

**Emerging Stronger Episode 23  
Taking Bold Action– Hayley Curcio  
Hosted by Michelle Ockers**



**Hosted by Laura Overton, Michelle Ockers & Shannon Tipton**

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**Michelle Ockers:**

Welcome to this special series of the Emergent Podcast, Hayley. We're really pleased that you've joined us to talk about your experience, taking bold action as an L&D professional, and the core strengths that that takes.

**Hayley Curcio:**

Thank you so much for having me. I'm excited to be here.

**Michelle Ockers:**

I've followed your career for a while. I know that you have taken bold action, and you've been a guest on the podcast before. We'll put a link to your previous episode in the notes, if anyone would like to get closer to an example of work where you've taken bold action. And you can either talk about that example or another one to talk to us about what that means to you to take bold action? What does the bold action idea conjure up for you?

**Hayley Curcio:**

So for me, I think there's a couple of things that some are bold action. One is asking big questions and really tuning into what your gut is telling you. So kind of digging that little bit deeper if you ask a question, and maybe don't get what you're expecting, or it doesn't quite answer that gut feeling then just keeping on digging that little bit further, and being brave to test and iterate, which is something we've talked a lot about in the L&D field over the last few years. But really knowing that your work is never done, and it's never perfect, but being brave enough to put something out there and get that feedback and iterate as you go.

Something that I've learned, particularly in the last couple of roles that I've had in L&D, so working with Specsavers as Head of Training and Development, moving on to Xero, looking after education and now at 99 Designs, is really thinking about the system that your L&D team or projects are operating in. So it's very easy to kind of put your blinkers on and think just about the program or the module or whatever it might be that you're doing, but none of it happens in a vacuum. So being brave enough to kind of come up for air and look at what's happening around you, what's happening in that broader system and being able to challenge it, as well as you know, introducing your L&D intervention. And a couple other thoughts on this because it's something I'm really passionate about is accepting that depending on the

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context you're working in, I feel like for a long time in my L&D career, I was waiting for that perfect finished business strategy to plug my L&D work into. But I think to take bold action, we need to be ready to work alongside the business as it gets there. So not just waiting until you've got it all lined up beautifully because that might not ever happen. But you've got people who need learning and development now, so being comfortable with that kind of grey area.

And finally saying when you don't know because usually if you don't know, there's a lot of other people with the same question. So I think being bold in asking that question and making it a safe space as an L&D leader or consultant can really help others come forward with those questions as well.

#### **Michelle Ockers:**

It's interesting that whole saying when you don't know. It's sometimes like palpable when you're in a situation where others don't know either but no one's brave enough to actually ask the question. There's almost like a sense of relief that you can feel when somebody actually speaks up and says, here's the stuff I don't know. There's a lot of great elements in there. Hayley, can you tell us about a time when you've taken bold action that might not cover all those bases, but perhaps covers some of those and brings them to life?

#### **Hayley Curcio:**

Probably under testing and iterating space. So I joined 99D about six months ago, and I was the first L&D person in history of 99D. So kind of a dream project for someone in our field or a dream role to come in and be able to establish L&D in a company that has a really beautiful intrinsic learning culture already without having had the team. So when I came in, my brief was to set up the strategy and build out a team and all of those great things. But a bit of action that I took that I didn't think was bold at the time, but reflecting, was starting a leadership development program a couple of weeks in. So I found our engineering director who's really invested in developing 99ers, and he had a program kind of in the works, and we just teamed up and started it.

So it's a weekly program. It went for 12 weeks, and we co-designed it with the participants. We listened to them, we surveyed them, and whatever worked, or whatever was kind of being validated as a need, we would then roll it out the week after. So we didn't know where it was heading. It was a very vulnerable kind of approach. But yeah, I think reflecting now, I think that was probably a bit bold being so new.

#### **Michelle Ockers:**

And I think (a) being so new and (b) even if you've been more established in the role, this whole thing about co-design, and in particular, rolling things out where you're responding to what's happening in the program, and not having it all perfect and letting go of that control a little bit, and trusting that working with others, you can find the right way ahead. I think that does take some boldness as well, Hayley.

#### **Hayley Curcio:**

Yeah. And it also takes some very trusting stakeholders. So I was really lucky that we've got a lead team who were willing to let me go in and spend time with this group and get to know them, and participants as well who we kind of it was important that we set it up at the beginning that we don't know where this program is going, but all we know is our intention is to add value to you in your career development as leaders, and we're going to work with that intention throughout the program. So I was really, really lucky to have that trust and that space to test and iterate.

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#### Michelle Ockers:

I think yes, partly lucky in that you're walking into an environment where it was okay to take that risk, but also you had to be okay with yourself particularly as a new person, right, when you new in role, and I do often talk to people who are new in role. There's this sense of, well, I've got to establish my credibility. There's this tendency to well, I've got to come in as the knowledgeable expert and provide the way ahead, rather than being in this space, which is more vulnerable and be open with the participants and saying to them, we're still building this, and we're going to do it with you. So I think there's something about the way you think about your role and the engagement, your relationship with the people you support that plays into this as well. What do you think of that thought?

#### Hayley Curcio:

Yeah, definitely. So the participants of this particular program were all engineers. So being really upfront at the beginning of the program that one, I'm not going to have all the answers on leadership, but two, I'm certainly won't have any answers on engineering, because I'm not an engineer and don't have any knowledge in that space. So almost negotiating, agreeing that relationship at the beginning, like you would if you were coaching someone, but as a facilitator, to say, here's what I think the need is. Here's the value I think I could bring and let's do a dance as we go. I think that kind of really helped, and it gave me the peace of mind that I didn't need to be all things to all people as well.

#### Michelle Ockers:

Yeah. And not only did they need to trust you, but you needed to trust them for that dance to work, right?

#### Hayley Curcio:

Absolutely, yeah, and we were really lucky. I mean, one of the topics we talked about in the program was psychological safety, but we introduced that as a concept. Before we even looked at it as leaders, we looked at it as learners. How can we create that sense where you're not just coming along and feeling included, but you're actually comfortable challenging the content and adding to the content and sharing your own ideas? So I think that in reflection now, kind of talking about it, I think that was really important to roll out at the beginning given we were co-designing as we went.

#### Michelle Ockers:

I think it would be remiss of us not to mention, Hayley, that you have a particular interest in positive psychology that you also bring to your work. Would you like to share a little about your background in positive psychology, and perhaps how that influences your approach to your work?

#### Hayley Curcio:

Yeah, so I didn't do university. I started a role in a call centre when I was straight out of high school, and then worked my way into the training team, and then all of a sudden, realized pretty far into In my career that I did want to go and study. There was a lot that we were assuming and we all knew in the L&D field, but I didn't really know why we were doing things a particular way. So I went and studied a master's in OD and HR, but I still felt like there was something missing, which was why? Like, why are we doing all of this? And why does that work, and why doesn't that work? Which led me to positive psychology, which is kind of the study of what helps people thrive, and in my eyes as an L&D professional, what helps them perform and do that sustainably. You can be great on Monday, but how can you still be thriving on Friday. It's knowing all of your strengths and all of the great things that positive psychology brings.

So now looking back, I don't know how I went so long without it because I talk about it all day, every day, and it's part of pretty much any intervention that I'm involved in. So my

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current role actually looks after learning and development, but also well-being and diversity and inclusion. And I can see, underpinning all of that is things like psychological safety and a whole heap of other concepts we're covering in pos psych. So yeah, it's really big part of what I do now.

#### **Michelle Ockers:**

So it sounds like something that has contributed to you being able to take bold action is that knowledge and the understanding of the underpinnings of what might work, what might not work. So bringing some expertise to the table has helped.

#### **Hayley Curcio:**

Yeah, definitely. We're doing intake two of this leadership program that I mentioned, and we were talking about coaching and setting goals yesterday. And I was able to talk about not just why is it important to come up with ideas around how you might achieve a goal, but actually the fact that there's this thing called Hope theory that tells us that if you generate multiple pathways to achieve a goal, you're going to have great energy to achieve it, you're more likely to achieve it and a whole heap of other things. So it just kind of gives me that underpinning of I'm not just telling you to do this and asking you to trust me. There's also this whole bank of awesome research that people have done around the world that says it works for some of the people some of the time more often than other things.

#### **Michelle Ockers:**

And having that credibility, you're more likely to be able to get others to take bold action as well.

#### **Hayley Curcio:**

Yes.

#### **Michelle Ockers:**

So let's talk about the L&D Professional and the opportunities that are available right now to create change and impact. Where do you see the biggest opportunities for L&D professionals to create change and have impact?

#### **Hayley Curcio:**

I think it's going back to the thinking about the broader ecosystem that you're operating in, and, and something I've been thinking a lot about lately is capacity. So not just what Danny Ginsberg, who I worked with at Specsavers and a lot of other different things. He talks about the spray and pray like throw the training out there and just really hope it sticks. We can't do that if people don't have the capacity to focus and absorb and try, and that safety to be able to actually build confidence in whatever this learning topic is. So capacity is something I'm really passionate about, and that's where the wellbeing and inclusion piece comes in. If you're not thriving, and if you're not feeling that sense of inclusion, they're your basic human needs that if you don't have that, your capacity is limited to actually engage.

#### **Michelle Ockers:**

And so is that idea of capacity something that you think we have opportunity to lean into at an individual level in our work, or is it more as something --does it play into organizational capacity? How are you seeing it being an opportunity for L&D professionals in their work?

#### **Hayley Curcio:**

So I think on a micro level, if you're coaching someone or facilitating a program with someone, even just acknowledging at the beginning that we're human and we're arriving, like just the simplest thing of letting participants check in and show up however they are that day can be such an outlet. You might have had a stressful morning with the dog weeing on the couch if you may or whatever it might be, but being able to just say that can just kind of

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go that sigh of relief to show up as you are and have that sense of safety to then ask us the question you might need to or whatever it might be on that topic. I think the big, bold opportunity though that L&D have is to start flying the flag for the importance of these things. And so thinking about does our—for example, if I'm training people on time management, but I'm not talking to a leadership team or a business, or managers across the business about work life balance, and about setting healthy boundaries and about leading by example, it doesn't matter how good that time management intervention is because they come to the program, or they watch the video or whatever it might be, and then they go back into the system, which isn't conducive. So that to me, I think is where we can expand our impact, and really have that sustainable change.

#### **Michelle Ockers:**

That's a really clear example of what you mean by thinking about and working on the system. Thanks, Hayley. That helped clarified a lot. So let's talk about what happens when the going gets tough because we all have times in our lives, either personally or professionally when things get tough. Can you tell us about a time for you when things got tough?

#### **Hayley Curcio:**

Yeah, so this is a pretty personal one, but it relates back to a lot of what I've been talking about. So when I started working at Xero, for some reason, I planned my life in a way that I moved house, started a new job. And my parents moved to Tasmania, and my sister had a baby. I mean, I didn't plan that obviously, but it just all kind of happened in this one week. So everything was happening, and I was planning my wedding for a few months' time as well. So all pretty exciting, but a couple of weeks after my sister had her fourth baby, my younger sister, she was diagnosed with a melanoma, which went on. I'll cut the long story short to say that it went on to be an 18-month battle, and she's now considered in remission, but there were certain points throughout that where it was looking very dire, she was on the news like it was quite a full-on thing for our family to go to. And I was her only immediate family in here in Victoria with the parents having moved to Tasmania.

So speaking of I guess, of capacity, I'd had this new role. I had inherited an awesome team that I was getting to know and coming into lead, and then this heat. So I think that's probably the best example I can think of when the going got tough because all of a sudden, my pleasantly boring little life got very big and messy and emotional and lots of exciting stuff, but obviously, something really serious came up at the same time. So, yes.

#### **Michelle Ockers:**

So how did you respond to or manage that situation?

#### **Hayley Curcio:**

Initially, I just kept going with everything. So I didn't take any of my own positive psychology, wellbeing L&D advice. I just thought I'll just keep doing everything. But what if anyone who's been through a situation like this knows that you're getting all sorts of phone calls and updates and waiting on results and all sorts of things at all different times of the day. And these things don't wait for your workday to finish. It all just happens at once. It all gets very blended. So my initial response was try to do it all. But over time, I realized it wasn't a short thing that wasn't going to be over in a matter of months and you can't run on that adrenaline for a long period without burning yourself out, which I learned the hard way by just getting—I found that I was actually getting rundown and sick and I wasn't able to do any of it, or any of these things that I needed to really be focusing on. And given my sister had four children, that's a lot of logistics; getting to appointments and organizing four boys and everything, including a new born.

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So how I ended up responding with—and I was really grateful that I had two leaders, Bee Hepburn and Natalie Screen who were looking after me at that time at Xero, who made it very safe for me to switch off when I needed, adjust my work commitments. But what I really loved about what they did was that they actually didn't remove my responsibilities because when I've led people before, my instant assumption is work equals stress. So I'll remove the work. You don't have to do this. I'll do this. I'll take it off you. But actually, what I learned in this situation was that work contributes to my wellbeing, and I get a sense of accomplishment. I get a sense of connection for my colleagues. The work I do is meaningful, and I don't think I'd probably recognize that until I was empowered to be able to make that choice when things were tough. So yeah, it was actually a really nice part of my life, while things were stressful. So I think I had to realize that for myself to then be able to ever lead others through that situation because until then, I've just assumed if something stressful happens, don't worry about work which isn't necessarily what would help everyone in that situation.

#### **Michelle Ockers:**

And I think that's a really good point that definitely work for you in that situation, but it could be different in a different context, even for you or for other people as well. So partly, what I'm hearing here is it's about maybe challenging our assumptions is the underlying principle. And if we are leading others who are going through tough times not making assumptions, but having the conversations with them around what might work for them, and what to try to support them through those tough times as well.

#### **Hayley Curcio:**

Yeah, definitely. And what might help me one day might have been different the next day. So the fact that I was asked and empowered was really powerful and something I'll remember as a leader of others now.

#### **Michelle Ockers:**

In that particular instance, you were working with leaders who were supporting you. What would your thoughts be about people who may be going through a tough time, and they're perhaps not getting the support from their leaders? What you choices do they have? What options might they have around how to work through that tough time?

#### **Hayley Curcio:**

That's a really, really difficult question. I think one thing is considering what you can influence and what you can't. If you look up, there's a circle of influence. So thinking about what are the things in this situation that you can control, what are the things that you can influence, and what are the things outside of your control, and really focusing your energy on those first two. So I think that it's easier said than done if you don't have leaders that are supporting you, but that's something I've found useful over time. I think also thinking about a lot of people, particularly with the pandemic and lockdowns and everything, but people have kind of had this realization that when you're taking time off or time for yourself, you don't have to feel guilty about it. And so thinking about what are the stories that go through your mind when you take some you time, I know there's plenty of stories that my brain tells itself, particularly now I have a one and a half year old. And it's like, anytime I'm doing something that doesn't involve her, it's like, I could be with my daughter right now. I could this, I could do that. So there's all these stories our brains tell ourselves. So just listening to them but not believing them to be the truth and being open to challenging them particularly in a difficult situation like that.

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### **Michelle Ockers:**

Some of those stories may well be stories we're telling ourselves about our leaders as well, right?

### **Hayley Curcio:**

Correct.

### **Michelle Ockers:**

We often do a lot of mind reading; I feel my leader is thinking XYZ or I can't ask my leader for some support because this is what they're going to do or this is what will happen. You know, we've got to find ways to test out those stories to identify and test out the stories we're telling ourselves particularly in tough situations.

### **Hayley Curcio:**

And a lot of leaders don't know how to navigate that. If they haven't had the training, they don't know where to start and might feel like I know another thing that I've—another story I've told myself is I won't bring it up because I don't want to make them uncomfortable. I'll let them bring it up. I could tell myself the story that my leader doesn't care because they don't ask me about it. So yeah, it's so true.

### **Michelle Ockers:**

And I think that's a general principle that we could apply to all sorts of tough situations. So I'm glad you shared that one. So when you think about that period of time, that 18 months, either what strength did you draw on in the end to get you through that or in what ways did it strengthen you?

### **Hayley Curcio:**

So I'm a big fan of - being from the positive psychology world - I'm a big fan of Values In Action, which is a free strengths tool. So thankfully, I was aware of some of my top strengths which I was able to tap into. So in my top five at the time, I had hope, honesty, and leadership. So hope I think just helped me to have a bit of optimism in what was a potentially dire situation. Honesty meant that I was able to tell people what was going on, and I got better at that over time. And leadership; because my parents had moved away and all those things, I think it helped me to kind of work out what can I control and what can I drive here.

So there are a few things that it really helped with in terms of strengths that I didn't have, that it helped me to develop. I think being vulnerable was something that I had talked a lot about as a facilitator, but not necessarily put into practice until then, where I actually had to ask for help, rather than telling other people to ask for help, and perspective. So understanding that even when something can, as I said, even when something can feel like quite a negative situation, it's not necessarily the end, and there might be other options that you don't know about yet, which I think translates to plenty of other things in life as well.

### **Michelle Ockers:**

These are really good examples, and we'll put a link—there's been several resources you've mentioned that we'll put some resources in the show notes but one of those will be that Values In Action tool for those who want to take a look at it. I mean, that could be helpful.

So let's talk about your role either as a leader or just as a colleague because even if we're not in formal positions of leadership, of course, we all have interactions with others, and the opportunity to influence and support others. So have you had the opportunity to help develop some of the strengths you've spoken about in others? And if so, how have you done this?

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### Hayley Curcio:

At least through coaching, and I think particularly around helping broaden perspective because often I'll find as you said, whether it's a colleague kind of talking through something that's challenging them or someone who is on my team, or whatever it might be, often—and I'm often in this situation as well where I have my blinkers on, and I've got this situation where there's only one way this is gonna go, and it's not going to end well, and all of those things that we tell ourselves. So I really enjoy being able to coach someone just to kind of broaden their perspective that little bit more, think about what other alternative outcomes might there be, and as we talked about, what stories might you be telling yourself that could be limiting your view and how you might overcome this, and also, what pathways I mentioned hope theory and pathways earlier, what potential pathways have you got to achieve this goal or overcome this challenge because that all kind of broadens your perspective.

And there's a really cool thing called broaden and build which is from the positive psychology world where they basically did a study. I think it's Barbara Fredrickson did a study on exposing you to positive emotions, and I'll send you the notes because it'll explain it a lot better than I will now. But exposing someone to positive emotions or options actually physically broadened their visual perspective. So it's not just in your mind that you're broadening your understanding of a situation, you're actually looking physically further. So I find that stuff really fascinating, but I just find it also really rewarding to see an individual have that broadened perspective.

### Michelle Ockers:

It's so interesting, because sometimes when we've narrowed our thinking down, we get ourselves into a really non resourceful state. I actually had a coach say to me once, you can't teach a drowning person to swim, and that's stuck with me. If you feel like you're not getting through to someone, it's like don't even try. They're not in a non-resourceful state. How can we open them up again, and then that broaden and build helps to explain some of the techniques.

I'd like to talk a little bit more about coaching as a vehicle to helping others to develop strengths. And it strikes me sort of this formal coaching, and we've set up a formal coaching relationship and it's quite clear. Here's what we're doing. We're coaching. And then there's what I would call coachable moments where something happens where we see there's an opportunity through using some coaching techniques to actually support someone to see things differently or to develop some strengths in some way. How do you identify when coaching is appropriate and how to initiate that?

### Hayley Curcio:

We actually talked about this in the leadership program that I mentioned we're running yesterday. We did an activity around when should you coach and when you shouldn't. And someone said, when someone doesn't want to be coached which I hadn't actually thought about, I was like, Oh, yeah. So I think, and definitely, my experience is more in that informal coaching where I recognize there's an opportunity to use that skill as opposed to having that formal relationship. But certainly, getting that—as we talked about a bit earlier, as a facilitator but negotiating that relationship and clarifying what are you looking for because often, someone will come to you as I'm sure you find. And they just want to be heard. Like, they just want to talk about it and get it out and arrive, and I naturally go into, let's solve this. here's some options, let's get a whiteboard out, but actually, they might not be ready for that.

So certainly, something I've had to get much more disciplined about is just checking in and asking, how can I help? Would you like me to listen, ask you some questions that might help you to build out your perspective, give you some answers. Sometimes, you just need an answer as well, like thinking about capacity when you're drowning, for example, it's not

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about oh, let me just ask you, what do you think about swimming and what potential options do you have to get better at freestyle? It's like, just throw me a floaty, and then we'll talk about it.

#### **Michelle Ockers:**

It's a good analogy. I like that. As a leader we have people in our teams, and there is a relationship, a development relationship that we help hold the space for and share with them. When you reflect on working with people who've reported to you formally to build the kind of core strengths that help them to be bold, what have you found works best? How have you gone about that?

#### **Hayley Curcio:**

Probably a few things on my development plan is getting better at listening rather than jumping in because we're in L&D with—we've got a lot of answers and cool things that we want to show people, but that's not necessarily what that individual needs right now. So getting better at listening, helping to clarify goals. So the Grow Model—I'm sure a lot of people listening would have heard of the GROW Model, but something we can link as well. But just asking what's the goal, that G for goal? What's the current reality? So okay, we've got some where we want to go. We've got our current reality. What are the options or as I said earlier, the pathways, and then what's the way forward? So I just find that it's simple, but it really helps to be able to guide someone through that process whether it's formally or informally.

I think a couple of other things that I've gotten better at over time is sharing when I'm hearing something different or when I'm observing something different to what that person is saying. So playing back, here's what I'm hearing or here's something that I've seen that I'd love to try and reconcile with what you've just said. You've got to be really careful about how you do that and build that relationship and trust. But I think that's something that leaders can really help to grow their people by not just operating with those blinkers on with them which can be really comfortable. That kind of saying, hey, I noticed this, how does play out based on what we're talking about and just expanding it out? And I think the final thing is accountability, like, how do you follow up? How do you empower them to take action but help them to know that they are supported and there'll be a point where you regroup and there'll be some accountability there? That's another one that I want to get better at. This is all on my development plan coaching.

#### **Michelle Ockers:**

It's great that you've shared the things that you know work and the things that you're working on as well to get better. So I've just had a thought around this, it that it takes boldness as a leader to be leaning into some of the difficult and potentially kind of tricky spaces to navigate in order to support others to be bold, right.

#### **Hayley Curcio:**

Yeah, big time. And L&D are there helping leaders to be bold in order to do that. So we've almost got to be the most vulnerable, trusting, leaning in team in the business in order to create that space for our senior leaders to open up in order to do that leading by example

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that then has that systemic effect throughout the rest of the business. no pressure.

#### **Michelle Ockers:**

It's a bit of a superpower really, isn't it?

#### **Hayley Curcio:**

Exactly. No pressure everyone.

#### **Michelle Ockers:**

So if you were mentoring another learning and development professional - you've mentioned so many great strengths. If you could narrow it down, and I'll give you up to three. But if there's one that really stands out, we can focus on it, but up to three core strengths that you would advise them to develop, and any tips you have for them on how they could go about developing those strengths.

#### **Hayley Curcio:**

I think one that just keeps coming up that's really practical is project management. Doesn't matter what you're doing. You've got to be great at scoping work tracking work, monitoring progress, noticing scope. It's not necessarily the most exciting thing for us, I love it. But it's maybe not the first thing that comes to mind, but learning a bit about project management just to help contain the work so that you can focus on the content and the impact. But then, more importantly, I think then that is an open mind because if we don't have that, how can the rest of the business have that?

So a couple of things you can do to create open mindedness, and I feel like we've probably talked a bit about this already but like assuming trust and positive intent. It's very uncomfortable, but if we're not doing it, how can our leaders do it? How can they do that without teams and so on? I think it's Arun from the L&D, I've forgotten his name.

#### **Michelle Ockers:**

Arun Pradhan,

#### **Hayley Curcio:**

Yes, that's it. Arun Pradhan, and he talks about diversifying your social media feeds. So don't just follow people that you agree with. Follow a whole diverse group of different people that you can learn from. You don't have to agree with them but you can, again, expand your perspective on what people's thoughts and beliefs are, and help you to keep an open mind about why might a certain thing make sense to someone even if it doesn't make sense to you. And then, I think when you're getting into your work, if you've got a really strong point of view on something, think about what someone with the opposite perspective would have. Why might someone disagree with this? Why might someone say this needs to improve? We call it I think it's referred to as red teaming. We use that at Specsavers. I think it's from the Navy or—

#### **Michelle Ockers:**

Yeah, red team, blue team. Yeah, absolutely.

#### **Hayley Curcio:**

Yeah. So doing that to your own work and getting comfortable that it's not necessarily perfect, and you can improve on it. And yeah, because we've got to cater for all different people and what works for them won't work for the other. So yes, that's my three things on keeping an open mind assuming trust, diversify your feeds, and argue with yourself about

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your work.

### Michelle Ockers:

And also reflecting on our conversation, one thing that stood out very strongly for me was this idea of the stories we tell ourselves, and it feeds into having an open mind as well, being open to the fact that those stories may not be what's really going on, and that can help us to be bold. I also really appreciated your first openings story about the time when you've taken bold action around this whole area around co-design and being very open and being willing to let go a bit of control and how that helps us to take bold action. So I would encourage people to go to the transcript. I think there was so many threads in this conversation, Hayley, and we've got a long list of resources to provide to people as well. So really rich conversation. Thank you so much for sharing your experience and insights with us today.

### Hayley Curcio:

Thank you so much for having me.

## About Learning Uncut

Learning Uncut are learning and development consultants that work with learning teams and--or business leaders to accelerate learning transformation. We specialise in supporting organisations to create or update their learning strategy, enhance their learning team's capabilities, align learning to business value, and implement modern learning approaches.

We are highly collaborative and pragmatic. We partner with organisations to align learning to their business needs, unleash continuous learning, and build capability to help them thrive.

Learn more about us [at our website](#).

## About your host, Michelle Ockers



Michelle is the founder of Learning Uncut. She is an experienced, pragmatic organisational learning strategist, L&D capability builder and modern workplace learning practitioner. She also delivers keynotes, workshops and webinars for learning and broader professional or workforce groups at both public and in-house events.

Michelle received the following prestigious industry awards in 2019:

- Australian Institute of Training and Development Dr Alastair Rylatt Award for L&D *Professional of the Year – for outstanding contribution to the practice of learning and development*
- Internet Time Alliance Jay Cross Memorial Award – *for outstanding contribution to the field of informal learning*



Find Michelle on [LinkedIn](#) or [Twitter](#)