LEARNING UNCUT EPISODE 16:
2018 IN REVIEW – LEARNING UNCUT TEAM

Karen Moloney: Welcome to Learning Uncut, I'm Karen Moloney.

Michelle Ockers: I'm Michelle Ockers.

Amanda Ashby: And I'm Amanda Ashby.

Karen Moloney: Yes, you heard that right, we've let Amanda out of the editing suite and given her a microphone for today's episode which is our 2018 Year in Review. 2018 was our launch year for Learning Uncut Podcast and I think it's fair to say we all had a great time working together to produce it. Would you agree?

Michelle Ockers: Yeah, it's been a lot of fun, one of the most rewarding things I've ever done. Amanda, what do you think?

Amanda Ashby: Absolutely. It's been such a great experience working together, working virtually and hearing everyone's stories. There's so many good stories in L&D to share.

Karen Moloney: Yeah, there are. And it's great to have the podcast actually out there it's something I've been thinking about for a number of years and I even started recording some episodes several years ago. I never actually managed to get them out and published. There's so much good work that goes on down under and I really wanted to be able to share those stories with the wider L&D community. So Amanda you and I had at chat at a meetup late last year, I think it was. Over wine, as you do, and chit chatting about what we were doing...

Amanda Ashby: Where all the best ideas happen!

Karen Moloney: Yeah. And we were sort of chatting about doing a podcast and I said I was gonna do one, and you were like "Cool." Tell me what you said.

Amanda Ashby: I asked you "can I edit your podcast?" which the look on your face was no one had ever offered that to you. But it's such a good opportunity to put some practical skills and learning new skills that I won't get to do at work. But it's been a fascinating journey of how to put all this together and have a go at something new.

Karen Moloney: Yeah. And then, I was lucky enough to sit with Michelle at the AITD Awards Dinner, it was a few weeks later, literally, I think all the planets had aligned for this podcast and we were sort of chatting and then Michelle said to me ...

Michelle Ockers: I'd love to do a podcast but I'm just a bit concerned about getting started and how much work might be involved.

Karen Moloney: Yeah.

Michelle Ockers: I'd really like to find someone else who wants to do a podcast!

Karen Moloney:	Funny you should say that. And actually it works really well, I think, just 'cause it's actually a lot more work than I think any of us ever anticipated. And you don't realise when you kinda like tune in to all these things ... and it may be a 20 minute podcast or something; just what needs to go on behind the scenes. But that's actually a whole other episode that we're going to record in 2019.
Karen Moloney:	We started recording episodes in February this year and we launched in June. So since then, we've published 15 episodes that cover quite a wide range of topics across different sectors. Michelle what do we look for when we're seeking out guests to invite to the podcast?
Michelle Ockers:	And so one of the things I look for is people who've done something valuable from a business perspective. So something where they've really linked it to an issue or a challenge or an opportunity that's going to create a lot of business value, that's the first thing I look for.
Michelle Ockers:	I'm also really interested in people who've just gotten in and tried something new. And that's not for the sake of the shiny and I think, Karen, you've used this phrase a lot the "shiny new thing syndrome" but who really picked an approach or solution that's going to fit the need; done their homework around what might work and then just rolled their sleeves up and given it a go and tried something out. So there are a couple of the things I look for.
Karen Moloney:	Yeah, I think that second one for me is probably the biggest thing is that - just be brave, give it a go, try something new and just see what happens and be brave enough to share the story. There are some people that are doing work out there that maybe don't really want to get on this stage. I think all of our guests have been extremely brave in doing that and sharing their stories.
Karen Moloney:	For me there's definitely been some interesting things and patterns that've emerged throughout discussions with our guests. So I think there's things like thinking outside the box. So like we say, we're purposefully targeting people who are trying something new to be able to give other people the courage to have a go themselves or a place to start. 'Cause I think that's a big issue is that we talk a lot in theory in our industry about what should happen; and here's a framework and here's a ... There's not much around those how-tos. And so getting people that have been thinking outside the box, so people like Nicole White on episode 2 was "Using Podcasts for Learning." Which was a fantastic episode. Denise Meyerson in episode 4 was talking about improvisation. Emma Weber, episode 7 was about learning transfer bots, like using AI and trying something a little bit different there.
Karen Moloney:	And Rob Wilkins, episode 11 that famous "Let Go and Let Learn." So people trying something different. What sort of stuck out for you in terms of those projects?

Michelle Ockers:	I'm interested to hear Amanda's perspective on this. Because Amanda probably gets to listen to more of that podcast footage than anybody else.
Karen Moloney:	Over, over, and over again!
Michelle Ockers:	Exactly! And does a pretty good job of making us all sound a lot more together than we sometimes are. So Amanda thinking about the types of guests and the type of topics and themes, what struck you?
Amanda Ashby:	I think I had a similar one. I've enjoyed all the episodes, but I think the ones that have really stuck with me is the way that episode 4 with Denise and then episode 9 with Hayley and Danny at Specsavers who had actual measurable business data and could really talk about how they partnered with the business. And I think there's so much talk in the industry about how do we show that we're making an impact? And their metrics were more than just typical L&D metrics. So I really liked how they were able to demonstrate and show those with sensational examples. Karen I really agree with you on this experimentation. I think Nic White in episode 2, her podcast was a brilliant way to re-think learning; we're slightly biased because it's the podcast, but…
Amanda Ashby:	Listen to all her episodes, they're so beautifully put together and she recently just won the Brandon Hall Award for it as well, which I think was sensational. And I loved episode 7 of Marie and Emma talking about the chat bot; think that's such good examples of having a go and trying something new and reflecting on the experience. So, people have been quite generous with their stories, so one of my favourite things I think we do well is the transcript. So I'll often go back and read through the transcripts and I was looking for a quote this morning from Tony Dunford who I think was episode 3 and how he talks about skills for the future and how they're doing things. There's such a wide variety of guests that we have from building some good, solid capabilities in the business to really trying something new.
Michelle Ockers:	Another thing that strikes me is that the good work that people are doing is not just about adopting emerging practices or trying new things, but also taking existing practices and making them work better. And we've had quite a few guests who've done that. So, for instance, in episode 6 with Kate Fraser she talked about making a capability framework valuable; and the things she's learned about taking a tool which many of us look at and think "Oh, you know, it's outdated." But actually making it relevant and making it work. And another one that strikes me is Justine Jardine's work at Coca-Cola Amatil back in episode 12 where she looked at more sustainable approaches to performance support for software rollout. So it's that idea ... it's not just about the new thing, an emerging practice, but also really solidifying, getting the most of the stuff that's been around for a while and that can add value.
Karen Moloney:	I think also it's about not over-thinking it; when we think about the shiny new thing syndrome, there's been quite a few people that have done things like

Emelia Winter in episode 14 talked about Communities of Practice. That's something that doesn't require a massive budget but has been extremely valuable as a learning tool for her L&D cohorts. Justine Jardine talked about a lot of the things that she did with pretty much no budget in episode 12. So there's lots of good stuff going on out there. What I also really love was the fact people are looking ... taking a step back from all the tools and things that we have available and all the shiny new stuff and the technology and sometimes just taking the practices back to basics like improvisation one with Denise was a testament to that. They were getting people to give suggestions as to what they wanted to do the next time; they were working very much on the fly with the content that they had. And it wasn't an expensive solution, it was something that was extremely effective in what they needed to achieve. So sometimes we can overthink things and over-analyse things the more we have available to us.

Amanda Ashby: I like how in episode 5, James and Renetta talked about Agile and particularly their learning personas that they talked about I think they are quite basic ones that we may often forget and go through different trends. They brought such an interesting aspect into how they were managing their projects and delivering on them as well.

Karen Moloney: Yeah. That was an interesting theme as well that was coming out - more and more people are working in an Agile way; Justine Jardine, Tony Dunford and that kinda breaks a lot of the L&D moulds around how we work, as well like all the planning done up front and then we execute on that plan. And kinda the "fly by your seat of your pants" approach does actually work sometimes, you know, as long you're taking that feedback and data and in those loops and doing what you need to do with it, they were some great results.

Michelle Ockers: I think it also reflects, you know, changes in the world of work because things are moving so quickly now. It just takes a long time to follow traditional waterfall approaches and do a whole stack of upfront design and then put it together and then at the end find out that something wasn't quite right.

Karen Moloney: Or something's changed.

Michelle Ockers: Yeah, absolutely. Having said that, there's still an important place for that upfront analysis. Several of our guests talked about the way they've done their upfront engagement and having better quality conversations with their internal clients with people they were there to serve. So, again, Nicole White back in episode 2 spoke a lot about exploring different options; so being asked to do one thing in terms of solution and then finding a way to have a conversation. Doing really solid analysis, looking at who the type of audience was, who the people involved in the solution were, and coming up with something that she was actually able to propose back that was far more effective. And when I think also about Gail Bray's episode, which was episode 8 "Transforming Vocational Education and Training." That was like a three-year project with massive stakeholder engagement and without that kind of engagement, she ran it as a

series of Agile sprints within a bigger sort of traditional project management structure. But she went to huge effort to engage stakeholders and keep talking to them. So a lot of the success in some of these solutions is as much in what's done around stakeholder engagement and analysis as it is around what did the actual solution look like

Karen Moloney: I think that feedback loop is really important, I think the analysis definitively upfront is always worth doing I think whatever approach you take. And the more you can dig into upfront and the more people you can talk to, the better solution you're gonna come out with at the end. But there is that continual feedback loops like going back to the client saying "OK, have we heard right? Is this what you meant?" And having those continual conversations. And in a lot of cases on a project everyone will get together at the beginning and then they'll go away, we do our stuff and come back at the end with a product. And that's not kinda how I worked but I know a lot of people do still work like that and that's where issues come up with having to redo work and all those kinda of things.

Karen Moloney: So I think if you can involve those stakeholders all the way through the process, which we always did, you just end up with a much better solution at the end and everybody's on the journey rather than you delivering something to them that may or may not meet expectations.

Michelle Ockers: A lot of the solutions we talked to our guests about, they put this ongoing effort into sustaining the solution and the change. They weren't things they just rolled out and then walked about from. So when you think, for instance, of Bruce Love's work in episode 15 around building a coaching culture, he's talking about that as a three year body of work.

Karen Moloney: Yes.

Michelle Ockers: And then how that kinda ... his role in supporting that coaching culture evolves over time. Or Hayley and Danny at Specsavers which we've touched on, they sort of got this big three phase cultural change program, which didn't start out as a cultural change program, but as it evolved, they realised they had to stick with it for a longer period of time to really see the benefits. So that would be another thing, I think, we saw in a lot of the examples that our guests shared with us.

Karen Moloney: Yeah. And I think there's a couple of episodes actually that haven't been recorded yet, but I've done preparation for but is similar themed with what Hayley and Danny did around immersing themselves in the job, essentially. So rather than kinda taking somebody's word for it, they said "Okay, here's the problem and this is what we need to do to fix it." They actually went to ground and got out there and actually found out where the problems were and what was working and what was not and took those.best practices and brought those up. That's kind of the stuff that wouldn't normally come up unless ... you know,

they wouldn't come up in stakeholder meeting. That's getting your hands dirty and getting out there and seeing what's really happening and what's really effective and what's not. And I'm hearing more about that. It's just getting organisations, you know, stakeholders to agree to give you the time to go through that process because there's so much value it in down the track that it's absolutely worth doing.

Michelle Ockers: Yeah.

Karen Moloney: Okay. So thinking about the broader sort of trends in work and learning that we see throughout our networks and through our own professional development. How do you think our discussions do or don't reflect what's going on outside of L&D. Amanda, what are you seeing at the moment?

Amanda Ashby: I think we're seeing some really good examples. I think the podcast brings out some of the best examples but also reflects the challenges that are happening. Stakeholders with no time, getting business buy-in; trying something new and I think most of our guests have talked about the challenges of getting the business onboard and getting the permission to try something new. And I find their stories quite inspiring. So when it is hard to get a new initiative through, and it is tricky, I really like ... there's a line that Anne Bartlett-Bragg talks about in her Digital Capabilities framework episode. And it was an off-hand comment of how people are still doing system training without context or things and it made me cringe, of something I was doing only three years ago and how I'd now totally rethink that approach and what we're doing.

Amanda Ashby: There's a lot of things that haven't changed in L&D but there are a lot of things that are and we're starting to hear some of the great examples and helping people really think "How do you go forward with some of these ideas?"

Karen Moloney: Yeah. And that was something that's very important to Michelle and I in terms of the content that we wanted to bring out in the podcast was it had to be ... it's real. We're not presenting awards submissions here, you know. We're talking about what worked well and people have been very brave and very honest about where they've bombed, as well. And they've been sharing that ... if that changes one person's mind about how they do something on a project that leads to success then; we can all go to bed and sleep happily at night knowing we've done our little bit

Karen Moloney: these guys did not sort of start out with a plan and executethe perfect project, in a lot of cases. But it is in those learnings that they have shared that I think people are gonna get a lot of value.

Amanda Ashby: And I like there's a lot of stories about one person L&D teams and tiny L&D teams where they've gone out and talked to other people and it's a nice reflection that none of us will ever have large L&D teams. I think that's a thing of the past. So where do you get the good ideas from whether it's IT teams or

styles of doing Agile or talking to the marketing team about getting some ideas from there. I think people are really going out, getting the best ideas from the business and having a go with that.

Karen Moloney: They are and I think the first time I heard of that really when were doing this was Tony Dunford's episode with that big framework thing because they had never done anything like that before in that organisation. So they went out to other industries and other big organisations and they talked to people about how they'd done it and where their challenges were and they learned from outside of the space. So that was really interesting. But we are hearing that quite a lot now that people have started to search outside of L&D for solutions.

Michelle Ockers: Yeah. The other thing we're seeing in some of the episodes is a sense of greater shared responsibility for learning. I mean the extreme of that is Rob Wilkins in episode 11 with Distributed Authorship where they've got something like 10,000 people in the Department of Education on the learning management system who can create courses and author things. But even, for instance, Jem Mills in episode 13 which was about co-creating change and the approach to involving people more in the creation of change. Getting them to lead with a change experience and to build a change together. That was quite different to traditional top-down change management approaches.

Michelle Ockers: And I think that's starting to reflect more of this move to employee-centered approaches and the idea of employee experience becoming more and more important. As we go through digital transformation and the pace of change increases, there's this growing expectation of people to have a more positive end-to-end experience and to be involved and a bit more in the front seat.

Michelle Ockers: I think there's a more loosening up of control that we could be doing in learning and development. And I'd certainly like to be finding more examples where people are out there in our Australian and New Zealand organisations building self-sustaining learning, continuous learning approaches and seeing what's working there.

Karen Moloney: . I really liked Rob Wilkins' comment about the "Let Go And Let Learn" and I think we need to step into that role more rather than dishing out content and telling people how it is. It's being there as that sort of trusted advisor and the consultant to help enable people to create their own learning; so they got the content and the know-how and the operational wisdom as to what needs to happen. But we understand instructional design and adult learning theories and thingsand we can help them turn that content into learning in some way, shape or form or help curate it, so that role I see shifting to a more interesting space, really, where we can help solve more problems as opposed to just, you know, throwing training at things. What do you think, Amanda?

Amanda Ashby: Yeah, definitely, I think the approach of how we're doing L&D and organisations are changing and we're hearing that on the podcast. And I think seeing that in

industry and it reminds me of the skills that L&D people need. I think every time we have a guest on; different skills, different focus and I find that interesting. When I self-reflect about what do I need if I wanted to be able to replicate a success like this or, what approaches did they use that I can go learn more about to try that as well? So I think on Michelle's point of continuing learning, it's a good moment to step back and think what are the skills we need to be continuing on withto be able to keep delivering L&D that has a place in an organisation and is really focused on that performance aspect.

Michelle Ockers: You know something we didn't have on an episode this year which I'd be really keen to find some great examples of and that's performance support and great performance support solutions. I don't think we did delve into that with anyone, did we?

Karen Moloney: No, that would be really good.

Michelle Ockers: Yeah, so if anyone's listening to the podcast and has done something good in performance support or know someone who has, let us know. And compliance as well. I think, Amanda, you might have raised this when we were talking about this episode; that we haven't really covered much around what works for good compliance training solutions or learning solutions.

Amanda Ashby: I'm fascinated by compliance training. We do so much of it But it's, everyone wants the new, shiny, how do we make it better, what works? And I always wanna know what works and what doesn't. I think we've gotten in the habit of lots of quick basic ones or off the shelf content, which absolutely has a purpose. But rather than just a module on a certain topic, how are people weaving it more into campaigns? How are they approaching it and rethinking what compliance training actually looks like and creating that in the culture? I'm fascinated and I'd love to hear and have guest who tried something new or examples of what has and hasn't worked well.

Karen Moloney: Thinking back over 2018, this has been a massive year of learning for me, personally. I think with the podcast and many other things I've got my fingers in at that moment. But I've learned heaps from the people that we've interviewed and I know Amanda enjoys the edits 'cause she gets that kinda sneak peek; gets to hear everything first and is always coming back to us with the nuggets of wisdom she's drawing from discussions, but. Maybe Michelle, we'll start with you. What your most memorable moments or insights of the year?

Michelle Ockers: So, there was a moment when we were taking with Danny Ginsberg and Hayley Steer wWhere they were talking about this Create Program that they worked on and they were talking about an initial roll-out night they'd done, the first roll-out

Karen Moloney: Yes.

Michelle Ockers: And some of the challenges of that. And they sat back and reflected, and they thought "You know what? We haven't lived the program. We haven't embodied the behaviours and values built into this program." And they really challenged themselves over that. And that, for me, that was a really deep ah-ha moment because I see too often that we in learning and development are not embracing learning in the way we're trying to encourage others to take responsibility for their own learning, to learn more continuously.

Michelle Ockers: As you know, I'm a big fan of social and collaborative learning and one of the first things I always advise people when they say "I wanna start using more social and collaborative leaning" is that you have to dive in yourself first; you have to have the experience and embrace it to figure out how to support other people and encourage them and to coach them how to get the value out of it. So that was certainly that moment in the linkage to us living what we're trying to support other people with, was of real value.

Michelle Ockers: In terms of practices, I've picked up a lot of about Agile practices from many of our guests and a lot of really good tips, insights, ideas to work a more Agile-wise way myself. I recently had a client sort of look at a body of work that I was putting together with them and I said "Look, is there some way we can do this as a series of short sprints?" And it's like, okay, so how have I seen that done elsewhere? And I was able to look to some of our guests and say "Okay, here's what I can adapt and model off that." So it's really encouraged me to introduce some new practices into the way I work and to try a new few things out.

Michelle Ockers: I just find so often people are asking me about things or they come out in conversation, I'm saying "Well, why don't you go and listen to episode whatever because our guest has faced that challenge." So it's great that the podcast as a resource is growing as well.

Karen Moloney: Amanda is there anything in particular that stood out for you?

Amanda Ashby: There's been a couple of highlights. I think that Anne Bartlett-Bragg's framework is brilliant, and I really reflected and taken some notes off that. So I would urge you to have a look at the resource and have a look at her framework because it makes me think about how I share information and organize my information and what I can do better on that. There was actually, it's a small part of Tony Dunford's episode, episode 3. He talks about curation and curation is something that I'm personally, doing a lot of at my work at the moment and we're talking a lot of about it.

Amanda Ashby: He talks about curation versus aggregation and I think he really, really nailed how he's talking about it and the journey that people go on in curation. Because "curation not creation" is one of the buzz words of L&D in 2018. I love the way that Tony talks about it, he gives a great resource. If you think he's curating and we are already on that path, go back to listen to that episode; there's some real gems in there on how to think it forward. I know I shared that really widely in

	my business just to say "Hey how are we talking about it and are we where we think we are?"
Karen Moloney:	. I agree with you about Anne's episode. I think something for me is I started my L&D journey as an IT Trainer years ago when the Microsoft revolution happened, and everybody got Windows and had to learn how to use a mouse and stuff like that. I think there's an expectation that people understand how to use technology just because it's everywhere and looking at how people use technology in their work was really, really interesting for me. There's just this whole set of skills that people don't have. I mean there's some of the technical skills like functions in Word and Excel and things that people don't ... are just not taught how to do anymore. But there is that massive subset of skills like how to actually use tools to organize yourself and to learn and to network, and it's just a missing piece.
Karen Moloney:	I also liked Nic White's episode on the podcast, learning episode 2 was I really liked the fact that she pushed back on the client. We do take orders from stakeholders a lot. And I'm hearing in a few of these where people are kinda saying "It's not training and let's push back and let's go and find out what's really on and come up with a solution."
Karen Moloney:	The amount of times I've had clients come to me when I ran my eLearning business and say "[we need an hour of eLearning and it needs to cover X, Y and Z. And you think "well, do you? Really? I don't know. And how do you know it's an hour? Are you basing that on the content; you're not basing that on the learning experience and what you need people to get out of that." So, for me the moments and the insights were more reinforcing things I had noticed myself but it's nice to see it's out there in that wider space and people are starting to think differently about how they do things. But really sort of pushing back and being that trusted advisor, being the consultant, being the experts.
Karen Moloney:	And that's really where we can really add so much value in organisations rather than just churning out learning content. I would encourage people to listen to those episodes and think about how they can step into the shoes of the consultant more. Because there's just so much knowledge; I mean that's been the lovely thing about talking to all these people. Like I sit in awe and listen to these stories, you know, when we do the podcast, sometimes getting drawn in and forget that I have to participate and ask questions. It's like, oh my God you really did that. That was huge.
Karen Moloney:	And the level of bravery that it takes in some cases to do that particularly when they are small or lone L&D departments to actually sort of put their neck on the line and try something new is really, really brave and I commend all of our guests for doing that.
Michelle Ockers:	Absolutely. I think there's something about people being attuned to the pulse of their business as well. And looking at the context of business and what works.

	And sometimes that's little things like Marie Daniels in episode 7 looking at learning transfer for the sales force. You know there was the big picture thing around what's gonna work for these people ... they're mobile, they're on the road. And I think she really encouraged Emma to try the bot idea thinking it might really work for a mobile workforce. But also, her sense of the time of day to think things out based around the rhythm of people's work. So sometimes it's those little aspects of the pulse of the business.
Michelle Ockers:	Sometimes it's seeing in the moment because you're embedded to the business and close enough to the business and that was certainly the case with Jem Mills spotting a moment where, his business leaders are sort of sitting there and everyone's flailing with the growth of the business and how do we actually do change management effectively given the growth of the business? And he, sort of, come back with "You know what, there's this new approach to co-creating change and let's just give it a go." And being able to mount the case based on what's happening in the business.
Michelle Ockers:	And the other comment I wanted to make was just around the sheer persistence and stick-ability of some of our guests.
Karen Moloney:	Yeah.
Michelle Ockers:	I alluded to that before around how much people stick with things. But when I recall hearing Kate Fraser talk about the amount of coaching she did with managers around ways they could use that capability framework and just continuing to send the message to stay on track with looking for opportunities to reinforce things.
Michelle Ockers:	Really impressive.
Karen Moloney:	Yeah. And I think in a way that a lot of people have challenged their own skill set and embarked on their own professional development journeyas a part of these stories. It's like "okay, I think this is gonna be great and I need, my skills gap is X, Y, and Z and I'm gonna take that by the horns and learn it along the way."
Michelle Ockers:	And the next episode that's going to be published will our professional development special for the new year, so we're going to dig into that a lot more there which will be exciting.
Karen Moloney:	Speaking of which - segues nicely !. So usually at the end of a podcast, we will ask our guest what they do for their own professional development. So maybe we can share ours... Amanda, what's the biggest thing you do for your own professional development?
Amanda Ashby:	So mine is the Instructional Design and eLearning Meetup group that I took over running from David Swaddle who's a former AITD L&D Professional of the Year. He headed off with his family to Switzerland and I look after our Sydney one.

And the insights that I get from everyone who volunteers their time to share and people that reach out with stories and things that they wanna share is brilliant. I've learned so much from people sharing their experiences. I think that's where I get some of my best development from. Hearing case studies, hearing examples, hearing what did or didn't work.

Amanda Ashby: It's really just a live version of the podcast actually, so no wonder I love it so much. But it's about topics I don't know. I don't know what I don't know, and I love people sharing their successes and failures from there.

Karen Moloney: Michelle, what about you?

Michelle Ockers: I would say this year, for me, it's been the opportunity to work on some collaborative projects. And they bring two things to bear for me. One is to be able to learn from other people. And I've really had the opportunity to work with some great people with very different expertise to me this year. You know I ran those performance partnering workshops with Arun Pradhan, I worked on the capability map for the Learning and Performance Institute. We had over 40 leading experts from different domains in learning and development working on that. I felt like I was doing about ten MOOCs at once! I mean just with Slack and all the different conversations and debates that were going on about different skills; it was kinda blowing my mind.

Michelle Ockers: I should go back to some of that myself and go back over it. And the other thing is just trying new things. There's a lot of things I'm interested in learning but unless I've got the opportunity to roll my sleeves up and give them a go, they don't stick for me, so finding good projects where I can try things out is really, really useful for me.

Karen Moloney: Yeah. Okay. Yeah I'm pretty much the same. My thing is, say "yes" and then work out how you're gonna do it. You know, if it sounds interesting let's do it, it's much like this podcast ... we've all been flying by the seat of our pants this year!

Michelle Ockers: We don't anymore though!

Karen Moloney: Not anymore. No.

Karen Moloney: We've got a well-oiled machine, we've documented processes, we've got a little team member, Tammy, who does stuff for us as well like essentially, it's been a really good experience like being able to collaborate with others who've got different skill sets and different perspectives on things even though we're all in the same space. We do come at this from very different angles. And I like that that comes out in our discussions, as well Michelle. You're kinda more that strategic whereas I'm the how did you actually do it. So that's been great.

Karen Moloney: I listen to a lot of podcasts, big podcast fan. I'm just one of those busy working mothers, I just snatch every minute I can. I'm washing up with my ears in, you know, driving and those kinds of things. LinkedIn I like. I learn lots from LinkedIn. Different people sharing their experiences and resources and I think it's a really under-utilised resource for professional development. I think if you're listening to this podcast and you only ever go to LinkedIn when you're looking for a job, you are missing out. 'Cause there is just so much great stuff shared on it. But I do tend to find it's the same sort of group of people, generally, that are online commenting on discussions. And I know there's a lot more of you out there. So I want to see you!

Karen Moloney: Networking as well, like Amanda's Meetup.. I go to all of those. I go to AITD Meetups, anything that's kinda happening where I can go and chat to people. I always come away meeting somebody new and interesting and learning something else. Every conversation that I have with somebody is valuable in some way shape or form. I'm a big connector, I like putting people in touch with each other. So that whole networking things is really, really important for me.

Michelle Ockers: I think Trent Rosen's fishbowl events are really useful.

Michelle Ockers: The other thing that I didn't talk about was reflection. And I do a lot of reflective practice, myself. And some of that's like my own journaling. I find having to put my thoughts out in public, blog writing, making videos ... that really pushes me to figure out what I do and don't know. And to go and do some more research and do some thinking. So I think a reflective practice is really important for me, as part of my own ongoing development.

Karen Moloney: Well I'd just like to say just to round up, thank you so much to all of our guests for being brave and sharing their stories with us this year and, of course, to our fabulous subscribers for listening and sharing your feedback with us. If you are enjoying the podcasts, we'd love if you can please rate and review us on iTunes, 'cause it helps us reach more people who might benefit from the content we're putting out. So thank you so much to my podcast partners, Michelle and Amanda, who were my partners in crime this year. It's been a pleasure working with you.

Michelle Ockers: It has.

Karen Moloney: And just wishing you all a very Happy New Year; we look forward to sharing more great stories with you in 2019.