

## Transcript - In Conversation with Alistair Campbell - Combining winning and wellbeing

🕒 Thu, 04/04 17:24PM · 36mins

Host 00:04

Welcome to Future Talent Learning's In Conversation podcast series, where we talk to business leaders and thinkers to uncover their perspectives about the changing world of work. This episode is hosted by Future talent learning's CEO, Jim Carrick-Birtwell.

Jim 00:23

Today I'm joined by Alistair Campbell, a writer and strategist, best known for his time in Downing Street as Tony Blair's Director of Communications. He's written 11 books in the last eight years, including six volumes of his diaries while working for Blair, three novels and a personal memoir on his battles with depression.

Jim 00:42

Alistair now splits his time between campaigning, writing, speaking and consulting. In this podcast we'll be discussing Alastair's insights about leadership. He has worked with, met and interviewed some of the world's great leaders in business and sports as well as politics and we'll also explore some of his own insights about how to proactively manage your own mental health and wellbeing.

Jim 01:03

I have to say I was really looking forward to this as a bit of a sports junkie catching up with you and for full disclosure, you're speaking at our conference and mental health and wellbeing is going to be a big theme.

Jim 01:13

But I'd really like to pick up to start with your book, Winners, where you looked at business leaders, political leaders, sports leaders, prominent people and seemed really interested in what they could learn from one another.

Jim 01:32

And I wondered what had inspired that.

Alistair 01:36

I think it's that, I think is the fact that I've learned so much from other walks of life. I felt for example, when I was really full on in politics, that having a circle of friends that were very much in the sports world, partly was an escape for me.

Alistair 01:52

But also, I think it was, it was an opportunity to see people in, whether it was dealing with pressure, whether it was setting goals and seeing how you met them, whether it was building teams, whether how to strategize. realising that there was often a read across into the different the way that different sectors were looking at different challenges in different ways but actually where you could apply lessons.

Jim 02:18

And did you actively court trying to find those lessons when you were I guess...

Alistair 02:24

I don't know about actively courting it but they kind of confronted me, I mean you just to give you a very very simple example which may sound a bit odd but if I'm really thinking about something in my professional life and I can go to watch a football match and okay I'm there and watching the football because I like football, and support my team, and it's an escape. But sometimes I could look at the way that teams operate, literally watching them on a field or watching the way that the manager or the coaches is dealing with them and dealing the challenges that come with during the game and it can just trigger something.

Alistair 03:06

So I think that whole thing of how you build a team how do you get the best out of people who are very very different, I think that is something that I looked at, sport, doing it better and one of the reasons you say what what sort of inspired me to write the book, I think it was this feeling back then I suppose thinking about the Labour Party and maybe we're losing our way a bit.

Alistair 03:30

Also I think, and this is now played out with what for me is the nightmare of Brexit, the country slightly losing its way as well, actually wondering whether politics and government, which kind of should be the pinnacle, I think for any country, because you can't do without it, whether there were winning ways that were being used in sport and in business that I could actually start to... So that was the idea for the book was to write about, almost like a guide to winning from other worlds to see how it could apply to politics.

Alistair 04:09

Now it turned out to be a very different sort of book because it actually became a bit of a mix. It was like me writing about my experience of campaigns in politics and talking to other people in politics about delivering change, whether it was Northern Ireland or Bill Clinton getting through a crisis, whatever it might be.

Alistair 04:28

But then around that and building these narratives and stories and examples from these other walks of life, particularly sport and business, and what was interesting I think by the end of it was that, I don't think this is just me being a kind of bit of a romantic about sport, but I would say at the end of it the impression I had was sport does the best of winning best and businesses come second and politics comes third.

Jim 05:02

And why do you think that is?

Alistair 05:03

I think politics is probably harder, but I think also that we now have, I guess, sport through all the problems of doping and governance and corruption in football and all the stuff that, we hear and read about all the time.

Alistair 05:20

I think that sport still has a sufficient grip and hold on the public imagination that lots and lots of people want to do it. I'm afraid the gap for going into top level politics is getting narrower and narrower.

Alistair 05:39

But also I think is that politics has become much harder. The media has a lot to do with that, the way the media covers politics almost relentlessly through a negative prism has made it difficult. I think the sense that if you go into public life, you're not just putting yourself in there, but you're putting your family in there, you're putting your past in there, these are difficult things as well.

Alistair 06:03

Now I'm not saying that business people and sports people don't have to deal with that too, but not nearly in the same way. I think the other thing about sport is that it's not finite in that it kind of always goes on, but there are moments that you can be building to all the time.

Jim 06:22

There's a certain purity of purpose, isn't there? It's probably more complicated in terms of, you know, running a country for a government.

Alistair 06:30

Well, I think the other thing about running your country through a government is that there aren't, you don't have the same moments of cutoff, even an election, and I've been involved in loads of elections, Even as you win an election, you don't really have that sense of we've won, let's celebrate.

Alistair 06:46

You just don't have to. You're on to the next thing. Whereas you see, when a football team wins the Champions League, or a country wins a World Cup, there's a real sense that that is the moment that we've arrived and we've been working for this and reached it.

Alistair 07:01

And I can remember, I think I write about this in the book, that I could remember the elections. I get all my books confused and this much hit the diaries But I can remember the elections really feeling quite resentful that I wasn't enjoying it And the

reason I wasn't enjoying it was because I was already worrying about the next thing, and the next thing, and the next thing. I didn't enjoy the 1997 election at all, the night of it, hated it.

Alistair 07:25

I wanted to be away from it because I was tired, I needed rest and so I think with sport it's like, you know, so there's Burnley, we've got a game tomorrow and okay, once the game's finished, of course they're planning for the next one, right? But there's a sense of that's a moment, that a finite event. Whereas I think with politics, they are very, very few and far between.

Jim 07:50

Yeah, I agree with that. I mean, it was going to sound like a complete kind of groupie here, because I'm going quote from one of your books. So you know which one it is from.

Jim 08:01

But I was really interested, you were describing to win in politics, you said, you need a mindset that isn't comfortably locked into old-fashioned truisms, but that's restless, challenging and innovative and open to new ideas and new people. And I was reading that and I guess in a context that we're living now post-Brexit, which you've just mentioned, Trump being elected, do you sense there's a kind of a zeitgeist that involves looking at things completely differently and we've seen kind of Macron inventing a way of looking at the world which broke all of the rules.

Alistair 08:36

I'm not sure how he looks at world is breaking the rules, but I think what broke the rules was this extraordinary rise and the creation of something very, very new, very, very quickly. I actually think, I mean I know Macron and I think the way that he's looking at the world is very interesting and very innovative for France but actually in a sense he is almost like he's dragging France into the modern world.

Alistair 09:00

And by the way, when you read that out, I'm not sure we did it terribly well because I think one of the things that we have to own up to is that, we didn't really bring on talent in a way that maybe a big business organisation would actively seek to do.

Alistair 09:19

We might have sort of looked around and we might of, there wasn't a plan. You're so focused on, you know, doing the things you have to do that we did. So we didn't bring talent in that way. And I think that you'd have to say that if you look at where we are now, both as a country and as the Labour Party and as a world if you like, it's not great.

Alistair 09:45

It really isn't great and so I think that we can't...t this, you know, it would be too simplistic for me to think, oh, well, we were there for a long time, won three elections, and we kept the Tories out for so long.

Alistair 09:56

We were absolutely brilliant. And our opponents will say blah, blah blah. You're obviously useless because of Iraq. And actually, neither of those statements are complete. And I think that's one of the things that is wrong with political debate at the moment is everything feels like it has to be very black and white. And I think I do think that again the media and particularly social media on this that you know you're gonna have to have an opinion. You have a strong opinion.

Alistair 10:25

You've got to be able to get it into a little, you know 140 characters or fewer and so I think that we are...e I do you think Macron is an extraordinary phenomenon and it's true that as you go around the place, I meet people all the time, you know, why can't we have a new party?

Alistair 10:44

I feel completely homeless. I'm not that I don't like Cory, I don't like today's Labour Party, I don't like the Tory Party. Where are we supposed to go and I understand that feeling but I am not sure that our system lends itself in the same way that the French system does because the French they have their president and then they have their parliament.

Alistair 11:03

Yeah. We have our parliament and then from that you get your Prime Minister.

Jim 11:09

Yeah, yeah. So the system set up entirely different. Just switching back to what what kind of drives you, I mean you've written a book about winners. I kind of wonder, you said after the sort of, after elections generally you kind of, of you'd had enough that it's kind of almost a relief.

Jim 11:30

Where does that sort drive and motivation to lead, to win, is that something you always had where does that come from in you?

Alistair 11:40

I don't know really I think but has it always been there? It has and yet a lot of the time I feel I didn't do enough so I feel that for example in relation to you know like doing a book okay I mean look there's a bookshelf over there there are millions of books in the world okay now and I'll have written 14 but my next book's out very very soon.

Alistair 12:11

In the end, you know, is it the same as winning the Champions League? Is it the the as being the best ballerina that ever existed? Is the it same, as you, know inventing something that changes the world?

Alistair 12:25

No it's not. And I actually, part of me, I'm always kind of a little bit, well often and a lot unsatisfied with what I do and how I do it. And that is part of my, I think that's just part my condition as a human being.

Alistair 12:42

I'm I mean, I'm not saying I don't have moments of profound satisfaction. I do, but then they get dwarfed by something else. I feel at the moment, for example, actually, you know, and sometimes I, these really strange moments, particularly when I'm being introduced at an event and I'll be sitting there and somebody will go up on the stage and they'll sort of read out, you know, a fraction of your kind of Wikipedia or wherever they've got all this stuff from.

Alistair 13:13

And they will sort of say things like, he's led the most extraordinary life full of these amazing successes. And I'm sitting in there thinking, it's not how my life feels. I feel, for example, now in relation to something like Brexit, I just, out and about, I'll meet people and say, oh, thanks for what you're doing keep fighting.

Alistair 13:32

Or I meet other people in the other side saying, you are a complete traitor. You're trying to stop this and da, da. And in myself, I'm thinking, I just not doing enough. I am not doing enough and so I think I've always had this motivation to whatever I doing to do more, whatever, however I'm doing it to try and do better.

Alistair 13:53

And that I think is something that, that, you know, again, came through the talking to people for the winner's book was this sense that a lot of them have. I remember talking to Mourinho about when he threw his medal in the crowd, when he won the championship, the title with Chelsea, and he throw the medal.

Alistair 14:14

Now, I remember at the time thinking, that's quite a weird thing to do. If I took you upstairs now, show you every marathon, triathlon, half marathon, 10k, everything, I've kept the medals right I'm not doing the old Brian Clough you could throw all your medals in the bin. But, and I think with Mourinho that was partly showmanship, course it was, and he's a big showman, but I think it is also is that feeling of next, you know next, what next, and I definitely have a bit of that.

Alistair 14:50

I do like doing things that I've not done before it's like, this next book is my fourth novel, and actually the first and it is very different to the 1st three this one's about football and terrorism and the first three were really about mental health and also it was the first book I have written with somebody else which has been really interesting as well.

Jim 15:08

How did that go?

Alistair 15:09

It was good it was like, you know we're mates and we've got very complimentary personalities and skills and so it was good I really enjoyed it but it's like he's a former Burnley player, I mean they say you should never meet your hero but he was playing for us when I was a teenager and he WAS a hero Paul Fletcher. But he has become a really good mate and so these things are all they're all interesting I enjoy them but you know... that was Fiona who just popped in there to pick up her laptop.

Alistair 15:42

If you talk to her, I know because I've heard her say it to people, she would say to you that I'm a bit of a nightmare to live with because I am never really happy with what I have done.

Jim 15:55

You talk in the book, *Winners*, about the mindset of a winner. And actually, obviously looking through your background, obviously a certain number of people will know you for your involvement in politics.

Jim 16:08

But you're increasingly well known and have a high profile as a campaigner on mental health issues. And you talk about kind of being a nightmare to live with, but you've talked about the importance of been open about your own personal challenges and about, you know, mental health challenges.

Jim 16:31

How did that come about? When did you, when did you feel comfortable, if you like, being able to talk to other people? About the challenges that you've had? Including your wife.

Alistair 16:43

Yeah, it's interesting. I've never felt uncomfortable. I mean I had a breakdown in the 80s and I was very lucky because I went I was in newspapers. I was the youngest Fleet Street news editor. Um, I blew up. Hospital, uh, off sick for quite a long time.

Alistair 17:05

And then I went back to my old job at the Mirror and everybody knew, everybody needs something had gone on. And I think I just took a judgment to just not hide, not be ashamed. Um, and then what happened was that when I, as it were jumped the fence into politics, um, And the, to be honest, even though I journalist and I knew the media, I was surprised at the media interest in me straight away, like day one.

Alistair 17:37

And so I realised that they were going to start writing about my past in a way that I hadn't maybe reckoned on that much. And I can remember I got a phone call about it. I just, I just made an instinctive judgment to talk about it, not to say, hold on a minute.

Alistair 17:52

This was a long time ago. This was the past. Could have done all that. But I didn't, I just decided to talk about it and I've never ever ever regretted that.

Jim 18:01

And do you find that kind of process of disclosure, aside from it being a useful spin because you know that there'll be media implications if you're not fully open and you're experienced enough to make a judgement on that, the disclosure itself, do you find it helpful to the process of dealing with mental health?

Alistair 18:22

I do. I don't... And by the way, I don't sort of evangelize to others to say you should be open because I understand why people might not want to be all I can say to them is that it has really helped me and lots of people say me. Oh, it helps me as well so you know, so it helped other people if people like me are open and that's fine and I like that and I'm happy about that. But actually I get a lot out of it I enjoy the campaigning on mental health.

Alistair 18:51

I mean the middle at the moment I'm making a TV documentary about depression and I, you know, I'm not... TV can be a big faff and what have you, but I know I am confident it's going to be good film. I am confident it is going have an impact.

Alistair 19:05

I'm confident that it will just push the dial a bit more.

Jim 19:10

Where do you think we are in terms of the social standing, the acceptance of depression, mental health problems and illnesses?

Alistair 19:21

I think we're making massive progress. I worked with the Time to Change campaign and I think attitudes are changing. My massive worry at the moment is that attitudes are improving, people are becoming more and more aware, but then they're finding the services aren't necessarily there for them.

Alistair 19:38

That's a real problem. But I think you've still got to keep going with that campaigning because I do see the mental health stuff in the same light as things like women's equality, racial equality, gay rights, uh, universal suffrage, all of these things, because they're, they are big campaigns that took an awful long time to win.

Alistair 20:01

And I feel with mental illness in particular, that it's a long campaign because behind us, we've had centuries of stigmatization, taboo, and all this sort of thing. And I see, you know, there was figures out recently about the numbers of people living on the streets now.

Alistair 20:22

Well, that's a sign of how we're going backwards, because the vast majority will have some sort of mental health issue, right? A lot of it might be down to broken marriages, it might have been out to welfare cuts, losing the house, whatever.

Alistair 20:40

But actually, I think there'll be a lot of mental illness there. And the fact that we, all of us, I'm not just blaming the government for this, we might like to give a few of them a few quid every now and then, but the truth is we walk past them all every day.

Alistair 20:54

And that kind of thing says we haven't moved as far forward because it ought to be, we ought to feel such a visceral reaction to that, that we just don't as a society tolerate it, but we do tolerate it.

Jim 21:08

And what do you think organisations, employers can do to support people?

Alistair 21:13

I think employers are fundamental. I think this is actually an area where, in a way, there as important, if not in some circumstances, much more important than government, and even than healthcare as well.

Alistair 21:29

Um, because the, I know a lot of people and it is definitely changing in the workplace. I mean, you know, the number of companies that are now organising events, getting people to go and talk to them, trying to encourage openness, human resources departments being much more skilled and, and so forth.

Alistair 21:51

And I think they've got a long way to go. But I think the best of the best are doing it really, really well. I think there's a mass in the middle that are trying harder. And then I think that you've still got some that really pretty poor at what they do.

Alistair 22:04

But the most important thing is that people who work for these companies feel supported when they're well and feel that they would be supported if for any reason they weren't well.

Jim 22:17

Yeah.

Alistair 22:18

And I that is about encouraging openness. And so much of it has to come from the top. I wish we had, I mean, you know, very, very few public figures speak out about this stuff that you've had a handful of MPs.

Alistair 22:31

Very few business leaders. I'm in terms of really senior people. Very, very few. Yeah, so we're still struggling to get that sense of the leadership in business saying, do you what, it happened to me.

Alistair 22:44

It doesn't matter. I've come through it. I am fine. And I had great support. And and I think even the idea of everybody within an organisation, knowing the person, and it might be organisational.

Alistair 22:55

I often talk about when I was a journalist and we had the, when the trade unions were very strong, you had this thing, the father of the chapel, mother of chapel. And these were people in every branch.

Alistair 23:06

So like the news desk, newsroom, uh, sub editors, they all had their own little chapel and there was father or mother that you looked to. They were elected and that was the person you went to and I think you could develop that kind of system and they wouldn't have to be the top people.

Alistair 23:25

It might be, you know, we all know in some organisations that there are people at every level who make the organisation tick. Yeah. Might be a cleaner, it might a secretary, might be a driver. There's the person that within your group you go to.

Jim 23:42

And do you think, I mean, my experience of this is that there needs to be more training of whether it's middle management or it could be support staff, you know, much in the way, bereavement. If you don't know how to deal with bereavements, my wife's in education, she was in leadership roles and they don't wing it when it comes to bereaving.

Jim 24:05

They have a very, very clearly outlined policy and set of procedures that click into place as soon as it needs be. And they then cascade that knowledge throughout the school and throughout staff, et cetera.

Jim 24:22

Are you seeing that or have you heard of that happening within organisations around?

Alistair 24:27

Yeah, I think there are two things going on. I think that there is, I think the whole idea of mental health first aid is gathering pace slowly, not fast enough, but it's as a concept is kind of out there.

Alistair 24:42

Yeah, and that needs to develop and I think the more enlightened employers and the more enlightened human resources department are developing and understanding that their management in particular have to have certain very very basic skills. In terms of dealing with the potential problems that some of their employees their staff are going to face and they're going face themselves.

Alistair 25:09

So I think it's, look, it is very patchy. It's very, very patchy, but I've been in some places that are absolutely fantastic. I have been in other places that are terrible and you know within the really big employers, one of our biggest employers is the National Health Service and as an employer, not always the best.

Alistair 25:31

And I think is that... And now some of them are great, there are parts of the whole service, as an employer, they're terrific.

Alistair 25:44

But it's like any big organisation, talking the talk and actually doing it, often different.

Jim 25:52

Yeah, on a kind of related subject, I was really impressed by kind of a chapter you've written on harnessing the extreme

mind and speaking about the real positives of people who have a different way of thinking and often incredibly successful people, leaders.

Jim 26:15

And I know you wrote a piece about people like Winston Churchill and... Lincoln... Darwin. Yeah. You've got your thing at the Royal Geographic. There we are. Darwin... That actually you see it as a kind of a central part of their personality.

Jim 26:29

For sure. And there are real benefits, not just to them as individuals, but also to organisations that they work with.

Alistair 26:37

Well, I think we do tend to fear and shun things and people that are thought to be different. But actually, what are we all looking for all the time? We're looking to look for people to special.

Alistair 26:56

We're looking for leaders, we are looking for talent, we're looking for you know just to throw a few sort of David Brent style cliches, we want people who think outside the box, where people go the extra mile, all that stuff taking it to the next level, well you're not going to do that if your mindset is to be ordinary you know we are looking all the time. Of course in every organisation you need the people who kind of, you know, do the grind that makes the train run on time, right?

Alistair 27:32

You need all that. But you also need talent and you need exceptionalism. And I think sometimes we, you know, we put, we kind try and keep it in a box when actually we should be trying to bring it out of the box.

Alistair 27:46

So, again, if you're talking to Fiona, she'd tell you that my least favourite word in the world is content. I don't believe in contentment. I think contentment is too close to complacency. And likewise, I think that we turn against people because we think they're abnormal, but there's normal and there is abnormal and there is abnormal that might seem dangerous and we don't like it.

Alistair 28:15

But actually, abnormality can be what you need.

Jim 28:20

Yeah, and going back to the conversation we were having, you know earlier. You know embracing people from different backgrounds. Who think differently. Looking at kind of commonality. Being much more inclusive. Rather than this is this my area.

Jim 28:35

These are the people I know, I'm familiar with, I get how they think and do....

Alistair 28:39

I do think this whole sort of... You know the algorithmisation of life where we're we've been driven into ever narrower circles of our own likes and our own interests and our own existence, you've got to be conscious of that we all do it we're all drawn to people that we're drawn too and you know there's a bit of mirroring going on the whole time. That's always been the case but I think you need to try to think about how you bring in talent that is often going to give you something that you don't necessarily have yourself or you don't have within the team that you've got.

Alistair 29:19

And so again, to go back to your very first question about, you know, if you're looking at great teams, it might seem obvious to say, well, of course the best teams are in sport, but why? Why should they be?

Alistair 29:32

Why, why do we, politics, for example, just look at the shambles of a government at the moment. Why do we tolerate the idea that our policies is different, government's different. It's always been like that.

Alistair 29:44

Why do we tolerate that? In business, I think it is more hierarchical still. You tend to, people worry about the next level, they



worry their boss. But actually, is that the right way to run a good team?

Alistair 29:59

Are the best talent managers not the ones who actually understand that teamship is about developing leadership at every level of the organisation?

Jim 30:08

And one of your kind of pals Clive Woodward he he speaks very very well about that and pull that into his kind of management and coaching philosophy, making sure that everybody knew at any moment on the pitch, you know what do you do?

Alistair 30:23

And then he's a very interesting example actually of the sort of fear of outsiders and otherness so then he goes to try to do it in football and football didn't really want him. And I think that was a mistake.

Alistair 30:38

I think somebody like Clive would be really, really good at, and he showed, he did it when he went to work with the BOA and, you know, so I, I think we, we get scared of other people's talent sometimes.

Alistair 30:50

Yeah. And we want, we wanted to be comfortable in our mindset that says, well, we've always done it like this and we don't need somebody to come from outside.

Jim 31:01

Well, you're disruptive, aren't you? If you come in from outside and you've got something that works, that's a threat.

Alistair 31:07

But if you look at the real, I mean who are the managers at the moment in football that people are saying are really kind of sort of doing something a bit different and they're all disruptors.

Alistair 31:22

Yeah. Klopp's a disruptor. Vengo is a disruptor. Best of all of course, Sean Dyche. He's easily the best manager. None of that lot, none of the others could have got Burnley to fourth. None of them.

Alistair 31:35

Guardiola could never have got Burnley to fourth.

Jim 31:38

So in terms of, and we can talk and talk, but I'm conscious of time. If you were thinking about kind of heroes, I mean, you've obviously you have had access, you interviewed a lot of people in your time, both within your books but wider than that.

Jim 31:52

Who sticks out, who's the individual or the individuals that really stick out?

Alistair 32:01

I think Mandela. But again, I, think that's partly because you're in the sense you had in his presence of being in in, the presence of, of history. I imagine, oh, I mean, I think when you talk about heroes.

Alistair 32:19

I think, I mean, I think, obviously never met him because he was, he's dead by the time I was born, but I think the two people that I, I think about a lot in terms of God, I wish I could have been in, got inside their heads.

Alistair 32:37

One is Abraham Lincoln, the other's Shakespeare. Um, I don't think there's, you know, sometimes I'm sort of just sitting bored. I'll, I get the laptop out and I will, and I'll just Google things like things Shakespeare said on, and I'd just put in any word or any emotion or any thought, any human capacity.

Alistair 32:58

He nails it. And he just comes out with it time and time and again. I just think, oh my god, what a brain. Yeah. So I think and

I think of people who are, yeah, people I've met, I'd say Mandela. But then you see, you can see great human conduct.

Alistair 33:21

Just the other day there's Tessa Giles standing up in the house of lords and she's a really close friend of ours, right? And so I've known Tessa for decades and we were on holiday with them recently and so watching somebody face up to illness like that, that's kind of heroic in its own way.

Alistair 33:37

But I'm not going to say like, you know, would I describe that as a hero? No, but it's heroic behaviour. And, so, I think, yeah, I've been very, very lucky, the sort of people I have been able to work with and and meet and talk to and I think the older we've got the more I've been able to look for and to find really good qualities in most people.

Jim 34:03

Is that a kind of a more reflective side of you?

Alistair 34:07

I think so, I think so. I mean I'm still very intolerant, oh I don't suffer fools and um and I can get very impatient and what have you but I think, I find myself, put it this way, I found myself say with my kids or with colleagues, drawing their attention to the positives in other people much, much more than I used to.

Alistair 34:30

And I think it is a more reflective thing. And it think it's also this sense of knowing that, you know, in any organisation, you can't all... they can't all be leaders, they all can't be the top person, they can't all be the making the big decisions that you've got.

Alistair 34:47

But within the process for that, you need really good people at every level. And that to me is how you build a sense of teamship. And actually, I think that I'm very much on my own and I am my boss, but I've been involved in all sorts of different organisations and campaigns and teams, and I like that sense of being part of lots of different teams.

Jim 35:12

Alastair, we could talk and talk. It's been an absolute pleasure. Thank you, thanks very much.

Host 35:21

You've been listening to Future Talent Learnings In Conversation podcast. Thank you for joining us. If you've enjoyed this episode, please check out the other conversations we're having with leaders and thinkers about the changing world of work.