, really practical takeaway. So I've got a question question for all three of you. I'd love you to give me your view. A listener

listening to this today. If they really want to use the social levers in their organization, whether they're in a business or whether they're in a consulting firm themselves, to really drive value, what's the one thing you think they should take away and do? Fiona, can I come to you first?

Fiona Czerniawska..... 00:34:26

Oh, that's, that's, that's helpful. I can give the very obvious answer to this in my view, which is, but I think so important. It's about communication. Everything we seem to encounter in the firms that we work with, the problems are caused by poor communication. Poor cascading of information up and down the organization. And I think that if we want to really unlock people, then key to that is for them is transparency and for them to have better information about what's going on, what they're entitled to, help them think all of this through. But basically talking about all this stuff we can legislate to, we're blue in the face, but actually it's getting people to talk about it might solve some of the problems.

Emma Carroll..... 00:34:58

Thank you, Alison.

Alison Grigg..... 00:35:00

A simple one then. And of course, this can play out in different ways for different, you know, people in different levels of the organization. Get to know your team, say hello, take time, smile. And I acknowledging we have introverts and extroverts and all manner of in between in terms of how people like to interact, but just taking time to spend time with other people, whether that's digitally, virtually, or in person to build relationships in context of business conversations goes a long way to, you know, building that social cohesiveness and social connection that helps fuel the business.

Emma Carroll..... 00:35:40

Thank you. Kerry, final word to you.

Kerry Grigg..... 00:35:42

Yeah, I think it's just bringing a human impact, a social impact lens to almost every decision. You know, are there unintended human consequences bubbling away under

the surface that I'm not thinking about? And it may not be that you can address of those or avoid even taking the hard decision, but potentially what you can do is mitigate, you know, mitigate those unintended consequences. But the very first step is actually, you know, shining a light on what some of the unintended consequences are because they bubble away beneath the surface and they can be really damaging, and they can create a great opportunity to drive, you know, engagement and value if they're surfaced and addressed.

Emma Carroll..... 00:36:28

Alison, Kerry, Fiona, thank you so much.