

**Learning Uncut Episode 25**  
**Emerging Stronger: Taking Bold Action – Dinye Hernanda**  
**and Catherine Tibbs**  
**Hosted by Laura Overton**



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

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Welcome to the Learning Uncut Emergent season 2. Join Michelle Ockers, Laura Overton and Shannon Tipton to explore core strengths that L&D professionals need to take bold action

**Laura Overton:**

So everyone I'd like to welcome you all to the next series of the Emergent Season 2 podcast, where we are talking to some amazing people about core strengths that we need in learning and development. And I am just genuinely so excited today to be just revisiting a conversation with Catherine Tibbs and Dinye Hernanda. We all met when we were on the Emerging Stronger Masterclass. And it's just brilliant, ladies, to have you back. So welcome, both of you.

**Dinye Hernanda:**

Thank you.

**Catherine Tibbs:**

Thanks Laura.

**Laura Overton:**

That's great. I guess what will be great... I know you, but just give us a little bit of an introduction about where you are and what you do, because we're kind of spread across Europe here. So, Catherine, why don't you kick us off?

**Catherine Tibbs:**

I will. Thank you. So, yeah. Hello everyone. My name's Catherine. I am based in London, in the UK. I currently work as a learning and development manager within the Cabinet Office. So my role primarily is actually as a performance coach, which is a new area for me, which has been really interesting to get involved in. So I'm a coach mostly for learners who are on

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a very specific government learning program, but it's been fascinating. I've been in the role since February, so early days, but I'm really enjoying it.

#### **Laura Overton:**

Early days. Big impact days ... Dinye. Welcome. What about you?

#### **Dinye Hernanda:**

Yes. Thank you, Laura. Yeah. Hey, everyone. Nice to be here. My name is Dinye. I am originally from Indonesia, but I'm now based in Germany. I've been working in L&D for a couple of years now in different roles, in different size companies. But right now I'm at a sweet spot. I work as a people and organizational manager. That's my official job title. But what I do is, I drive the learning and development topics in a startup that is called Jodel. It's a social media app, targeting student, helps them to connect with local community. Yeah, so that's what I do. I do all kind of stuff. I'm the one person department in the company. So I start everything from scratch, try to make it work. And yeah, there's a whole range of activities.

#### **Laura Overton:**

Oh, that's brilliant. It's fantastic to have you both on the series. And particularly this one, where we're really looking at exploring our core strengths as learning professionals and particularly the ones that we need to take kind of bold action that leads to better business impacts. So, I guess before we just kind of dig in a little bit deeper, Dinye, tell me what bold action looks like to you. What kind of words come up in your mind when you think about bold action as a people professional?

#### **Dinye Hernanda:**

Yeah, so a funny story. So yesterday I just finished a leadership development program with our C-levels, and then we had an exercise where we describe our life stories. And then, after I describe my life stories, one of the feedback that I got was like, "I get an impression that you are a very bold person, that you do a lot of bold actions in your life." And I'm like, "Oh, I'm going to talk about that tomorrow with Laura and Catherine." Yeah, so it's interesting to be described like that. But for me, if I have to describe what bold action means to me, it's doing something that matters to you based on your personal conviction, your belief, your core values, but you do it anyway because you believe in it. And then also it might not look bold for some people. I feel like bold is a very personal thing as well. Although people say bold is always like this grand risky behaviour, I feel like little step counts as bold actions, too, and it can accumulate. So...

#### **Catherine Tibbs:**

Wow.

#### **Laura Overton:**

Thanks you for that.

#### **Dinye Hernanda:**

... How I would describe it. Yeah.

#### **Laura Overton:**

Yeah. Thanks for kicking us off with that. Catherine, what about you? What does bold look

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like for you?

#### **Catherine Tibbs:**

Yeah, a tricky one. When I saw this as the starter question, I was like, "Gosh, Laurie, you're starting us off strongly, aren't you?" Yeah. So, I think for me, it's almost about stepping outside a comfort zone. To be bold is to kind of be willing to let go, try new things, put yourself in a position where things could go wrong and you don't necessarily know what might happen. So I think, yeah, for me, it was trying things that are new, but challenging them as well, not just accepting them, but not everything that's new and emerging is right, but it's about going with it, having a go, putting yourself in that position where you're trying something new and you're being curious and doing something that you've maybe never done before. For me, that was kind of what bold resonated in me.

#### **Laura Overton:**

Oh, wow. And Catherine, taking it on from there, tell us about a time where you think you've taken that bold action.

#### **Catherine Tibbs:**

That's something I'm going to regret with that definition, now, isn't it? I think this takes you back to last year, to be honest, where I think, like so many learning and development professionals, 2020 was a challenging year. I think we were all pretty much backed into a corner, really, about embracing virtual and digital learning. We didn't really have much choice but to embrace it. It was a good thing and it was a long time coming, so it needed to happen. But it was a bit of a scary thing because, for me, I hadn't really done that much. I'd never worked with a learning management system. I had some experience of delivering learning over Skype, but certainly not ever in a situation where I was in a completely remote situation to all my learners.

So that definitely took a bit of bold action there, I think, under my definition anyway. Yeah, I kind of quickly researched tips of the trade, because it happened so quickly. I remember needing to deliver something virtually within two weeks almost. And so definitely took that forward. I think I quickly attended many webinars at the time to try and grasp some of the foundations of what to work with and, hey, ended up going with it and learning a lot about different methods to use. And I think I ended up using a lot more of flipped learning approaches, which is really interesting to use and see how that worked differently to face-to-face. So, yeah, I think that's the thing that I always come back to when I think of bold action now. For me that then went a little bit further because I was eventually made redundant from the pandemic.

So that kind of put me in an even more of that out-of-my-comfort-zone place, where I was then foresee, I take that even further. And I was very aware. I remember feeling very aware at that point that I was going to need to develop some new skill sets. Whether I went back to my previous role or if I went to something new, I was going to need to demonstrate new skills that I hadn't necessarily been demanded of before. I needed them, but not in the

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urgency that that was needed then. So, yeah.

**Laura Overton:**

I think we met on one of those webinars, didn't we? You were on-

**Catherine Tibbs:**

Yes, we did.

**Laura Overton:**

Yeah. Absolutely. And that's where we first-

**Dinye Hernanda:**

That's how I met you, Laura. That's where I learned about Emerging Stronger through a webinar.

**Catherine Tibbs:**

It was webinar as well.

**Dinye Hernanda:**

Webinar fever in 2020.

**Laura Overton:**

Exactly. Exactly. That's a great story, Catherine. But what I love about that is the fact that actually it's just so real. It's so real. So many of us have had to face things that we have never had to face before and been literally thrown in at the deep end there. So I'd like to kind of dig into that a little bit more as we go through the conversation today. But Dinye, what about you? It's been quite a ride for you since we first met. Have you got a specific example where you think you've taken some Dinye boldness in your actions?

**Dinye Hernanda:**

Yeah. Well, choosing not to just apply to any companies, because just right before the pandemic hit, I kind of decided for myself, I'm going to take a break, because I've done work, study, and all of these things just year after year after year. And then right before pandemic, I thought, I'm going to take a break two or three months just for myself. Well, then, it's a different story because the pandemic hit and then I could choose the easier path, which is just to apply everywhere and then try to look for something. But at that time I'm also like, no, I'm already at a place in my career where I kind of know what I want and I have a certain picture of an employer that I would like to work for. So that was one bold action, I guess, but recently a small action that I did and I would also consider bold.

So, Catherine, you mentioned about flipped learning approaches. I come from more conservative industries. So I was always working in big corporation with traditional learning approaches, like L&D is cost-centred. You deliver a training programs, leadership development programs, all of this thing, or you build career development path, learning journeys. And it's always very push from our side. Now, being in an environment where it's a total green field, there's nothing there, I can literally do anything. I discussed this with the management team and also with my manager that, "Hey, would it be okay for you if I explore other approaches of L&D?" We've been learning L&D mostly from traditional company and there's this holacracy or self organized organizations. I'm just wondering if... Their big idea is about autonomy, giving employee the power to shape their role, moving their job, all of this

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thing.

#### **Dinye Hernanda:**

I'm like, so how do they do learning and development? They must learn, they should have something, but how do they do it? So it was just like curiosity. I was just like, how do they do it? I have no idea. And there's no literature yet for it because it's a new approach, but there are companies who are testing it. So I just wrote one of the founder of this holacracy methodology. And she wrote an article about how learning and development can be shaped in a self-organized companies. She didn't really go far. So I was like, I need more. So I just wrote her with no-

#### **Laura Overton:**

That's bold.

#### **Dinye Hernanda:**

I guess so. I have no hope that she would actually take the time of the day to come back to me, but then she came back to me and then she was really open. It was just a half an hour conversation first, because I didn't want to take too much of her time. But then she was like, "You know, if you want, I could give you a couple of examples, or if you want, I can connect you with companies who are testing it at the moment." And I'm like, "Yes, yes." I didn't hope that far, but just because of just a small, you know what, let me write her, five minutes in my day, and then... I'm looking forward. I'm going to learn so much, I think, and look at the other side of the world where L&D's done differently.

#### **Laura Overton:**

Oh, fantastic. That's really exciting, Dinye. I think, also, what you're both describing is just this incredible moment that we are in at the moment, whether a large organization, because I know, Catherine, yours is pretty large, pretty established and the startup organization, there's this opportunity right now to, to be able to think differently. I just wondered if you have got a perspective on the kind of opportunities that you think we as learning professionals have got today, nearly two years into the pandemic with all of these different things that are going on, models being shifted in organizations. Do you think that there are some opportunities right now for us to really impact change? Catherine? What are you seeing?

#### **Catherine Tibbs:**

I think we've got a fantastic opportunity as an industry now to really try and align ourselves to business goals. That's where I think the most opportunity is. We've talked about the pandemic, but I think it was almost one way or the other for L&D almost last year. You either went top of the pile and you were able to be recognized and valued for the upskilling that was needed and for the work done in helping people work from home and so on, or you kind of went to the bottom and you couldn't really demonstrate that value. And I think either way, we've now got the opportunity either to maintain those stakeholder relationships that you might have managed to get, by just making sure that, as business priorities change, as they move away from a crisis response and they move to something else, that L&D move with them and we don't just get forgotten, keep working on that value that we did manage to grab hold of and just make sure that we are carried along as those business priorities change.

But if L&D, if you were a bit like me and were put at the bottom, now's the chance to actually learn to market ourselves better, make some noise about what we can do and see where the successes have been for other organizations. So it was fantastic, Dinye, to hear about the opportunities you had to be curious from other people and from other companies, because that's almost where there's still opportunity. Even if you didn't get the spotlight put on you

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last year, there's still so much opportunity to learn from others who did and just make sure that the L&D asks more closely aligned to business goals, because I think that's where we can really make impact.

#### **Laura Overton:**

Yeah. And do you think, Dinye as well, that the way that we have been working has also created new opportunities. I know that you are working through in your startup now, but do you think, kind of building on what Catherine was saying that there are opportunities around because we are just doing things differently as a result?

#### **Dinye Hernanda:**

Exactly. So for me, one of the positive thing coming out of the pandemic is we started humanizing workplace. We started looking at workplace not anymore as the system with here are trainings you can go to, but we started looking at our learners more as human. The terms that are usually very reserved, more for people or L&D people, like psychological safety, wellbeing, all of this thing, now it's become part of business lingo. I feel like I can talk about these things with people who work in engineering and marketing, because it becomes something that is very much concrete that we all experience. We shared the experience of starting to look at our colleague more than just this person who come to the office but looking at them in the whole thing.

And that makes me as an L&D person, and I've also seen it in a lot of people, is to look at learner also from this point of view, that they're not just people who come to a learning journey because they're asked, but because they really want to grow, to also think, oh, how would it look like if they have to take this learning program or take this training when they're being surrounded by their cats or their kids, taking this into account, which has push us to look at learning also more from the holistic point of view. So it's not anymore this standalone thing. The great resignation, as crazy as it is. I mean, it's crazy. When I look at my colleagues who are recruiters or talent partners, their head is blown because they just have a very difficult time in hiring or for managers to retain. But it makes our position, as you know, the key factor in upskilling and reskilling, people who are staying or people who are now coming into the organization as new. So this meant it's a beautiful thing that come of this mess, the fact that our value's seen more across the organization as well.

#### **Laura Overton:**

Oh, I think that's lovely when you talk about it being a beautiful thing that can come out of it. And, yeah, often we don't feel ready for that, because life has been very tough for people, individuals. The reason we're focusing on that human side is because it is so tough. I mean, I hope, ladies, you don't mind me getting a little bit personal again here, but it's kind of digging in when things are tough that helps us find those core strengths. Would either of you... Catherine, I'm looking at you, wondering if you might be willing to volunteer and be willing to actually maybe tell us about maybe another time when things were tough for you professionally and what that experience was like and how you responded in that space.

#### **Catherine Tibbs:**

To be honest, I think the toughest time was when I wasn't in work. I think. Which is a funny one, isn't it? That obviously there are professional challenges you get in the workplace, but I think for me it was not being in work and knowing that I would need to dig deeper and

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develop myself by myself in order to take that next leap. So, yeah.

#### **Laura Overton:**

Was that new for you? Was that a new experience, in a sense?

#### **Catherine Tibbs:**

Yes and no. I've always sought that development for myself. I remember when I first committed to doing my CIPD qualification, that was something that I decided that I wanted to do for myself, so I did. It wasn't so much the decision, but it was the leap of faith, almost, that I wasn't sure if what I was going to do would secure something for the future. Because with the CIPD qualification now, I was fairly confident that that would look good on my CV or would give me new knowledge and new connections with other people on the course, whereas in this situation, you almost just have to take that leap of faith and think, okay. Yes. I think doing this course will be great.

So I did. I enrolled on two different courses, I think, using FutureLearn and Coursera on various things like learning to teach online, learning a lot more about embedding blended learning approaches. Yeah, I just went for it, not really knowing what it would mean. But it did. And actually, funny enough, in a lot of the job interviews that I had, that those almost stood out. I had a lot of feedback after from recruiters saying it was great to hear how you used your time and that you did invest in yourself. That was what they were often really impressed with. So, yeah, it worked, but it did take that-

#### **Laura Overton:**

It's hard to learn new skills, isn't it? It's hard to learn new skills. It's really easy for us to talk about it, but actually taking that time out to invest in yourself. It's a tough thing. And I think one of the things I found when I was doing my research was that leaders of learning teams that were high performing, what set them apart personally was that investment in themselves and what they did for themselves and how they continued to grow and go put themselves on stretch assignments. They never felt like they were on the pinnacle of sort of like greatness.

#### **Laura Overton:**

They were continually learning. So I think that's a really interesting kind of observation that you've got there. Thank you.

#### **Catherine Tibbs:**

Yeah. And it really was. I loved it, but it did feel still like you were shooting in the dark a little bit still. You never knew what was going to happen after, but as long as you had the confidence in yourself that, whatever happens, you know that you will learn something. Of course you will. And that's what you've got to hang onto.

#### **Laura Overton:**

Yeah. Yeah. No, that's great. And Dinye, what about you? When things get tough... I've got an example of a situation where it has been tough and you've had to kind of dig even deeper into that kind of core strength that you have. Can you give us an example?

#### **Dinye Hernanda:**

Yeah. So, in one of my roles, I have to be the one who represents the company, even though I'm probably not in line with a couple of decisions that they made. And this is a tough position to be, representing something that you are not 100% with. And just my personality's,

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I either go 0% or 100% or 150%. So it was personally, for me, a really big struggle if I have to do something that is not aligned with my own core values. But at that time for me, what helps is to switch the perspective. So, okay. What matters right now is for me to help all the other colleagues who are also undergoing this thing, like the decision that I'm not aligned with. It's not necessarily about me right now, and this is actually about them.

So it helps. What helps me is to empathize with what they're going through. And they are probably having a much tougher time than I do. So it was tough to also kind of set aside my own ambition. Because of this other decision, I also had to postpone all other projects that I already have, which is like, "Oh, but I would like to like create all these beautiful things that I've already planned. And now I have to sacrifice my time and my energy for other people, helping them out." Whereas I'm not in a good situation myself. So, looking back, I would still do the same. I would still prioritize the needs of the bigger workforce, but what I would also probably remind myself is to take care of myself as well, that it's okay to be selfish to a certain point, that if it's then not really aligning with your core values, you need to give your time how long you're still going to play long. Because for me, like giving a timeline of it, this is how much I'm going to suffer and then afterwards I'm out, something like that. That helps me to just hang in there and then still be present and not making myself suffer.

#### **Laura Overton:**

That's really interesting. I mean, what did you feel, Dinye, about what you learned from that situation. Did it help you get strong? Because sometimes things will make you stronger and sometimes things make you more brittle, don't they? So how did that work out for you? I can see from the smile on your face, the listeners can't see, but I'm pretty sure there was kind of a strong outcome out of that scenario.

#### **Dinye Hernanda:**

Yeah. So, for me, it really helps with the empathy. So just building the empathy really helps, because also the feedback that I got was like, they didn't notice it at all that I wasn't happy with things, because they felt like I was always 100% there for them and they felt helped. So it does actually make me feel stronger, because even though at that moment I didn't feel strong at all. I'm like, "Oh, I probably noticed that I'm also in a bad mood, that I'm also not like not here," but afterwards when you got a feedback and you can notice the impact of the work that you did, it kind of gave me a sign. That was good that you did that. And now for me, it makes me stronger for the next time, because next time, then, I know exactly how I would navigate it. I've learned things that I should do, that I shouldn't do. And hopefully, yeah, it gets me out faster next time. But I feel like life is like a game. The next challenge is always bigger. So...

#### **Laura Overton:**

It seems it. Yeah. What about you, Catherine? How did you feel you came out of that scenario? Because it's tough to... I call it a liminal space when something you were in has gone, but you haven't quite gone to your next place. And for some people that liminal space can be quite frightening and makes us locked down, and for others, it can kind of release their creativity and set them out on a new path, because they're not constrained anymore. So with that tough liminal space for you, how did it work out?

#### **Catherine Tibbs:**

I think I definitely developed strengths that I either didn't know I had or I didn't have before. I'd say one was just bravery, as silly as that might sound for a work thing. Just putting yourself out there and trying something new does just take a little bit of courage, I think. And also in terms of trying new virtual or digital methods and stuff, just being okay with things not



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being perfect. That's another thing, I think, that was new to me because I was a perfectionist, let's face it. I put my hand up. Listeners, you can't see, but I've got my hand up. Yeah. I was definitely a perfectionist before, whereas I think I kind of gave myself a bit more space to get things wrong and it'd be okay for it to be wrong if it... The first time you're trying something, give yourself a bit of a break.

So yeah, I've just learned to not aim for perfection, certainly not the first time you're trying something. Be agile, be flexible, don't expect the world. And that comes down with that bravery because as soon as you lower those expectations on yourself, things are a lot more manageable. So I think that was definitely one thing I took away. And then secondly, probably resilience, being in that, like you said... What was the name of that space?

#### **Laura Overton:**

The liminal space.

#### **Catherine Tibbs:**

Liminal space. Yeah. I think you've got to... Yeah. Resilience comes to mind there, I think. A colleague, actually, only recently gave me a little definition of resilience and said that resilience is about having a foundation. So if you wobble, the floor feels a bit firmer. I really liked that, because I think too often we think of resilience as keeping calm and carrying on and taking challenge on the chin and persevering.

And it's not necessarily about that, actually. It's about thinking about having strategies in place within yourself or within your teams or your organizations at work so that when challenges hit, whether they're positive or negative, that you are able to respond to them more effectively. So actually resilience isn't always about saying no, I've got it, I'm persevering. Everything will be okay. Sometimes it's actually the opposite and it's about actually almost accepting when you might need help. And that really resonated me with, with me actually, when I had that conversation with my colleague. On reflection, that's definitely what I learned, that to be resilient in that situation I was in meant, maybe, asking for help when I needed it or speaking to other people, being open about things. That's actually a really strong support strategy that I've managed to take away from that.

#### **Laura Overton:**

Yeah. That's fantastic. Because it's interesting... And both of your stories, both of you talked about how you needed to switch and how you needed to look at things differently and how you would've normally done something. You've had to turn it on its head and look at it in a different way. And it's that agility, isn't it, that I think that you're talking about? So that resilience is about maintaining our balance in some way, and maintaining, finding ways of keeping upright when everything else is moving all around us. I think you've given us some great examples of that. I mean, I'd be interested... Both of you, I know, are really passionate about building up the skills of other people through the different roles that you've taken on board. But the kind of strengths that we've been talking about, the empathy, the switching, the agility, the ability to continually be curious and learn, have you had the opportunity to kind of help others also do that? And if so, how have you helped them build their skills? I mean, do you want to kind of share with us a little bit about what you might have done in this area?

#### **Dinye Hernanda:**

Sure. So, also taking that point from what Catherine just mentioned about resilient, I feel like during the pandemic I learned that I can build resilience with community. So I have to say the community from Emerging Stronger and the L&D community that

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I had around need really helped in building resilience. And that's also why I feel like... It's because I got so much from the community. It's like the only place I turn to, if I'm like, "Oh, I'm doing this. I don't know whether it's right or wrong or... Oh, has anyone else done this? Can they teach me so something?"

So it's kind of a given that I also have to help someone. I cannot just receive all this beautiful learnings from them. So I had a couple of session, also during the time where I also didn't have work, where I'm also just struggling myself, where a couple of L&D people, it doesn't matter what their experience level are, just come in and then ask, "Yeah. What do you think should I do in this regard?" Taking one concrete example, also one of the most recent ones, one person reached out to me and just asked where do I see L&D is going to develop in the future? I feel like, whoa, that's a loaded question. And then-

#### **Laura Overton:**

I get asked that a lot.

#### **Dinye Hernanda:**

Yeah. I mean, of course Laura is going to get that question, but for me, oh, I have no idea how to answer this. But what I gave to her at that moment was, or what I generally give to people, is to really keep this curiosity. I think that is a strength that will bring you far. At least in my case, it has brought me to learn about some random things that then I can apply it at work, actually, or it connect me with people from other industry, from other type of roles as well. I feel like, because L&D as a department, or as a function, also work with different functions with different people, it is something that can be transferable from different industries. It really helps to encourage... Like for me, I always encourage them to build on that curiosity.

I always compliment them if they reach out, because I feel like I know it takes courage to just write a random stranger and, "Hey, can you teach me a few things." But we shouldn't be too much in our bubble, I feel like. Even going to conferences feel like bubbles sometimes, honestly, because you keep hearing the same thing over and over. But if you are curious, then you'll be able to expand this a lot more and you can create a lot more interesting conversation as well, or taking a very different perspective about L&D. I feel I got things from random places like astronomy, fishery industry, and it was like, "Hey, what can we do? What can I learn from this space that I can implement in my own work?" So yeah, that for me, curiosity, and empathy. Empathy helps to just turn your head and then looking at things from their perspective and-

#### **Laura Overton:**

There's a kind of a pay it forward approach that you've been outlining there, that sort of people feed into you and then you feed into others. I have to admit, it's something that I really valued at the Emerging Stronger community myself, because what I loved was the fact that everyone had such broad perspectives and broad experiences. It was really an honour to be able to hear all of those different... Everyone's voice counted because everyone was working in the learning and development field. Sort of like, some people on the group were kind of very senior in role and some were quite... But for me, it was like that collective voice, that we could learn from each other and just be challenged and inspired by people that we didn't normally connect with. I loved it. So, for me, it really kind of fed my curiosity. But Catherine, what about you? What did you kind of feel in terms of how other people can build

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those strengths and how you might have helped them?

#### **Catherine Tibbs:**

I mean, I talked earlier about bravery. So I mentioned, in my current role, I mostly work as a performance coach. So it's interesting in, through my coaching role, I sometimes see that need in sessions where maybe learners have confidence barriers or have an uncertainty about how to approach learning. So through the coaching sessions, I often use reflection. So sometimes it's just about asking them what have they done in the past that's worked. Not only does that remind them that they've probably done it already once before, and it gives that confidence boost, but just gets them thinking in ways that they hadn't before and gives that boost. Sometimes that's all bravery needs, often, talking with someone else. So we've talked a lot here about community and how strong that can be. That was definitely something, again, that I got from the Emerging Stronger sessions, was just such a big confidence boost, just by being able to speak to people and hear about what all these different people have been doing and me contributing to that. So, yeah, I've definitely seen that reflection and that come through as a bravery initiative.

#### **Laura Overton:**

It's interesting. As a core skill, a core strength, how do both of you kind of think about reflection, because we've been reflecting here in this conversation, but is that something that you consciously do for yourself as well? And has that helped you in any way? You're both nodding. So I know that I can ask either of you to answer that question. Dinye... How's reflection helped you in terms of kind of developing that strength that you have?

#### **Dinye Hernanda:**

Yes. So for me, I even scheduled it in my calendar. It does not necessarily mean I have to do it in that time slot, but I just like when it pops up in my phone or on my computer and see, oh, yeah, I haven't done that. I have weekly review and monthly review and now it's end of the year. Maybe I'm going to do annual review as well, for myself. I also keep, it's not a journal, it's a website called 750words.com where you are being challenged to write 750 word every day.

It sounds a lot, but the purpose is for you to just get things out of your head, because we think so much, we have so many thoughts during the day, and just to let your streams of thought out there and then be out of your space. But then, now looking at it, I feel like it helps me to reflect, what are the kind of thoughts that I have in the morning or what things are concerning me in the evening or what kind of time or what kind of situation usually really triggered me in a positive or negative way, because that's usually where I just write stuff. It's so random, because the goal is just 750 words, whatever you wrote there. So sometimes I'm so tired and whatever, or, oh, today I actually had this and this and this. So it really helps.

And because they actually have analysis for it. So if you're crazy about dates, they will be analysing, oh, today you sound introverted today. You are all about feeling. You talk more about success or these are things that are taking your head space and all of this kind of thing. But it has helped a lot to just get a stronger sense of self, so to see who I am on paper, so to say, and how my thinking goes and also to process me.

#### **Laura Overton:**

Well, hopefully you can share a link with us so that we can put it into the show notes that other people could look into it as well. And it's the same for you, Catherine. Have you got

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any recommendations on how we can kind of reflect more?

#### **Catherine Tibbs:**

Well, I'm definitely not as disciplined. Time's always the biggest challenge here, I think. I think everyone knows the influence that reflection can have. It's just finding the time in the day to do it. So I think for me-

#### **Laura Overton:**

We'll take on that challenge, then, shall we? You and I.

#### **Catherine Tibbs:**

Definitely, yeah. I'll definitely look up that link.

I think for me, it's not necessarily setting the time for myself, because that sometimes doesn't exist, but arranging the time to talk to other people. So I'll just message a colleague or a peer or a friend and use it just to talk and to get their perspective. That's another word that's come up in today's chat, which is really good. I think perspective, using each other as a soundboard, I think that's actually a really good reflection tool that I've used, is just seeing what other people look at a situation with it, through their eyes, and seeing that it can be completely different to how you first approached it, and using that to build a reflection on yourself or your work or whatever. So I find that that's been working well so far.

#### **Laura Overton:**

And I think it's another application is the data lens that we were talking about in the master class. Listening to other people's perspectives is getting in other people's stories. And it's part of that data that we can use to kind of think differently about the situations.

#### **Catherine Tibbs:**

Yeah, definitely.

#### **Laura Overton:**

Yeah. Exactly.

#### **Catherine Tibbs:**

That's part of it as well.

#### **Laura Overton:**

Ladies, you know I want to spend all evening talking to you. I'm always inspired. Every time we catch over those drop-in sessions that we were having as well, it was fantastic. But we do have to close the sake of our listeners. But one other question we're asking every guest on this series is, if you were mentoring another L&D professional right now, what would be the most important core strength, that's the ones we've talked about today, you'd advise them to develop? And what quick three tips would you give us to develop that strength? So, Dinye, do you want to go first on this one? What's the core strength and three ideas-

#### **Dinye Hernanda:**

Well, I would say agility. So I think it's core, core strength, especially for now, because you never know what tomorrow will look like. It's not even like next year will look like. So I would say agility. And under that, it also... For me, sometimes agility means if I'm in a difficult situation, I use curiosity. So maybe that's the second one or underneath it, because I feel

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like curiosity helps agility a lot, because when I'm curious, when I look at problem, and then I say, instead of, "Oh, this is so difficult," I say, "What can I learn from it now? How is me facing the situation going to help me in the future?" And that helps me to just quickly switch my go-to approach, because then it's not about-facing problem. It's about learning something for my future self. Then, reminding yourself about this, just time to time. Post it on your desk so you can see it as a learning nudge. So that is one, and I'm still bad at it often, but I feel like if that is something that you can double up, just agility...

#### **Laura Overton:**

So it would be agility and then do that by stretching your curiosity, nudging yourself, and keeping on practicing.

#### **Dinye Hernanda:**

Exactly.

#### **Laura Overton:**

Brilliant. Thank you so much for that. And Catherine, last tip from you. What's the core strength and how do we develop it?

#### **Catherine Tibbs:**

Well, last tip. Well, I mentioned earlier that I thought one of the biggest opportunities for L&D was to try and align ourselves closer to the business goals. So I think it would be almost rude for me not to give some advice on how we can do that, considering how big it is. So I'm going to give it a bash. The skill here would be about building business value. And I think my top three tips for how to do that would be use data. Find data wherever you can. Even if you might not have an allocated person or team in your organization, data will exist somewhere and use that wherever you can to get attention of your stakeholders or evidence your decisions. So then they can't just be seen as an opinion, because you've got something to show behind them.

Second tip, try and speak the language of your business. So I think, L&D'ers, we can always be a little bit guilty of talking the lingo about learning and so on. And actually, we've probably got to learn to adjust that, sometimes, to who we're talking to. I think that was one of the things I took away from Emerging Stronger. I think one point was, if we're trying to come up with an experiment for something, why not talk about it mitigating risk, because that might get the attention of our business owners more than an experiment might, for example.

And then last tip, start small. So just pick one business priority, pick one thing that you'd like to improve and just start there. Being bold doesn't have to be huge. It doesn't have to be monumental. Just pick something small and go from there. And that's where you can then make small, small changes that really will have impact.

#### **Laura Overton:**

Small change, big difference. Ladies, you always inspire me and I'm pretty sure I'm talking on behalf of the listeners as well. You've been inspirational in terms of the advice you've given and the way that you've just shared your story today. So can I just say on behalf of all

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of us, thank you so much for joining the podcast today. Thank you.

#### **Dinye Hernanda:**

Thank you.

#### **Catherine Tibbs:**

Thank you. I've absolutely loved it. It's been great. And I haven't seen both of you in ages, so this has been a nice catch up.

#### **Laura Overton:**

Absolutely.

#### **Dinye Hernanda:**

Glad to meet you all.