

LEARNING UNCUT EPISODE 2: PODCASTS FOR LEARNING – NICOLE WHITE

KAREN MOLONEY: Welcome to another episode of learning uncut. I'm Karen Maloney.

MICHELLE OCKERS: And I'm Michelle Ockers.

KAREN MOLONEY: And today we're talking to Nicole White from the ID Crowd about a project they created for medical professionals called 'A Normal Day', which was delivered as a podcast series. So we have a professional in the building with us today, so welcome to our podcast, Nic.

NICOLE WHITE: Thank you. Hello.

KAREN MOLONEY: So we've got lots to dive into around this project. So, Michelle, do you want to kick us off?

MICHELLE OCKERS: I would love to. Thank you. So Nic, can you tell us about who the client was for this project, a normal day, and what the challenge was what they wanted to address?

NICOLE WHITE: Yeah, sure. So the client is AVIL. They're a really interesting organization. It was a little bit different, we are -- we've had quite a lot of projects grounded in the corporate world, and the client themselves was quite a different client for us. So AVIL is a body, or an organization, who basically is made up of drug users, particularly intravenous drug users. And they work with other drug users. So a big piece of this particular project was about reducing stigma and discrimination against drug users when they go in for just a regular kind of visit to their GP, to their general practitioner. So that was kind of the crux of the actual project. It's awful. That's in a nutshell. That's what we're looking at.

MICHELLE OCKERS: Right. So really interesting context.

NICOLE WHITE: Yeah.

MICHELLE OCKERS: But take us back to the client brief. Did they have a specific solution or deliverables in mind when they came to you to speak about how they wanted to tailor this problem of destigmatizing the visits to the GP and to health professionals? And if so, if they came to you with a specific solution, how did you open up the conversation from that point to better understand the situation, explore alternatives?

NICOLE WHITE: Yeah, okay. So initially they'd gotten in contact with us because we'd actually done some work with another client, ASHM. And basically AVIL, there were representatives from AVIL on a panel around the content. So they've kind of been exposed to they type of work that we've done before. But what we actually found, which is I think kind of regular. I think you guys have probably come across this as well, is that when somebody sees something that they like, they come to you wanting that exact kind of thing just all the time. Yeah, yeah. Yeah. So

they've seen something a little bit different in terms of done we're done for ASHM and they really liked it. And they'd seen that the, you know, they'd seen the results that they were getting and the positive feedback they were getting from medical practitioners. So they basically -- I think that was their guideline around what they were actually after. And when they came to us they -- the request came by an email, which was essentially we'd like a one-hour elearning module. And I think it's probably quite lucky that we're a pretty transparent bunch. We tend not to have too many qualms. We're not backwards and going forwards, if that's a good way to kind of look at it. And the conversation was just, I mean, it really was, you know, we wanted a one-hour elearning module. In a nutshell again it was, well, do you? Like, is that what you really -- is that what you really need? Let's have a little bit more of a conversation around whether that is the right solution, and it may well have been. Or let's have a little bit of a chat around some of the things that you've done previously that have worked, haven't worked, all of that kind of stuff, and see if we can get to the bottom of what your learners actually need.

MICHELLE OCKERS: So how did you go about having that conversation?

NICOLE WHITE: Yeah. So we actually got them to come into our office, which was actually quite nice. And we're in Newtown at that particular stage. And I still remember our call contact there, who's just lovely and we still keep in contact with her today, that she kind of, you know, rushed into the office in a flourish and was observing everything around the office, kind of turning over everything, having a look at everything. And we basically had her and we had another representative from a different organization as well, just to get a little diversity, I think, of perspective. Especially from the drug users' perspective and also the medical professionals' perspectives as well. And we essentially asked them, and I think this was the pivotal question that we asked them, which actually was around what have you done -- what are you doing currently? What have you done before? And their response to that was that they were currently running three hour face to face workshops. And despite them having a really good feedback, so the people who actually attended -- the GP's or the medical professionals that attended those workshops provided really amazing feedback. So the content was there, it was hitting the mark. It was a good quality sessions that they were running. We could've left it there, but it's like, well, okay, well, why aren't you still running those sessions? Why are we having this conversation at all if those are working out so well? And the answer to that was that the attendance was quite low. So they really, really struggled to get general practitioners to leave work to actually come in and attend these three-hour sessions. So that was a big kind of pivotal moment for us where we went, well, a one-hour elearning module, you know, you're -- basically, you know, are you solving the problem or shifting the problem of their availability? Yeah.

MICHELLE OCKERS: So what tips do you offer other people who are in that situation? Which, let's face it, most of us in learning and development face at some point more than we would like where somebody comes to you and says, "Here's my order." To open up the conversation, what tips do you offer to other people who are trying to find a way to encourage a client to be open to having a discussion around a solution other than elearning or a course?

NICOLE WHITE: Yeah. I think it's -- it is really about asking questions. It's not about -- and I think of all the, you know, the decade plus experience that I've had in making these sorts of programs and initiatives for companies, telling people something? Gosh, I guess we could put this from the perspective of the learner as well. But telling, especially stakeholders, you know, what they should and shouldn't do is just never successful. Unless you've got really good cred and you've been in there and there's a lot of trust that's already built, it's really difficult to kind of say, "Hey, why don't you try this five episode podcast series instead of this one-hour elearning module?" Which, you know, even though you've never really seen that you've gotten positive results from that elearning module, you know, you haven't seen or used a podcast series before either. So it becomes a little bit difficult to tell. So we actually find that it is that questioning. So you ask the right questions, such as, you know, finding out a little bit more about the learner and how they're actually working and how they're actually going to be consuming the information or, you know, how they're actually going to get to their outcomes. And then the responses from the people that you're trying to convince are often the most convincing component, if that makes a lick of sense. So, you know, where we were in saying that you've got a bunch of GP's who are willing to learn. They wanted to. That wasn't a problem or a hurdle that we had to get over. It was more about creating learning that was going to fit into their schedule, which was just jam packed. So the responses to all of those questions just started to shape and form what the solution was going to be. It wasn't about fads. It was about how are we actually going to create the biggest amount of impact and really reduce the stigma and discrimination between drug users and GP's? And the first step in that is getting people, like getting those GP's exposure to the actual piece.

MICHELLE OCKERS: So it sounds like your tip is around asking good, quality questions.

NICOLE WHITE: Big time.

MICHELLE OCKERS: ...your client to have that insight and the awareness themselves that there are other ways that might be more effective.

NICOLE WHITE: Yeah. You've got to let them have that moment of going, "Oh, yeah. That's actually a really good idea. We actually do want people to have contact with this piece in the best possible way." It's a lot of money a lot of the time. So, you know, you want them to kind of get there themselves about the best way to spend those funds that are going to get the biggest impact.

KAREN MOLONEY: Questions are absolutely the best way to sort of build those relationships. Become that trusted advisor person that can take the stakeholders on that journey. Like you said, the more you can get them to kind of think it was their idea, you know, that's good.

NICOLE WHITE: Yeah, I think the rationale kind of became -- I always remembered stories from, you know, my mum where she'd always plant the seed of an idea with my dad.

KAREN MOLONEY: I think we all do, don't we?

NICOLE WHITE: Yeah, yeah. She'd be like, "Great idea." Now I get to do what I want to do, which is great.

KAREN MOLONEY: So you ask lots of questions. How did you arrive at the point where you went, ding, podcast is the way we're gonna go?

NICOLE WHITE: Yeah. I think it was -- so, again, it was two things. And the first this is what I've mentioned. It's that mobility. So it was how do we get -- so who are these GP's? And essentially what they are is -- and we'd kind of -- we looked at this from our own experience of visiting a GP's office. So when was the last time you made an appointment, walked in there, and they were running to schedule? So it just doesn't happen.

MICHELLE OCKERS: Never.

NICOLE WHITE: Yeah. Right? Yeah. So it was one of those things where we went, okay, well, they're time poor. What can they do? We actually made the joke what can they do while they're driving to and from work in their Lexus? And that was the frame of reference that we went in terms of choosing the media. So I think the podcast series worked quite nicely there because the whole point was that they could either -- I mean, you can just listen to them anywhere, which is the great...

KAREN MOLONEY: I love podcasts for very reason. It's part of the reason that we're doing this as a podcast. It can be very easily consumed by people.

NICOLE WHITE: Yeah, exactly. And those guys that we made it -- we made it a function so they were -- it was easily downloadable. So they could kind of listen to one a day if they wanted to on their way to work, or on their way home, or while they were eating a healthy sandwich on their lunch break. Whatever that was going to be. The second thing that actually came up was actually around the audience. So from our questioning we got to this point where we were saying, okay, so you've identified the audience as healthcare professionals. But there's actually -- the outcomes that they were looking for was about reducing stigma and discrimination in terms of building better communication. And I think we all know that communication happens between two parties.

KAREN MOLONEY: If it's going to be effective. Generally, yes.

NICOLE WHITE: Yeah. I've had some very good one-sided conversations. I always get my way. But we essentially had -- we went, "Well, what about the drug users?" You know, what about their side of things? How do they feel? And how can we get their perspective?

KAREN MOLONEY: Right.

NICOLE WHITE: And so from that side, I mean, we could have done -- and I guess this is where we diverge again. Actually, probably not. I was just thinking we could have done video in terms of collecting people's stories, but that would have been very dangerous in the Lexus.

MICHELLE OCKERS: Particularly if you're inviting drug users to share their stories and developing empathy for them, and it's quite a vulnerable thing being on a video recording as opposed to audio in terms of the self-revelation.

NICOLE WHITE: Definitely. Definitely. And that's exactly where I was getting. So thank you, Michelle. I do have a tendency to kind of run off track. So essentially that's exactly what it was. It was about being anonymous. A lot of the people that we interviewed, they didn't -- they're higher functioning members of society. Like we always this schema, right, of who a drug user is and it's, you know, they've got face tattoos and, you know, they're in a gutter, they're homeless, or this -- there's all these really horrible stigmatizing kind of images of what drug users actually look like. We have our own little schema. But a lot of the people that we actually interviewed were just higher functioning individuals. And they'd actually -- it was actually really interesting. They said, and this how a normal day almost kind of came about as well. That they said that drug use for them wasn't about feeling high. It was about feeling normal. So it was something that actually normalized them to be able to function in their high power jobs, juggling kids and work and relationships and all of those sorts of things. So in a lot of cases, a lot of the drug users that we interviewed, they had to be anonymous. Because in one case, their own family wasn't aware that that's what they were doing.

KAREN MOLONEY: And I think as well when you talked about, you know, you mentioned there we could've done video. Obviously not for the reasons that you just said, but also I think in terms of thinking about your target audience as well for this program. You know, I kind of feel if I'm going to watch a video, that's say 15, 20 minutes long, I need to kind of sit down and put aside time to do that and focus completely on that. Because there is that visual aspect. But whereas with a podcast if it's sort of half an hour I can sort be doing other things. So it's -- I think just kind of nails both sides of the equation, really.

NICOLE WHITE: Yeah. And I think just too that it's -- one of the things, one of the questions that we actually get a lot with the whole do we do a video or do we do a podcast, I think that answers it really nicely. We hear a lot, well, if it's a podcast, what are they looking at? Like, what are they do?

KAREN MOLONEY: The washing up. The gardening.

NICOLE WHITE: Yeah, right? So there's this assumption that they're going to be sitting at their desk while they're listening. Like the same way that they would consume an elearning module. There's this assumption that they're going to be sitting at their desk listening to this podcast. So of course there's got to be something that they're looking at while they're doing it. And I always kind of look at it from two perspectives there again that either a podcast isn't the right thing to do. So if they have to be sitting at their desk then, you know, do a video or, you know, do

something else that actually works that way. The whole idea is basically to have that podcast so that they can actually be doing something else, that they can actually be mobile while they're actually doing it.

MICHELLE OCKERS: When we had spoke about this topic initially for the podcast you spoke about with regard to sort of producing learning, a difference between audio bytes and podcasting. Can you just talk to me a little bit more about that so people can understand?

NICOLE WHITE: Yeah. And I think that's probably a really nice segue to what we were just talking about in terms of, you know, the first -- if the first question is what are we -- what are they supposed to look at, the second question that we normally get is, well, it can't be 30 minutes. Learning is all about short things now. Learning is all about bite-sized. And we can't hold somebody's attention. So the podcast can only be one minute, or it can only be two minutes or something along those lines. And I think the three of us will figure out pretty quickly that we cut already, right? We couldn't have got through a lot in a minute.

KAREN MOLONEY: No.

NICOLE WHITE: So I do think -- I think that audio bites and podcasts, I do -- I kind of refer to them differently. So if we are looking at something like what we're doing right now where you've got, you know, a group of people, you've got, you know, some people having a conversation and actually sharing some of those insights that you wouldn't normally get from something a little bit more formal, from a formal learning environment, versus using snippets of stories and those sorts of things that might only be one minute or two minutes. I think we need to just kind of, I don't know, I think the jury is still a bit out for me. Sometimes I think that, you know, we're all adults and, you know, what we do at home is what we do in the workplace. And sometimes I'm not sure that that's entirely true. I think maybe we are a little bit different in the workplace as adults. But I think that like anything, a podcast or anything else, if you're creating something that is meaningful for people, then they'll sit there for two hours and absorb it. It's why we watch documentaries. It's why we, you know, in our own time we listen to podcasts that are an hour long. It's just about good quality stuff.

KAREN MOLONEY: Yeah. I think that's probably the same for most learning. If you -- if what you're getting across is valuable, then people will engage. So what -- in terms of the podcast production process, what does that look like? Because I think, again, there's this misconceptions maybe that you can just hop on, record something, and it'll be beautiful. We're finding out that's not quite it.

NICOLE WHITE: I love learning through doing. Learning through doing is the best.

KAREN MOLONEY: But what did they look like? Was that something that you had done in some way before this project? Was that something that you learned and established that process for production as part of the learning project?

NICOLE WHITE: Yeah. Let's be -- I talked about being transparent before. It was a bit of a hot mess behind the scenes. It was a little bit of a hot mess behind the scenes.

MICHELLE OCKERS: Have you been watching us, Nic?

NICOLE WHITE: Oh, no. It's all about -- so long as you look like you, you know, you've got a little bit of control about you and you're, you know, in the formal setting, then you can -- there's a little bit of learning that happens behind the scenes. And I think actually one of the good things about that though is that because we had such a good client relationship with AVIL that we could actually be transparent with them about that as well. Like we said we haven't done anything like this before. But we've got the right people involved. So from a learning designer perspective, you know, we've got great people here. We also engaged a podcasting partner as well, so Kim Napier. And what was really great about working with her is that she had a bunch of radio experience and podcasting experience and all of that kind of stuff. So the interviews themselves and the actual post-production actually went through her. We just said, well, you know what you're doing. It's kind of the premise of the ID Crowd anyway that we all do the bit that we're good at and that we love. So we did hand over that component to them. What I found though from a learning designer kind of perspective is don't you just love getting some content and having a chat to someone, and then just getting stuck in and writing something? Like it's just -- as an ID no matter how, you know, how many years we've been doing this for there's still an element of like, "Oh, my God. I need to like write something so somebody can review it." And there needs to be a lot of, you know, there needs to be some structure and I need to kind of have this in place and know what I'm gonna do and know the direction of where the story is going to go. And that was a massive thing for me, letting go.

KAREN MOLONEY: Let go.

NICOLE WHITE: Yeah. Because we had to do -- we actually had a bit of a false start where I got my little claws into it and decided that I was going to define, you know, what was gonna go in each podcast. But we hadn't interviewed anyone yet. And I think we know how unpredictable human beings can be, good and bad. Good and bad. But we -- what we actually had to do is we went in with a really rough outline of what we thought was going to be the structure, and we let the interviews drive the story. Because you don't know. We can go in with the questions, but you have no idea what those answers are gonna be.

KAREN MOLONEY: No.

NICOLE WHITE: I think one of the big surprises for us was it was the receptionist. So we thought that -- so just a bit of background. We interviewed GP's, pharmacists, drug users, emergency registrar, an expert from a university about methadone, and a receptionist. And we thought the receptionist was actually going to be small potatoes, but she actually ended up with an entire episode all to herself. Which is fascinating, right? Like I love this that you go in one direction and just by talking to these people and having these conversations. So you actually end up somewhere completely different, which is such a beautiful thing about letting go from the

beginning. Just see how something is actually going to shape. Because that's where the real value is. And we kind of knew as soon as the receptionist was referred to as the gatekeeper to the demigod, we knew that we had an episode, a good episode, on our hands for that one.

MICHELLE OCKERS: That's really cool.

MICHELLE OCKERS: It's really interesting. I know you referred -- you've got an article that will link to -- you referred to a series called S-Town, which I also listened through a few of these podcasts, real life kind of series. And it strikes me in a lot of these the style, this genre of podcasts, that at the outset you think the story is gonna go a certain way and you think you're gonna listen to a certain type of story, but as it unfolds it turns out to be something completely different. And I often wonder about the production process and at what point did they understand that what they thought the story was wasn't really the story? That they had to head in a different direction? And what you've described there, Nic, just is about kind of empathy and exploration and openness and discovery in the process of making this style of podcast where it's real and not scripted.

NICOLE WHITE: Yeah, yeah. And it was actually one of the conversations that we had an initially. So we always put everything on the table with the client. So one of the things we put on the table is we could get these stories, and then we could get an actor or a series of actors to do voiceover for this piece. But you lose the authenticity then of those stories. Like the whole purpose of collecting stories from such a diverse bunch of people were so that we could -- so that those representatives, so GP's, could just hear a drug user's perspective on something and vice versa. And it just opens up a window between two worlds that that dialogue had never really happened before. And you can't script that kind of stuff. I mean, God, how terrible would that be? Very, very awful.

KAREN MOLONEY: So lots of things then. What were the biggest challenges you faced with the project technically and stakeholder-wise?

NICOLE WHITE: Look, I think the letting go component was definitely a big one. Because it actually added -- it added to the timeline. There was a little bit of experimentation in there, but having that open relationship with the client was really great. So we could actually kind of mitigate a lot of that stuff, which was actually quite cool. I think the educating -- educating like other people on what it was actually going to be like while you're learning how to do it as you go was a really interesting challenge. If it's the first thing, trying to sound vaguely intelligent around, you know, selling it into someone is always a little bit tricky. I think the story mapping was just one of the most critical moments I think as well. That was one of the biggest challenges for me. So once we actually got all of those interviews together we just had transcripts out the wazoo. So we had so much information. It easily could have been 20 hours worth of podcasts, but we knew that we definitely wouldn't hold people's attention for that amount of time. So that story mapping that we did. So once you've got those stories and you're almost kind of, I don't know, you're holding these stories in your hand. They're like a little fragile bird. And you don't want to over produce it or you don't want to cut stuff out. Like cutting out stuff is just really, you know, it's

like someone's story. It's a little piece of them. It's like you don't want someone to end up on the cutting room floor. But weaving together that narrative then, because that's the difference as well I think with some of these things. That, you know, what we're doing here as a podcast is great. I love that it's, you know, it's unscripted, it's having a conversation, it's let's just see where this goes. And for us that was almost the first level. It was kind of equivalent to the first level of getting those interviews. But the next level is that we actually had to make something. And Michelle, to your point, a little bit -- S-Town was a big inspiration for us, but in post production what happens then is, well, how do you wave together those individual stories into that core story and make sure that you've got the right messaging and make sure that it's going to, you know, hit the right targets? Like is something just interesting, or is it actually going to help somebody understand that other person's life a little bit more? So some of that mapping was actually -- I don't think I realized how long it would actually take me. And I disappeared into a dark room at the risk of developing some sort of vitamin D deficiency for a couple of days just like a weird little hermit kind of tapping away and listening to these stories and crying, because some of them were so sad. And then laughing the next minute because some of them were absolutely amazing. So being a total crazy person.

KAREN MOLONEY: You mentioned Michelle just put up there about S-Town. Have you got any of the resources that you could recommend to people to follow up with if they want to get inspired and educated around podcasts? Because obviously you guys had to go on a bit of a steep learning curve yourself. What were the things that you drew upon to feed into that process?

NICOLE WHITE: Yeah, it was really the story based off. And S-Town, from a visual perspective, like if you actually go into S-Town's website as well, it's absolutely gorgeous. So we actually use their look and feel was actually a big inspiration for our site that all the podcasts were sitting on as well. But what we actually did is we went for the more story-based things like Serial as well. I kind of -- Serial is one of those podcasts that if someone has seen it and then you mention it to someone else and they haven't, there's this look of horror.

KAREN MOLONEY: Like people who don't watch Game of Thrones.

NICOLE WHITE: Yes. Yeah, exactly right. Or Stranger Things or something like that at the moment. Like how have you not experienced this? And the look of horror then turns into a look of glee because you found a, you know, a victim who now has to listen to this entire series. And then you're going to sit there and stare at them and wait to have a really good conversation about it. But those story based -- like, we didn't go into the -- we didn't look at other educational podcasts. Again, it's kind of the same way that we've approaching online learning. We don't want to look at what's already being done. We wanted to look at what we wanted it to be. And if we went for something a little bit more traditional, then it just really wouldn't have hit the mark. And that's why a Serial and S-Town and -- my God, there's a million of them. Yeah. Ask me about a longer list after this. That might be the way I go. I could go forever.

KAREN MOLONEY: You can just email them to me, and we'll put all the links.

NICOLE WHITE: That's a good idea.

MICHELLE OCKERS: What about technical resources in terms of learning about the production process and how to actually go about planning and technically producing podcasts? Have you got any suggestions there for resources or ways of -- apart from just getting in and doing it. Ways of actually going about building those skills?

NICOLE WHITE: Look, I think for us, because we kind of went down the path of getting someone who knew what they were doing around the post production, then I think that that was a, you know, we didn't have to do as much of that. But I think some of the learning that we actually got out of this was the idea that we thought that we could listen to audio. So transcripts were -- it wasn't something that we actually originally had in the budget. Didn't even occur to us how tedious it would be. You know what it's like when you're trying to find something in an audio file. It may as well be a VHS. You know, you're kind of scanning through. It's like oh, where did that person say that really cool thing? So for this kind of stuff like we use an online service. Like Rev.com I think it is. And the transcripts will save so much time. And whether you're doing the post production, or in our case because we were handing it over to someone else, the time-stamped transcripts helped us be able to better communicate with that different party around the post production. But it also helped us be able to kind of map out that story as well.

MICHELLE OCKERS: Great tip. Thank you.

KAREN MOLONEY: So just to wrap up, what would be your other top tips for anybody thinking about introducing podcasts into their learning solutions mix?

NICOLE WHITE: Oh, it's so good. I think that it is really about the questioning and making sure that you're not doing the podcast because -- I call it the kind of the executive flourish. That a lot of the time what happens is your manager has been to a conference in a TED talk, or they've seen something, and they come running. The door bursts open and they come running in going, "Podcasts! We need podcasts!" And that's when you start dealing with the but what are they looking at? And, no, it can only be one minute or two minutes. That's when you start to kind of deal with those lots of questions. So, look, one of our philosophies is just never start with the technology. Start with the human being or collection thereof of, you know, beautiful human beings that are actually going to be consuming what you're planning on making. And just make sure that it's going to be meaningful for them and they're actually going to get something out of it.

KAREN MOLONEY: Totally agree. So if anybody wants to get in touch with you to find out more about this project or podcasting in general, what's the best way for them to do that?

NICOLE WHITE: I think LinkedIn is probably the easiest one for us, yeah.

KAREN MOLONEY: Okay. So just before I let you go, just one more question. Can you tell me one big thing that you do for your own professional development?

NICOLE WHITE: Yes, I can.

KAREN MOLONEY: Great. Yay.

NICOLE WHITE: Look I think it's ... Running a business and being an instructional designer at the same time is always a little bit of a flip flop, I think, between professional development. I used to look into learning design all the time and now I find myself probably looking a little bit more into how do you run a business? How do you deal with people and talk to people and sell things and make wonderful things, and all of that?

KAREN MOLONEY: And stay sane.

NICOLE WHITE: Exactly. Exactly. So I mean, from my perspective it's a timely question. I read a lot of books around business. I did note down one. The one that I'm reading at the moment is called Deep Work, which I really recommend. It's really, really good. And it's a good tie-in 'cause one of the ... I found out about this book through a breakfast that I recently went to through a really cool company called Inventia. But they have amazing, amazing breakfasts and workshops and that kind of stuff, just for how to work better. If that makes sense?

KAREN MOLONEY: Yes. We can always do with that. Everybody can always work better, I think.

NICOLE WHITE: Yeah. Yeah.

KAREN MOLONEY: There is no ceiling on that.

NICOLE WHITE: No, no. And I think, just from a learning designer perspective as well, I have a tendency to try and educate myself, I think, a little bit outside of the realm of learning design. So while I love attending, like obviously the ID meet up is always a great place to go and chat to like minded people about learning design ...

KAREN MOLONEY: Yes.

NICOLE WHITE: I love to just, whether it's a podcast series for example, that's ... I like 99% Invisible or Reply All. Just these little podcasts that actually deal with other things. But what you're looking at is the way that they deal with those things, like the way that they approach things certainly a little bit differently.

KAREN MOLONEY: Yes. It's a theme that's come up in a few of the podcasts actually, around stepping outside of our L&D lens, if you like, and talking to people in other industries and around

different subject matter, and educating yourself about how other people deal with things can be really inspirational and can give you a completely different viewpoint on how you approach a project.

NICOLE WHITE: Yeah. I think just getting out there into the world, and even if you're not ... We don't all have the time and the money to be travelers or anything like that, but I've just come back from Hobart and it was my first visit to the MONA Art Gallery. And I'm just ... I walked around that entire gallery with my phone with Slack open, making notes to myself about different things. Like they use geolocation for their exhibitions so you don't have to follow one set path, you can just walk up to any piece of art, press a little circle on this device and you can hear about that piece and that point in time. So just putting yourself in different situations to what you're used to is always valuable.

KAREN MOLONEY: Awesome. Well, thank you so much, Nicole, for sharing about your project and all those insights with us. And we'll make sure the contact info and the resources down into the show notes. And just thanks for your time. I really appreciate you sharing it with us.

NICOLE WHITE: No worries. Thank you. Thanks for letting me be involved.