

## LEARNING UNCUT EPISODE 9: CREATE A CULTURE SHIFT – DANNY GINSBERG & HAYLEY STEER

- Michelle Ockers: We will start our conversation. Welcome to another episode of Learning Uncut. I'm Michelle Ockers.
- Karen Moloney: And I'm Karen Moloney.
- Michelle Ockers: And today we're talking to two guests from Specsavers, Danny Ginsberg, who is head of the partner engagement, and Hayley Steer, who is the head of training and development. We'll be discussing a customer experience program that created a cultural shift. Welcome Danny and Hayley.
- Danny Ginsberg: Thank you very much. Very happy to be here.
- Michelle Ockers: Congratulations on receiving the 2017 Excellence Award from the Australian Institute of Training and Development for Best Talent Development program. Well done.
- Danny Ginsberg: Thank you very much. We were absolutely thrilled to receive that award. I guess it was a nice culmination of all the hard work and effort that everyone put in to be able to take it home and show everyone that this is an award winning program we've been working on.
- Michelle Ockers: To set the scene, could one of you please tell us a little bit about what Specsavers does and aspects of the business structure that are relevant to the create program that we'll be discussing today.
- Danny Ginsberg: Sure, no problem. Specsavers of course is a provider of eye care and now audiology across Australia, New Zealand, I guess is our target. But we are a global organization.
- Michelle Ockers: Yeah. In terms of the business structure, not everyone who is involved in this program was actually an employee. There's some elements of the business structure which are a little bit unusual or interesting for people know about.
- Danny Ginsberg: Yes, correct. All of our stores are a joint venture partnership, which means in every store we've got a retail partner and an optometry partner that are, I guess, owners in a franchise model, which we call a joint venture partnership. I guess a bit of a different structure than a lot of corporate organizations, kind of somewhere between a franchise and a corporate, I would say.
- Michelle Ockers: Yeah. Okay. Thanks, Danny. The CREATE Program that we're talking today about today is a customer experience program. Can you explain for us why the business undertook this program, which was inspired by insights from internal and external market research?

Danny Ginsberg:

Correct. I guess in my previous role in looking after the training and development team, we've been spending a lot of time with our store partners and managers and team members and even our area manager operations team. We knew that there was always a need to start to shift our focus from delivering exceptional customer service to how do we up that to a bit more of a sales and service environment and giving people a bit more of a better experience in stores than just a ... What more can we give them than service? We kind of knew that from an internal feedback.

We also engaged with an external organization around what is it that we can do to capture the next chunk of market share? Interestingly enough that external research came back to us and said, there was a couple of things. There was probably three things that we really needed to focus on to that people can sometimes feel overwhelmed walking into a Specsaver store because there is a myriad of choice. Where do I begin? Sometimes the pricing structure can be quite interesting because people have health funds and benefits and two for one and sales and promotions and am I getting the best deal for what I'm spending at the moment was another thing.

Underpinning all of that, I guess, the big feedback was that we're missing an opportunity when it comes to looking after our customers in regards, I guess, in a bit more of a sales environment. Are we helping our customers conclude their sale? Are we giving them exactly what they're after? Or are we just going through a bit of a rote pattern and a bit of a, I guess, almost scripted conversations and questions to get the outcome that we're looking for? This was coming back saying, "Well, you probably need to tailor your customer service in a little bit of, to every customer. You probably need to make it a little bit more personalized. And you probably need to ask a few more questions to ensure that you're getting it all right by the customer that's in front of you and moving away from that script." Those are the big three findings. We had this internal and this external research all telling us that we needed to make a shift in the way that we looked after our customers.

Michelle Ockers:

Yeah, it's interesting you talk there about personalising the experience. I think there's a big trend we're seeing generally across the board with a greater emphasis on human experience, be it customer experience or employee experience. I think this program embraces the expectations of both of those groups, both customers and employees. You've kind of reached the point. At this point you knew there was an opportunity to lift customer experience. But you weren't sure what that looked like and what you needed to do differently, not to the level that you could actually take something and implement it. I'm curious about the approach you took to answer the question of, "What was it that needed to happen differently in the customer experience and the customer contact? And how you came up with the CREATE acronym?"

Hayley Steer:

Yes, what we found was that a lot of the recommendations that were made by this marketing research were actually, some of our business data was telling us that we're getting it right some of the time. What we wanted to do was

understand when we get it right, what does that look like on a really specific behavioral level? What does that look like? We sent our facilitation team out with notepads. We said, "Don't write down what you think this person's doing. Write down what you're seeing." Make it really, really observational. We sent them out to stores that we knew were getting it right. What we found was that the people that were getting it right and getting great customer feedback were guiding the customer really clearly through the different steps. It is a complex customer journey versus just going into a store and making a purchase. That was Coach.

They were connecting and building rapport in a really genuine way, which is Relate.

They were asking really open questions. And also using closed questions at the right time to paraphrase and make sure that they're both on the same page, which is Enquire.

Something else that came up in this group of people was that they could read really well when to change pace or when to change their approach with the customer. We called that one Adapt.

Another one was we hire really technical people who have a lot knowledge and you need a lot of knowledge to work in a Specsavers store. What we found, as Danny mentioned, people were feeling overwhelmed. What these great people were doing was narrowing down what's the information that this customer needs at this moment as opposed to what's everything that I know that I can let them know? It was about Teaching the customer as opposed to telling them.

And the final one, which is my favourite is Engage. They had this beautiful energy or vibe that they brought into the store whether it's enthusiasm or inspiration. But they had this sense of, "I want to be here and I'm excited to be here." Not screaming from the rooftops extroverts, nothing too intense. It's really just matching the vibe with the customer in front of them in a genuine way. That became engage.

But really where it started was list down all of those behaviours and then we tried to group them into, "Okay, what's the theme we're seeing here? And what's the theme we're seeing there?" That's where we landed.

Michelle Ockers:

Hayley, I'm interested when you talk about the CREATE acronym, that sounds very nice and neat. But you had to start from a whole stack of observations that you team had gone out and made in some of the stores where they were getting it right. What did you do with those observations to get from the point of all those observations being done to the point of actually being able to distil that and say, "These are the factors or this is what we're actually seeing?" How did that analysis work?

Hayley Steer: We first worked with the messy data which was lists that were literally sent in from all over Australia and New Zealand. Of course we didn't have a model for how do I write this? Some people had written beautifully detailed, some people had written energy or whatever that might be. We got all of this great data. And we individually reviewed it but then got together and debated it, which really worked quite well because we got quite passionate. "That's in the energy bucket." Or, "That's in the genuine, I have values, I connect with the customer bucket." I think that was probably the most powerful part of the definition because what it meant was that by the time we landed at the neat words that conveniently created an acronym, we all had a shared connection to what those were. And what that meant was when we went out to train it whether it be with our facilitators or get our stakeholders involved, we had a really strong idea of what needed to change and how we defined these.

One of the challenges coming in and hearing these abstract words in an acronym is, "Is that inquire or is that adapt or maybe it's a bit of engage." Sometimes it's all three, but we just had to make sure that we were really clear on what they were before we tried to train our facilitation team or stores on it.

Danny Ginsberg: And it was so separate from a list of start here, end here. Seven steps to selling or anything like that. It was a bunch of stuff, a bunch of capabilities that if you can get these capabilities right, then you're going to give the customers an amazing experience. That was quite interesting for us to get our heads around as well. It wasn't a magic formula for start here, finish here.

Karen Moloney: Thinking about the implementation, you've got a large and geographically dispersed audience to deal with. What approach did you actually take in rolling out the program in the business?

Danny Ginsberg: I guess it was a bit of change in mindset shift as well, because interesting enough we have got great figures, great results, great perception around the service that we deliver in stores. There was nothing really broken. There was quite a big piece that needed to start to talk about which was why are we doing this? Why is it really important to move from delivering exceptional service to exceptional experience? We had to think about what mindset shift do we need to make. Because it had quite a bit to do with mindset shift and attitude and approach shift, we knew we couldn't do it alone as well. We really engaged with the wider training and development team, really engaged with the wider operations team. I guess the traditional area manager-type roles. And then we really wanted to make sure we delivered this program in chunks. We knew it wouldn't be just a one hit wonder and this is where we came up with the ignite, activate, and sustain phases of this program.

Karen Moloney: Yeah, can you talk a little bit more about each of those phases at a high level as to what they contained?

Danny Ginsberg: We'd love to think the training all happens in the room and all the magic happens and we change mindsets and aren't we wonderful trainers because

they now know everything. But we know that real learning happens when they're actually doing it. We really wanted to ensure that we had great mentors out there. That's where we started our focus on in the ignite phase. We did these big wow events and we wanted to make it quite different and quite unique. We even launched with two of our store partners and some of our seminars with musical flash mobs and we send them personalised invitations. And we had countdown clocks online for them to get excited about this. And then they were invited to what we called a mentor event, which we held at quite interesting locations, theaters and town halls and stuff.

A great example of having an amazing experience is when you go to the theater or when you go to see a movie or go and see a show that you're completely immersed in the experience. That's kind of what we wanted to replicate through this process as well. "You guys are going to be mentors. You're going to need to change mindsets. You're going to need to help coach and guide people through this program. For some people it's going to be really easy. For some others, that are kind of used to the rote pattern and used to the way of saying things, this is going to be quite different for them. This is going to be quite hard for them to kind of rip up the script, throw it away and start again." Basically we engaged with the mentors. We taught them all about what CREATE meant and we focused on how do you lead and manage this change in store? How do you lead and manage feedback? How do you assess someone around these capabilities and how do you give them feedback and push them in the right direction?

That was stop number one. Stop number two was then really engaging with the team members and talking about what are the fundamentals of CREATE. What does C, coach, mean? What does that look like? How do I coach around that? We talked about these capabilities and then we gave them some sort of practical tools and tips to how they can bump up this capability as well

And then we kind of set them up with, to throw this ignite phase of in-store learning, in-store modules, we do this thing called month in focus where we send them every month a little learning module. And each one concentrated on a capability. We're touching base with it at all points in time. And probably the most unique thing that's found underneath it was a self reflection tool. The team members would go in and reflect on how they're performing to each of the CREATE capabilities. And then the mentor would go in and give their feedback around how are they giving these capabilities and it spit out a report. And it'd say, "Team member says this. Mentor says this. You probably want to have a conversation around these things." It was great for guiding coaching conversations, giving great feedback. And that was probably a huge strength that sat under the program as well. That was ignite.

Karen Moloney: And over to you Hayley for activate.

Hayley Steer: Thank you. Ignite was really that unfreezing of, "Okay, something needs to change. Let's generate some urgency. Let's get people excited." And I think the big thing about ignite was giving our team members permission to do something

that's really quite intrinsic for a lot of them already. Our mystery shop, for example, was this step by step process where a mystery shop comes in and you had to give a frame tour of the store. You have to do particular things. We changed it, so the mystery shopper criteria became CREATE. It was really giving them that permission, so that when we got into the activate stage, which was, "Okay, we've got your attention. Know that there's a change coming. You've got some basic skills there to be able to start practicing this and building confidence around it." Activate was, "Okay, let's get serious now and do a really focused skill build around these capabilities."

More importantly, let's apply them to one business measure which for us, in the world of optical was anti-reflective coatings that you can get on your lenses. Let's use a really specific narrative, like a customer narrative in the workshops, and let's focus on a measure and see one, are we giving our customers when they come in with an expectation, are we meeting it or are we exceeding it? And two, what might happen in the real world if we start applying these capabilities to a specific example?

What was really great about that was that we saw in, I think it was in the first two weeks, we saw a shift in our anti-reflective sales of over \$100,000 across just Australia. What we love and what we want much more of is our optometry director coming to our desks with a report saying, "See this thing I've circled here, you guys have done this with this program."

Karen Moloney: That's awesome.

Hayley Steer: Yeah. And I guess what was really nice about it is it wasn't a sales program, it was think about the moments of truth that you're having with your customer. Or think about those moments when they might say one thing but what do they really mean? We took that narrative to the conversations they're having at home just as much as their in-store interactions. That was activate. It came with a lot of in-store support tools because we know that a lot of the majority of learning happens on the job. But yet, it was about let's get specific. Let's get rubber to the road and let's see what an impact this can have.

I guess the final stage, sustain, is something that we're launching at the moment. Which is, "Okay, you've had this big exciting CREATE experience. Now how do we make it part of everything we do?" It's not an event. It's not a thing that I've done, it's a way that I provide experiences everyday whether it's to my team members or to my customers. What we're looking at there is rather than things being labeled CREATE, CREATE is built into all of our future content. For example, when we have new people into the business, really thoroughly onboarding them so that they understand that it's just how we do things here. That's our final challenge, I guess, and our ongoing challenge for the program.

Karen Moloney: It's always an ongoing challenge.

Hayley Steer: Yeah.

Danny Ginsberg: And it's really exciting to see it being incorporated into all sorts of different elements. As Hayley said it's part of the mystery shop now. It's part of our feedback we even get from our customers. You get an email and give us some feedback on how your experience was in-store. Now we don't CREATE word it or CREATE brand it, but we are looking for are the team members actually coaching, relating, inquiring, teaching, adapting, and engaging When you give feedback as a customer. Any Specsaver customer that's filled in one of those forms might be able to secretly see some of the CREATE questions that are in there. It's part of an in-store bonus scheme. It's awards that we give out on a quarterly basis to stores. There's CREATE awards, for stores that are really living and breathing this new way of looking after our customers. It's really becoming embedded into everything that we do, which is just so exciting to see.

Karen Moloney: (22:52) I can see a lot of L and D people rushing out to Specsaver stores this weekend to ...

Danny Ginsberg: Give me the email. Give me the email. Yes.

Karen Moloney: One of the things that intrigued me about this project and probably a big factor in its success is that you were able to roll out a program on a mass scale with such a high level of personalisation. Why was personalisation important in this program? What elements of the solution were key to implementing that personalisation?

Danny Ginsberg: During one of the pilots, we engaged with an external company called Spark. They were improvisors that came in and taught us about how to give feedback and how to accept offers and how to work without a script, which was a fantastic link through to selling and sales. It was really quite different and quite unique. We did some activities that did put people out of their comfort zone. One of the partners throughout the program, I think it was in South Australia, said to us, "One of your key capabilities is adapt. But you didn't adapt to me. You made me feel very uncomfortable this environment. You made me walk around the room and make eye contact with people and I'm not generally used to. And I really didn't enjoy that." He also was this person who gave us the best feedback we've ever received. Although he didn't enjoy it, he said, "This is exactly what we need to do."

But was really reflective of that was that we need to live these capabilities. We need to be the exemplars of what adapt looks like. We need to be the exemplars of what coach, relate, inquire, teach and engage look like as a training and development team, as facilitators and everything that we do. To do the mass scale roll out, first of all, we needed to know that we were living and breathing these capabilities and we understood what they meant and we understood what that meant for us to deliver to our customers, which were the store teams and the store partners and the store managers. And we had to really adapt our behaviour and our style and really challenge each other to give

our customers an amazing experience. When people walked into a training room it looked different, it felt different. They felt welcomed. They were met and greeted. They had an experience throughout their day and their journey. That was kind of the attitude and the mindset shift that we had to do as a training and development team as we went into it.

Hayley Steer:

You were just reminding me Danny, of our first pilot evening when we had a store come to our support office in Port Melbourne. We'd got dinner for them. We thought, "We'll get them dinner. They'll come and do this pilot. It'll be really cool." And they walked in and they all stood at the side of the room and the food sat there and it was like, "This isn't what we're trying to do here." What was great and challenging was that we had three pilot nights in a row. That was trial one and we learned very quickly that it doesn't matter how good the food is, we've got to do more than that. It's kind of like, it doesn't matter how good the product is if the experience isn't right.

The following night, one of our facilitator used to be a flight attendant. She was like, "That's it. We're going to be at the door when they arrive, when they get off the bus. We're going to guide them upstairs to where our auditorium is. We're going to explain the menu." Just all of these little different, what we now call moments of truth, that we just by having that pilot we could iterate so quickly. Just the whole flow of the session was completely different just with that small tweak. And that's something that followed into our mentor events and our team events where you don't show up to a ... Now, when you show up to a CREATE event, you know that you'll be welcomed. You know that you'll have a personalised welcome. The day will be explained to you. You'll have a bit of a tour of where you are. That sort of thing, I guess, being able to pilot that really helped us to practice what we were preaching.

Danny Ginsberg:

I guess underneath that as well was that our reflection tool. That also gave people a really personalized learning journey.

I might be fantastic at coach. I might be really good at relate. But my enquire's really low, so I just need to focus on that. We gave people tools and equipment to not necessarily fix CREATE, but just fix or just up your inquire or up your teach. Or you might be fantastic at teach, like that person that left the store. They might be awesome at teach, but actually you need to tone that one down a bit and up your relate a little bit more. It became quite personalized in the roll out of what every team member went through as well.

Karen Moloney:

Just think about that. In terms of those, you just touched briefly there onto the online resources, all the way through this program you'll learn as we're supported by a whole range of different resources. How are those being delivered and how are getting learners to use them? Something you mentioned there about having a little bit of a tool to do some refreshing and work out where you're at. Where are the triggers or the drivers to direct people towards those resources when they need them?



Hayley Steer: The mentor event, part of that was developing leadership and change management capability. The other part was getting them across the tools that are available to them and having a bit of play with them in a safe environment. The reflection tool, for example, we had a section in the mentor event on giving feedback. We actually got them to use that tool in that simulation. We also send them away with a mentor tool kit, which is like a folder full of tools and resources and the different things you got to go out and buy to run a session. We put it all in there for them just to set them up for success at day one.

And the other is we developed a CREATE online library which can be launched from our learning management system. But we wanted it to really consolidate, as a mentor or as someone that's new to CREATE, where are all of my different ... what's my go-to so that I can stay connected to it? What we have on the library is things like for each of the capabilities we have an in-store scene where it's used and then it's debriefed by those actors. And we also have mini coaching sessions, which I loved from our leadership development team. Quick 60 second video. "Hey, you're about to give someone feedback that and they're misaligned. They've got a different idea to you." And you can say that through your reflection. "Here's some tips and a bit of a pep talk on how to prepare before you go into that conversation." Really short and sharp, kind of blog style site.

Karen Moloney: Great. Thank you.

Michelle Ockers: just sitting here listening to a lot of that conversation, I'm really struck by the overall coherence and comprehensiveness of it and the fact that that the training and development team needed to embrace the CREATE approach and its other systems and approaches around the program, things like your recruitment, your mystery shopping and so on, that have been aligned around the CREATE program. At some point, you ended up creating a cultural shift and engaging far more comprehensively, aligning things across the organization to this cultural shift. At what point were you aware that either this was happening or there was an opportunity to do this and how did you recognize it?

Danny Ginsberg: Well, interesting, through many tears believe it or not. Trials and tribulations. Tears and tears.

Michelle Ockers: Oh, T-E-A-R not T-I-E-R.

Danny Ginsberg: Yeah, yeah. Really interesting, I guess, from an internal perspective. We set ourselves a challenge as a training and development team to do the most impactful thing we have ever done in the history of training and development in the history in Australia. We knew we wanted this to be a big hit, big wow, big change, big shift in the way we did things. And it was really kind of like, "What can we do that's different and wow and unique and really have a big impact on business?" We knew if we could nail delivering exceptional customer service, then we would have an amazing impact on the business and the results and the

sales and the KPI's and then everyone would be going, "Amazing return on investment. Great work. Keep going." That was kind of an internal impact.

We put a pilot together. As we mentioned before and we piloted it in three stores. And as we piloted it in three stores, the feedback, and it was not the end program that we're piloting. It was definitely sort of a cobbled together piece of what we ended up doing. The results were coming back that we weren't getting huge results. It was good, but it wasn't having a great impact. We're kind of going, "Okay, let's scratch our heads and think well, what is it that we can do differently?"

We went to the retail operations team and we get a whole bunch of the retail operations team together and say, "Look. We've done our pilot. The findings are coming back that it's not great. But we're ready to go. We're ready to launch." And kind of everyone, "Yeah, let's go for it." And then all of a sudden we got this ... We literally about to press launch, like our finger was hovering over the button. I got called into the office with the chief financial officer, the CEO, and a couple of other people, head of marketing and I'm sitting there going, "Okay, what's going on?" And they're like, "Right. This CREATE program that you're doing, we're a bit worried about launching this to the business with the proof that it's had limited impact. We're going to pause it." "Sorry?" I said. You know we're just about to press print. We've got T-shirts on the way. We've got venues booked. It's actually going to cost the business some money if we have to pause this program here. They're like, "Yup. We think it's probably worth the investment. We don't necessarily want to pause it. We just want to go into a deeper pilot."

We went to pilot in about 10 stores in every region, New South Wales, New Zealand. All that sort of stuff. We measured them over a longer period of time. We put those 10 stores through the full experience. And then we measured them over a 12 week period of time. It's kind of like we did a mini roll out.

The feedback from that, we worked really closely with finance. We worked very heavily with some people that are way better at Excel spreadsheet than any human being on earth. And they came back and we got the data back. We held our breath. And they said, "There is no change or shift whatsoever, good or bad, in this program. Stores that did it compared to stores that didn't, we cannot see a statistical impact on this, on sales, on average order value, on anything.

We went back to the retail operations team kind of a bit with our tail between our legs. Got them all together in a room, probably about 20 people in the room, and said, "Okay, so good news. We didn't break anything. Bad news. This program in some stores had an amazing impact, in other stores had little impact. Overall, there's no statistical data to say that this has had an impact or not." All the area managers and the regional teams all looked at us and said, "This is the best program we've ever seen. We have to roll this out. We have to do this." Now this is retail operations guys going, "We don't care about KPIs. We don't care about stats. We don't care about sales. We know that this program is

going to have the influence that it needs to happen." Floored was probably the next response that we got. Absolutely floored. Wow.

And then we had the unbelievable support, the unbelievable buy-in and it became part of everything that we did in the following year. It became part of the retail operations team, big focus. They were supported. They all bought in it. And that's where it really shifted from being a sales program into a cultural shift in the organization.

Michelle Ockers: Danny, given that shaky start around business results. But you had your operations guys still really interested and enthusiastic to go ahead believing it was going to make a difference, had you actually had any business data 14 months on? Any KPIs or any shifts that provide the evidence that there was an impact on business results?

Danny Ginsberg: We've seen some amazing results. We've seen even as Hayley said before just when we're rolling out the activate, and this is all during the ignite phase too, during the activate stage we recognized stores that have been through the process were contributing to sales that would add about \$2 million by the end of the year in one lens type of the 10, 15 different lens types that we offer. In one lens type we were seeing a \$2 million advance. The professional development team, the optometry team did surveys or did research into stores that had sent their optometrists and their retail compared to stores that had not sent their optometrist and retail partner to the event. The stores that had sent their retail and then optometry partner to the event was making about, I think it was about 14, 15% more in their operations, from their conversion rate, from going and having an eye test to making a sale, making a purchase than those that only had the retail partner going. We've got some amazing data that's coming back that's showing great impact.

Michelle Ockers: That's fantastic. The leap of faith was worth it.

Danny Ginsberg: Absolutely.

Karen Moloney: That's good to hear. On this podcast we're all about the practicals. We not only want to inspire people by sharing these stories but more importantly empowerment, enable them to start making shifts in their own organizations and try new things out. This project's a big one which already has a couple of years under its belt. If we step back to the beginning, could you give our listeners maybe one tip each on how you got started on this journey and the key elements of success for the program? What would be your key piece of advice if you had to do it again, what would you do differently? Or the same?

Hayley Steer: For us, I think getting it on the strategic agenda was most important. It wasn't another training program that we were adding to our offer. This was how will we enable our future strategy and what research says that this needs to be prioritized. Making that link and maintaining that throughout. Even in the

workshops, we would start the workshops by saying, well by giving them a very warm CREATE welcome and then by saying, "We went out and we did research and this is what it said." Keeping that really clear throughout, whether it's stakeholders or our audience so that you've got a really clear why.

Karen Moloney: It's grounded. It's not just an airy, fairy idea that somebody creative has come up with.

Hayley Steer: Yes. Correct. And I think that's where the behaviours underneath each needed to be really robust, really doable. We've got a very high-detailed, academic audience particularly with our optometrists so to be told to have a great vibe is not good enough for them. They want to know specifically how can I channel that and how can I demonstrate that?

Karen Moloney: What's the formula for that? Yeah.

Hayley Steer: Exactly. And I would say the other is to, and I know there's been a lot of talk about this in the training industry for years, but really stay true to iteration and piloting because the program, as Danny mentioned, and initially talked about this program, it was a seven steps to sales. And if we hadn't allowed our time to pilot and particularly those iterative evenings, it would not be what it became. There'd be my tips.

Karen Moloney: Great. Danny?

Danny Ginsberg: Number one for me if I could do it again, even though I thought I had stakeholder engagement I didn't have stakeholder engagement. That was probably the biggest learning for me as a leader of this project. Yeah, I thought I had them all on. I didn't know that I had them all on board. Stakeholder engagement, massive, kind of emphasis that one more than enough. And it was probably stakeholder engagement via learning from error more than being really proactive about it. That's one thing I would change.

One thing I wouldn't change was setting the training and development team up as the biggest challenge for them to face. I've been working with this team for over seven years now, and every challenge that we throw at them, they pick up and they run with and they take on board with excitement even when they don't necessarily believe in it. They do it. And they're amazing.

Karen Moloney: Good team.

Danny Ginsberg: Yeah, they're fantastic. This one was everyone getting excited around the vision that this is the most impactful thing that we're going to do. And then holding them to account to say, "You've got to live and breathe this.

Michelle Ockers: Finally, could each of you share with us the biggest thing you do for your own ongoing professional development? Start with you, Danny.

Danny Ginsberg: I have fallen in love with podcasts, believe it or not.

Michelle Ockers: Yay.

Danny Ginsberg: There you go, endorsement. Yeah. Found a couple of amazing podcasts that are just that perfect way of giving you those bite-size chunks of information on your way into work, on your way home from work when you're sitting in traffic. Rather than sitting and listening to frustrating talk back radio, I listen to some amazing podcasts which I love. And I'm sure this one will be added to the list. And even just some fun stuff from getting into that. All about how the brain work and how we tick as human beings and learning experiences. There's a couple that I've fallen in love with that I just love.

Karen Moloney: All right. We'll get some links to those in the show notes to a couple of them that you love, Danny.

Danny Ginsberg: Yeah, sure.

Karen Moloney: How about you Hayley? What's the biggest thing you do for your ongoing professional development?

Hayley Steer: My biggest thing for the last five years has been doing a Masters in Human Resources and Organisational Development which I'm finishing next week, which sounds crazy to say.

Karen Moloney: Congratulations.

Hayley Steer: Yeah. I'll be looking for what do I do with all of my spare time in a couple of weeks. But the other I'd say is also podcasts and audio books particularly in the world of positive psychology because I think that that's a field that it answers a lot of questions that learning and development professionals have had for a long time. Tying that in wherever I can.

Karen Moloney: Okay, fantastic. Thank you so much for a really fascinating discussion and insight into this CREATE program. If anyone wants to get in touch with you to find out more about the project, what's the best way for them to do that?

Hayley Steer: For me it'd be LinkedIn.

Karen Moloney: Yeah. And Danny?

Danny Ginsberg: Absolutely. If you want to contact us through LinkedIn that would be more than acceptable. I think my email and details are all on there.

Karen Moloney: Fantastic. Thank you so much to both of you for sharing your work and your insights with us today.

Danny Ginsberg: No problem. Always happy to talk CREATE we are.

Hayley Steer: We are.