Steps to Change Podcast: Episode 6

Allen: Hello and welcome to this episode of Steps to Change, the podcast where we explore learning and development topics, organizational behavior change, and practical ways to inspire people to act differently through the lens of our Steps to Change model: See It, Own It, Change It and Live It. On this episode, we're going to explore the impact hybrid working has on workplace culture and employee engagement, and also look at ways to support a culture of inclusion and a hybrid working model. We'll talk about the ever-changing landscape of hybrid working, considering what the future holds for the working landscape and breakdown how we support our clients with their cultural and organizational needs through each phase of the Steps to Change process. I'm your host, Allen Liedkie, and I'm joined on this episode by Alexia Della Valle. Welcome, Alex. How are you today?

Alex: I'm very good, thank you.

Allen: Great to have you joining us today, and Alex, for those listeners out there who don't know you, give us a little bit of background about yourself. What you do at Steps and what got you excited about joining us as the guest on this episode?

Alex: So, I'm a Client Relationship Director here at Steps and I've been here for about 15 years. It's a topic I'm really excited and really continuously curious about. As you said earlier, it's this ever-changing landscape and really kind of navigating through that within Steps as an organization and how we've come to be a working from anywhere. And I'm based in Milan, and we have an office in London, so that's brought its challenges and its opportunities and really excited to be working on this with clients as well.

Allen: Yeah. And it's been, what a shift for us at Steps in terms of working from anywhere and hybrid working, and I've learned a lot from you in this process and I'm looking forward to kind of diving into that deeper as we go through this conversation. So, thank you again for joining us. So, let's start out this conversation and just remind ourselves of how the past few years have created this seismic shift and how we work, how we interact with our colleagues, and how it's kind of affected us at Steps, and then also why our clients are coming to and asking us questions like how we maintain inclusion in this hybrid working environment and preparation and planning for this episode.

I think, gosh, there's so much we could talk about in this space. But really, I've just been reflecting on the questions that clients have been asking us and looking at it through that lens. And that main lens is how do you maintain a culture of inclusion in a hybrid working model? And so that's what I want to get into for this episode. And I guess, from your role as a client relationship, Alex, you know, what's it been like for you in these conversations with clients?

Alex: Yeah, I think this is such an interesting thing to be exploring because I think for me at least, hybrid working is in itself inclusive, right? I mean, we know that the other two are everyone working from home or everyone coming into the office. So giving people the power and the choice to choose

their working pattern, is in itself inclusive. But then it's about the details, right? How do you ensure that really happens? What are the behaviors that play out? Where are your biases coming in? So, getting it right is not only from the standpoint of deciding what your vision is as an organization and what do you stand for, but then the reality of how that plays out and how people's preferences and their working life at home, their connection to the office, you know, all of these things come in. And so that's what's been very exciting is working with clients who are thinking around how do they change their processes, how do they change their systems? But then what about the behaviors? And what is the responsibility from a leadership standpoint? What is the responsibility as a manager and how do you balance that potential freedom with ensuring that you maintain a culture where everyone does feel like they're part of something? And what is that something? I think it's fascinating.

Allen: You know, a great aha moment for me and what you've just shared there, Alex, is that I guess this is a bias that I hadn't really been aware of and I think about hybrid working is that, oh, hybrid working is inherently non-inclusive, but actually the way that you've positioned it is actually, it can be really inclusive. It actually is very inclusive because we're potentially providing people within the organization a working style or working approach that maybe is better for them. And so that for me is my big takeaway in this kind of overview that we're talking about, that actually the setup is inherently inclusive within it rather than it being a non-inclusive setup...

Alex: Definitely, and I think it kind of goes into the bigger discussion that's been happening around equality versus equity, right? And equality is giving everyone the same solution and equity is about tailoring the solution to different people. So if you get that right in the hybrid way of working, then you are really being equitable.

Allen: Yeah, I'm excited to delve into a little bit more as we go through this episode is the word, right', you know, it's fascinating because there's so many different approaches to this concept of what works in some industries or organizations is not right for others and so it really is a kind of up bespoke approach for each organization that they're trying to come up with. And in reflecting on the journey at Steps, before the shift to work from anywhere that we call ourselves now, we were very much a culture of you're in the office at least, four or five days a week, we really value that interpersonal connection, that creative journey that people go on, that ease of connecting to people that are sitting right next to you like, oh, I'm working on this design challenge, what have you done? So that was a real big change for us within Steps.

And you've mentioned it here that you were based in London and then now you're now based in Milan. So, I guess from an organizational perspective at Steps, like what's been your take on that shift for us and how it's impacted you and how you feel included or how we as an organization really include the team members across the world?

Alex: That's a really good question. I mean, I think that there's two-fold answer to that. One is my role as a board member within Steps and having to not think just about ourselves and our preferences, but actually us deciding as a board and we had so many conversations around this and how we got to working from anywhere and what did that mean and for everyone's personal circumstances. And we're a small enough company that we can really think about everyone's

personal preference to really see how could we balance that right, with the reality of what was happening in the world but also thinking how do we futureproof this?

So really thinking about,how do we maintain the culture? And as you said, for some people coming into the office is so important for their own wellbeing, it also is important just for that kind of connection. What are people's realities at home? How easy it is it for them to work from home, you know, commuting? How does that work for different people? So I think that we have to have a lot of honest conversations about our own preferences and then what was right for Steps and what was right for our people.

So, from a personal standpoint, choosing to move as a family to Milan because that was the right thing for our family, how do you make that work and what does it mean in terms of how often do I have to travel to the UK, for example? And what we've come to an agreement at Steps is that we meet as a Region twice a year and then we meet as a Global company twice a year.

So, every three months you have these really special two days where you just get to spend time with your colleagues. You're not sitting next to each other doing work, but you are really getting to know the person and creating those connections that you then live off for the next three months. And that when you're working hard and working together and focusing on delivering something for the client, you are doing that in a much more cohesive and human way because you know more about each other. But I think what we've done is to really try and maintain the things that matter but give people the freedom to live wherever they choose to live and whatever is right for them.

Allen: Yeah. And I think that reflecting on the journey of change that we've been in at Steps, for me it was, I loved being in the office before and then when we switched to work from home during the pandemic because of lockdowns for reasons, right, we just physically couldn't go in the office, I sort of found this new way of working that I really took to. I was like, oh my gosh, this is great. I'm, hyper-focused, I'm getting my work done in a more efficient way. Because I'm a chatty Kathy so I'm the first one in the office that likes to interrupt people and like have sidebar conversations rather than focus on work. But then I've now done the full circle back to the decisions that you were sharing there as a board that were made: the company still feels it's important to have a bit of office space for people to go into that want to. And now I find myself really leaning back into that. I love going into the office and connecting with people.

But I've actually found that really nice balance. So, I feel like I'm really getting this hybrid set up, it's sort of clicking with me and ways to kind of find the value in both things. I guess in that sense, help us out as we start to kind of drill down a little bit into this subject matter here, Alex. So, as we start to get into this conversation, there's a few things to recognize. We could frankly do a whole series of probably 10 episodes just on hybrid working. But for this conversation we're really going to focus on, I think, you called it remote capable organizations?

Alex: Yeah. Or remote capable jobs. So, I think, when we talk about hybrid working, we're very much aware that not all organizations can do it and not all roles can do it. But I think it's important and the surveys speak to this, is depending on what organizations are choosing to do, it shows that before 2019, 32% of people wanted to work hybrid and now we're looking at over 60%. I mean there's some

surveys that go as far as 87% saying they'd like to work from home at least one day a week. So, there's been a real shift. And as you said, Allen, potentially people have discovered some of the opportunities and the freedom that comes with working from home, but also missing and appreciating what working from the office can give you. I think it's important for organizations to hear those numbers because choosing to do one or the other can mean alienating some people or affecting people's engagement.

Allen: And in that space of those opportunities and maybe some of those challenges that we're finding with the clients that we're partnering with to help them have good quality conversations in this space, I think some of those great opportunities that we've already started to touch on is that, in sort of giving the power back to the employee a little bit, whereas pre-pandemic it was the expectation everybody's in the office, there's a lot of FaceTime presenteeism and all that stuff. But now there's a little bit more power to go, okay, well what's going to work for you? What do you need to be able to support your working pattern in developing those high levels of trust? And we know that really good inclusive cultures do operate at high levels of trust. So this is just sort of helping reinforce that messaging that you got to empower the employees to work the way that they do and trust that's happening.

Alex: Definitely. Yeah. And I think there's also the reality of what happened to all of us, right? And so there's also the endowment effect where once you've had something you don't want to lose it. So before, as you said, the expectation was everyone was in all the time and you didn't even know that there was another alternative. And now that people have got a taste for that, this is what it shows, right? It's if people give up something they've acquired, then we're loss averse by nature as humans.

If we think of some organizations, just to quote an example of Twitter, being very public about everyone has to come back in or please hand in your resignation. For people giving up the freedom of choosing to work from home has huge implications. And then on the other side you have an organization like Airbnb being very public about you can live and work from anywhere, which gives people the option that the value of coming into the office still exists if you want that, but it's not the expectation that that is the only way you can work.

Allen: And I think it's a good point to highlight here that in our work with clients what we're not doing is putting a value judgment on those decisions, right? So what works for Twitter is for Twitter to decide. What works for Airbnb is for Airbnb to decide as within their organizations and just to say that they're not two of our clients that we've worked with, just to be super clear about that, we're just using them as sort of examples in this space of the spectrum that can sit with hybrid or non-hybrid working model.

And so when we partner with the organizations that we work with here, it's just really trying to help them understand those opportunities and those challenges, and some of those challenges that start to show up with hybrid working. When we look at this through the lens of an inclusive culture is, we as human beings are just naturally that proximity bias can kick in really quickly for us, so who sat next to me that I can reach out to. Therefore you can have those natural in and out groups that start to form. So that can be one of the challenges that come up when exploring those barriers to creating a

more inclusive culture in a hybrid place. And I don't know if there's any of those challenges that have come up in your experience.

Alex: Yeah, definitely. I think the hybrid working is the lines are less clear, right? I mean it depends what kind of, again it's all about the setup but the freedom of everyone choosing is great in principle. But how does it work? And how do you make sure it works in a way that doesn't create with in or out groups? How do you make it in a way that people are still able to build those organic relationships and it's not always with the same people. And if you're new, how do you get to learn from people who have been there longer? And all of that stuff really needs a lot more thinking if everyone is doing the same thing.

Allen: Absolutely. And there was a really powerful study that I came across earlier this year that talked about a report where, if we go a little bit more granular into why a hybrid working or working from home is more valuable for some people, there's a report done that woman of color reported at least in the US, that they really prefer the working from home situation because they don't experience the microaggressions on a daily basis when they go in. They don't have those other challenges that they may face in their shoes.

And so, going back to the point when we were looking at this from a high level, there is a really good reason why having the hybrid approach can be super inclusive for individuals because feeling less stressed as we talked about, they're not having to go through the challenges that society throws at them just by being able to work in a space that really allows them just to focus on the work and not all the other milia of stuff that can happen. But I guess suffice it to say, Alex, hybrid is here to stay at least for the next several years, we think, and that's what we're hearing from our clients, maybe indefinitely we'll see what happens. So yeah, I guess if we start with 'See It' as the first step of our process, what are the things that are coming up for you with your clients in terms of helping them see it as part of the journey to go on?

Alex: So, it really depends kind of who needs to 'See It' in a way. But I think what's tended to happen is that the leadership have made a decision on what kind of organization they want to be, what their vision is, and then it's how do you help the managers see that? But again, kind of by saying for example, we're working from anywhere organization or we work hybrid and people can come in whenever they want. What does that mean for a manager, right? You now have to manage that with your team and it's a really empowering message that the leadership are sending to the managers because it's not dictatorial. But then how do you manage that as a manager? How are you inclusive within that? How do you really listen to your people? So holding up that mirror to what does that look like? What does hybrid working look like in a way that's successful and inclusive? What are the potential risks and how do you mitigate them?

So really holding up that mirror for the managers, for the leaders so that all the implications are kind of put on the table for there to be a constructive discussion to go, well okay, what do we do around this? We have this vision, are we clear? Have people bought into the vision? Because potentially, they haven't, so there might be some work to do to help people see it. And then how do we help see how do those behaviors, what are the good inclusive behaviors that are helpful in making this really a success?

Inspiring people to act differently

Allen: And the dramas that we can play out, we can, we can really see those challenges that you highlighted that managers go through where they go, well, one employee wants to be in all the time, another one needs to work remotely more because of whatever various reasons, maybe they're immunocompromised or maybe they are looking after an ill family member or whatever have you. I mean there's lots of different reasons.

So then how do we help them through the drama, see the challenges that they face because there's no one solution that fits all, but what does this look like on a day-to-day basis? And so then we can help those leaders see what their managers are dealing with so they can then go, oh, okay, now I get it. It's not just as simple as handing over a rule book and then saying execute that rule book. And I'm being a little bit reductive there. I don't think that any of the clients that we work with think that way, but actually there can be that disconnect in that journey.

Alex: Yeah, I mean it's so tough we feel for all the managers that we work with. Like it's a really tough thing to navigate and people don't always feel they have the tools and that's totally normal and expected. Like this is such a new world for everyone. And I think it does require more work upfront to understand everyone's preferences, to see what would work. So, there is a lot more work for the manager, which sometimes you're trying to fit in into your normal day, like it's hard to do.

So I think part of the 'See It' is also the vision around why is this a good thing as well? Is this giving you opportunities to attract the best talent? Does it mean yes, it is gonna be harder but actually you're going to have people who are gonna be more engaged, who are more diverse, they're bringing a different point of view and lived experience. So all of those things I think sometimes also need to be seen to understand the why does some of that hard work potentially need to happen that if you're not bought into that as a manager, it just feels like more on your desk and I totally appreciate that.

Allen: And some of those aha moments and programs have come because no pun intended here, but we've had to be hybrid in how we deliver this content. So, traditionally, within Steps beforehand, if we were live in the room, all the actor facilitators in the team were live in the room delivering to a live in the room learning group, but to really reinforce this message, we've shifted to have some programs where we write a few of the characters live in the room with one of the actor facilitators dialling in.

And actually, that's been so powerful because you can start to see that body language that happens when you're just talking to the two people in the room and you're forgetting the individual on the phone call, all the kind of stuff that happens in that space. And so when people can sit back and have a little bit of aha moment, maybe laugh at it a little, right, and they go, oh gosh, I see myself in that. I'm just like, oh gosh, I do that all the time, then they have that really nice moment they go, okay, yeah, I've gotta be truthful.

And so by really painting that picture through us flexing our approach and how we work, we've been able to help people own it more. And so then when we get to that phase, when we get those aha moments, we can then shift over into the 'Own It' phase. And I'd be interested, Alex, to hear what's happening in the 'Own It' phase when we think about maintaining an inclusive culture and a hybrid

working model within our learning sessions. What's really the core things that we need to achieve in this phase of 'Own It'?

Alex: You know, the 'Own It' is personal. And so it's for the participants, the managers, whoever they might be to first of all really have a moment to check their own biases actually. Like what are their preferences? What are their biases? And so therefore what's coming in from where I'm coming from that's affecting how I see this? I think that's the first of all a really important thing to give a space for people to go through that personally. But also, what does it mean for you as a manager for example? If you've understood that there's complexities to this and there's things that you might be doing unwillingly that are not inclusive, so how do you shift that and how do you see that?

Maybe you're falling into some of those old habits because of the old ways of working and that's okay, right. But I really like the example you made. But if I talk to the person next to me instead of the person on the screen, that's because that's what I've done for so many years of my career. So how do I shift that and how do I see that those small changes that I could make could really make a difference to how I show up in being inclusive?

Allen: And I think going back to one of the things that you articulated in the 'See It'' piece is that senior leadership having the vision and the points that they want to get across so we can reinforce that messaging with clients and that's what we typically do in the 'See It'' . And then the real kind of grounding of that message starts to show up and 'Own It' here. So, we can go back to those tenets, those core values, those expectations to go okay, well we've seen this behaviorally and see it, so where is your part in owning these core things and within the role that you sit in?

So if you're a senior leader, if you're a manager of teams and so forth, how are you now starting to go, okay, these are the responsibilities that I have in my role to own to really make this sort of business as usual within the organization? And I love that point you make about those biases about this because you're right, I started to reflect on my own personal biases towards hybrid working where if I'm really honest with myself, there'll be times when I'm like, why can't everybody just come into the office to have this meeting? It would be so much easier. And then I have to check that and go, hold on a minute, this is not the world we work in, so stop living in the old and living the now.

Alex: Yeah, I mean I feel that as well. I find my own biases of going, you know, as people in the office are probably all chatting and not doing any work. So it's kinda the other side of the spectrum where you're like, well you're at home, which means you're focused, no one's interrupting you. And so that's your bias, right? And kind of coming from the point of this is how I like to work does not mean that everyone else in my team likes to work that way.

Allen: And I think that's a real important moment that that bias realization because that's when we can get that visceral connection to the subject matter. And again, looking at that through the lens of of wanting to maintain an inclusive culture and wanting to play our individual parts and our collective parts and shifting that culture so it's more inclusive or maintaining the great stuff that's happening. And so that's when we would move into the 'Change It' piece within programs.

And I think this is where we really want to start putting that back to the participants in the room and saying, okay, so now that you've seen it, you see the barriers, you see the great stuff that's happening, you see the stuff for improvement, you're owning the fact that you have a responsibility to play. How are we getting people to have these conversations for 'Change It' within our programs?

Alex: For me that's such a key part of the sessions because it's really, as we said, you're doing something you've potentially never done before, you're having conversations you've never had to have before. So being able to give managers, to give people the tools to be able to have those conversations, I mean that's a gift that's part of changing the culture and changing the vision. So I think it's such an important moment. And it's also about identifying, okay, what needs to change, right? We've talked about bias here, so there's a kind of attitude change and so how do I change that and how do I understand other people's point of views? How do I understand what people from other members of other groups that I might not identify with are coming from?

Then there's also the skill element. I've never had these conversations before. I'm trying to understand what people's preferences are, how they like to work. How do we ensure that the way that we work is still effective, efficient, and productive? That's a skill, right? Those conversations. So giving people the opportunity to practice those skills and to start to think, well how do I have this conversation? How do I even start this? And how do I get to a good solution? All of those things I think are important to give people a chance to start to do that in a safe environment where they can make mistakes.

And then there's the knowledge bit, which we've talked about it. If you're going to change the way an organization works, then do you have all the knowledge of what the implications are on your performance management system, on the way people are being appraised on the processes? All of that is also really important because you need all those tools, right, to be able to navigate within that successfully. So giving people what they need and it's really is about what people need because different people are going to need different things, right? And it's so important that in our sessions we are attuned to what do the participants specifically need and how we can give them those opportunities to feel more confident, to feel more knowledgeable and to feel like this is something that they own and they can make a change.

Allen: And it can also show up in a way of just practically asking people during the 'Change It' phase. So what are the things you can change right now that are going to help be more inclusive? And that can be things like putting a nice buffer between meetings so you're not constantly back to back jumping from one Zoom call to another. You know, people's diaries suddenly become so jam-packed that they can't. So there's one way to just think about, oh just be slightly a little bit more inclusive, give people a minute to stand up and move away from their computers or move to another room or whatever have you. So, practical, everyday things like that that they can start to change and feel like they see what it means to change and the things that they can do.

But also, if it does come up where there is a recognition that actually there needs to be more systemic and structural change, we can spend a really good time going, okay, what are those things from a leadership perspective that you need to start exploring and help facilitate that conversation based

on the research we've done with clients and what's shown up in the 'See It'' part and in the 'Own It' part as well.

Alex: Definitely. And I love your example about the meetings because it kind of works for everyone. It's one of those things that when you hear it, you kind of go, oh gosh, why didn't I think about it before? To give space between meetings, it helps the people from home because they have a break from the screen, but it also helps the people in the office. Because we know that one of the things with our clients of going back into the office, suddenly, you've got back-to-back meetings, but you've got to change room and no one's considered that or you need to go to the toilet and the toilet's not as close as it might be at home.

So, all of these things, some of those changes, they're really small, but they can make such a difference to everyone where there's a respect for people's time and people's way of work so that when they are together, and that's another question, like when do they need to be together and when do they not, but when they are together, people can be fully focused and present.

Allen: And I think that's a really good question to transition into the 'Live It', Alex. So, when are people together and when are they not? And I think one of the things that has stood out for me over the past two years was I got to go to a talk by Priya Parker, she's an author who wrote a book, called 'The Art of Gathering: How We Meet and Why It Matters'. And I encourage all the listeners go check out that book if you're interested in her thoughts here. But effectively, what she talks about in the book is that it's no longer good enough to say to people that you need to come into a building because this is our building, and this is where we work. It's now about giving a purpose for people being in a space together. Why are we coming together and what's the point of it?

And so, if you look at it through that lens, you can start to go, okay, so if I'm a manager, I want my teams to come together for this reason because we need to have more of a creative free flowing brainstorming conversation if we need to. And that is important to us to do live in the room or actually this is something that can be done more remotely, more hybrid. So it becomes more considered when you think about it that way. And actually, she goes on to say that a building is just a building, but the culture is when the people come into that building and make that culture come together. So, starting to think out of it from that space, this is how we can really help clients to live these values of inclusion in a hybrid space. So that's really stood out for me.

Alex: Yeah, I love that, Allen. And I think it's exactly what you were saying around the intentionality, right? And we can learn so much from organizations that are new that were born hybrid or were born working from anywhere who don't bring the baggage of everything was happening face to face. So that's a habit and that's how it goes. But who can decide from scratch in a way? What are those meetings that need to be, like what kind of work needs to be synchronous, which work is asynchronistic? Why do you need to be together.

And really thinking that through, at Steps for example, we made the decision that all team meetings will always be virtual because that's for us, what means being inclusive is those big team meetings when all the client relationships directors are together for example. Or we have our company meeting once a month. Like it's important for that to be virtual so that people, even if they do want to come

into the office, they all are on their own laptops and it kind of feels equitable that everyone is on a small screen in the same way.

And then there's other meetings, as you said, where it's so valuable to actually be in a room together but being able to identify which one is which doesn't come naturally. And I think that's part of kind of the 'Live It' of this and ensuring that this continues successfully through time is actually spending some time differentiating between the two; and not only when it comes to meetings, but just in general the way people work together. When do they need to be together in a room? What is the added value of that? And are we really choosing that because it's the right thing and it's the most conducive environment for that or are we doing it out of habit? I think that's really important.

And it's also around the other thing I would add to the 'Live It', it's also thinking, well how do we create the right space? How do we create the psychological safety for people to feel like if something is not working anymore to say it because we're still learning. And I think a lot of the things that we might have done because they were inclusive, they might not be inclusive later on.

This is a continuous work, right. You don't just do it once, you don't go through 'See It' , 'Own It', 'Change It' and 'Live It' once and then you just implement, those things change. I mean I went to a conference last week and someone was sharing how in being inclusive they put a nursery in the office building so that there was a nursery for every (any) parents and that would just make life a lot easier, and it would help on their commute.

What happened now that they're hybrid is that they found that like having something that was initially inclusive, it actually meant people felt obligated to come to the office five days a week because they had to drop their kids there. And so, they took a decision to close the nursery and actually to give people an allowance that they could use towards childcare. Because we know that childcare for example is one of those things that really affects people returning to work, especially mothers. So I think that's another thing around 'Live It' is to be open and create a space for your employees to speak up if they feel like something is no longer inclusive or if something's happening in this hybrid way of working that's not making them feel like they're belonging or engaged.

Allen: You mentioned this the other day about the birthday cakes at Steps, and just how we used to have birthday cake every day whenever we were in the office together for everyone. But now we do that virtually in our own way through our 'Ministry of Happiness', our group of people who make sure that everybody gets recognized.

Alex: Sometimes the solutions, don't have to come from the leadership. And I feel so lucky to be at Steps where we actually have a group of people who self-select, who are trying to look at that engagement in a new and fresh way because of the way that we work and kind of being excited by the creativity that can come out of that. And birthday cakes in the office were great. Were they good for our health? I'm not so sure. So potentially the new ideas that might come out might actually be more inclusive and more fun for everyone.

Allen: Yeah, it is how that plays out exactly right. And I think, you know, the thing that you've just said is that this is an ever-evolving landscape. And so, I think be nice to ourselves, have the

conversation, continue to check in with your teams. What maybe worked three months ago might not work anymore. And yeah, see that maybe some of those biases you have about hybrid, actually it could be a more inclusive setup for people as long as we give the opportunity to make sure we're really looking at it through everyone's lens and being empathetic to our team members.

So, Alex, I think we could do a whole series on this. but this has been a wonderful episode. That's about all the time we have left. Thank you, listeners, for letting us go a little bit longer than we usually do, we just had so much to talk about. And thank you Alex, for joining us. It's been a really engaging and thought-provoking discussion.

Alex: Thank you. Thank you.

Allen: And thank you listeners for joining us on this episode. If you'd like to know more about Steps and Steps to Change, make sure you visit our website, find us on LinkedIn, sign up to our newsletter. You can find all those links in the show notes. if you're interested in how Steps could partner with your organization to support your needs, you can send us an email or fill out the form online at www.stepsdrama.com. Is there a subject area you'd like to hear us explore? If so, reach out to us via email or on our socials and let us know.

As always, thank you to our production team. We couldn't do this without you. I'm your host, Allen Liedkie and we look forward to having you tune in next episode where we'll be discussing microaggressions, exploring what they are and how developing a better understanding of them and their impact is important to an organization's culture. Until next time, thank you. And remember, you too can See It, Own It, Change It and Live It.