Transcript - Nathalie Nahai - Is it important to work for a company that shares my values?

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Transcript

Ross D 00:07
Hello! You're listening to the Future Talent Learning Podcast, developed to help you build your leadership and management skills. I'm Ross Dickey,

Ross G 00:12
and I'm Ross Garner.

Ross D 00:14
This week we're asking, is it important to work for a company that shares my values?

Ross D 00:18
To answer this question, we're speaking to speaker, consultant, author, and co-host of this podcast, Nathalie Nahai. Hi Nathalie, how's it going?

Nathalie 00:26
Hello, it's good, how are you going?

Ross D 00:29
Doing very well thank you. So traditionally work has been transactional. You use a wage so you did a job but today we have more choice than ever. So what role do values play in how we choose our employers?

Nathalie 00:44
Good question. Well, I think it's becoming increasingly important as a way of navigating what people want to do in the world. And if you look at some of the research coming out from Gen Z and millennial groups, we're seeing some really distinctive trends.

Nathalie 00:57
So for instance, in some of the research, we see that up to 62% of Gen Z who are now entering the workforce, this is a young bracket of people, they prefer to buy from and work for sustainable brands.

Nathalie 01:09
40% of millennials will actually accept one job offer over another due to a company's environmental credentials. And sometimes that means taking a pay cut. And what's interesting is that like, if you start focusing in to these specific trends, and you pick into the values that underpin them, so values around sustainability, values around ethics, around social justice, all kinds of equity.

Nathalie 01:32
And you realise then that these consumers and workers that are born between 1981 and 2012 will make up 72% of the workforce by 2029. We can see that values are only going to become a more important aspect of how people decide who they work for and how they buy.

Nathalie 01:50
So it's really very, very significant.

Ross G 01:54
I think as well the great resignation. I am aware that there is some controversy around whether there actually is a great resignation or not going on, but certainly anecdotally, we have been recruiting people for the past few months and it is a complete nightmare.

Ross G 02:11
I cannot believe, I've never seen this before in my life, how many people are being quite sharp, I would say, and these are

applicants and their correspondence with us, or dropping out of the process at multiple times along the way.

Ross G 02:26
We do two interviews and we do an assessment task for people that are going to join us. People will do the task and then decide they don't want the job or they've gone elsewhere. It is an incredible market if you are a job seeker right now, and very, very difficult if you are a recruiter.

Ross G 02:42
I think now more than ever, the employers need to be making themselves an attractive place to work, and it is not just because you want the best talent, in some ways it is just because you want anyone to turn up at all and do it.

Ross D 02:56
Do you think those people are dropping out to the equipment process because they don't feel that your company's values align with their values? Do you get the feeling that's something that's important?

Ross G 03:08
I mean I certainly seem to have pitched it that way myself. Now I'm starting to panic a bit. I think they just have a lot more choice. Yeah. And so, yeah, maybe I need to make this job seem more attractive.

Ross G 03:20
That might be something on a file in criticism.

Nathalie 03:25
I think also there's that question of what is it that motivates people, and obviously there's kind of, there are, you can think of it through two main lenses, there's kind of the extrinsic reward and the intrinsic reward, so the extrinsic could be how much you get paid, whether you have a certain amount of status, which kind of also links to how you're perceived.

Nathalie 03:41
And the intrinsic side of things is, does it feel joyful and meaningful and interesting turning up to work for this specific company, and that can be made of the task that you're engaged in, it can be connected with the people that you're spending your time with every day.

Nathalie 03:56
And I think so many people now are more interested in the latter intrinsic aspect, so saying okay, what is it that I'm going to spend all my time doing when the world is going to shit? There's actually going to be meaningful that I'm going to spend all this time, you know, with these people doing this work, what bigger purpose is there?

Nathalie 04:14
What significance is there? And so I think there's a really, there's kind of a deeper assessment of what the role of work is and of our careers in our lives, and I think that that also is, for those of us lucky enough to have the choice of different kinds of work, I think that also is a major motivator.

Ross G 04:34
Well, that's another big point, though, is that the choice in where you work has expanded dramatically by, if you're a knowledge worker, not having to be in a fixed location. So suddenly you could apply for jobs basically within a sort of an hour, maybe up to two hour commute from where you live.

Ross G 04:48
And now you can apply for a job anywhere. So you do have a lot more choice and you can start to think about what's important to you if it's not necessarily having a 45 minute commute. And now you can prioritise other things instead.

Ross D 05:01
I think a lot of companies have values that they'll share publicly, but then often they don't necessarily live up to those values, or they're sort of vague and difficult to pin down. So not to pick on Amazon, but Amazon, I think, you know, one of their values I think is delivering smiles.

Ross D 05:18
I'm not actually sure if that is a value or it's just a sort of corporate slogan, but it's, you know, the warehouse conditions for

Amazon workers are known to be dreadful. And yet it seems to be something that's like quite appealing.

Ross D 05:31
You know, you can come and work here and deliver smiles, but I just wonder, you know, as an applicant, how much you can actually trust the values that an organisation purports to have.

Ross G 05:45
I think corporate show that I am, I might jump to Amazon's defence very quickly, just say, because there's just so many people that work for Amazon around the world that I think when you hear horror stories about what it's like to work in a warehouse, then that may or may not be a very small percentage of people that actually work there.

Ross G 06:02
Because you also, like when you speak to people from Amazon, often they do feel a lot more positive about it than the public persona reflects. So I just very quickly defend Amazon because the giant needs someone to look after them.

Nathalie 06:17
But I think it's an interesting point. I mean, I think when we're, when we're considering values and whether they align with our own, there's a few things that I think are useful to look out for. So one of them is how values are enacted through the use of principles.

Nathalie 06:31
So for instance, if you are interested in good racial, gender, age and ability representation, if that's a value that everyone is welcome, for instance, then what does that mean in granular terms, in terms of your hiring practices, in terms of the way that you structure your interview process, your, your physical buildings, so people have access to the places they need to have access to.

Nathalie 06:55
So I think the question around principles and how values can be evaluated in terms of whether they are effectively being enacted in the workplace, that's one thing. And the other is assessing or analyzing whether a company has integrity with the values they espouse.

Nathalie 07:12
And so when I was doing the research for Business Unusual for the book, I found or I created a framework called the forces framework, which helps us to kind of quite short handedly figure out whether a company lives up to the their values.

Nathalie 07:26
And so the first year is about whether they have an explicit commitment that's available both internally and in the public domain to certain principles or values. The second is having congruence in word and in action.

Nathalie 07:41
So do they walk the talk? The third is around consistency over time, if they built up a body of evidence track record that you can point towards and say, okay, we can see that they've actually done what they said they're going to do.

Nathalie 07:52
And the fourth is about coherence, which means doing the right thing for the right reasons, and not just because legally you're compelled or because socially you're receiving some pressure on social media to stand up and get on the latest bandwagon, which then becomes, you know, an appropriation of social movements.

Nathalie 08:08
So I think thinking about that thinking about commitment, congruence, consistency and coherence can be a really useful framework to analyze whether companies are living up to the values that they espouse.

Ross D 08:21
Another challenge, I suppose, is if you want to work for a company that shares your values, you have to understand what your own values are. And so how do you go about doing that? Seems like it's something that should be fairly self-evident, but actually, I think it can be difficult to articulate.

Nathalie 08:37

And I think there's different ways of doing it. If you're thinking about what we've just experienced and are continuing to go through in the last two years, a lot of understanding what drives you is about some good old fashioned introspection and time for figuring out the kind of person you want to be in the world, the legacy you want to have, maybe if you have dependents, what they want to, how they want to perceive you.

Nathalie 08:59
So it's kind of who do I want to be in this world? But then also, if you're taking a more psychological lens, it's about understanding perhaps from a psych perspective, what are the things that you really care about that drive the actions you take in day to day life that may be less explicit, but nonetheless inform the way that you live.

Nathalie 09:16
And so we can look at various things like Shalema Schwartz's theory of basic human values, which gives a nice kind of continuum of where you might sit across four quadrants, or you can use a free tool, I hope I can plug this, called the values map, which I developed in collaboration with Dr.

Nathalie 09:35
Kiki Leutner of Goldsmiths. And it's basically a 40 item questionnaire that you can go and check out. And it tells you or identifies for you what the values are that your business represents from a more business perspective and what it strives to achieve for employees, customers in the wider world.

Nathalie 09:51
And so essentially, it gives you an actual framework for understanding the values that are most likely to be expressed within the organisation, where there are gaps, how to apply it to your marketing, your branding, your culture.

Nathalie 10:06
And obviously, if you get a result that you really don't like, chances are there's a big gap or a dissonance between the values that you hold as an individual and the values that your business, where you work or that you lead the business, the values that they espouse.

Nathalie 10:19
So I think that's another another way to go about it.

Ross G 10:23
It's almost a good thing as well, I think, if you do get a result that you don't like, because at least then you're learning something from it. So there's different ways you can do this. So there's tools like the Ikigai, for example, and we'll put a link to it in the show notes, which is a sort of self-reflection tool and asks you what you love, what the world needs, what you can be paid for and what you're good at.

Ross G 10:43
And you can kind of fill in these areas and start to look at the overlap in those things. Then that will tell you something about your passions and your mission. But it is what you think reflected back at you, whereas other tools, perhaps third-party tools, might be able to tell you things that maybe you don't like or that are surprising to you.

Ross G 11:02
And then because you've had that surprise, then you can start to think about what that means for you and the roles you might be interested in and how you come across and how you behave and so on.

Nathalie 11:10
I think the other thing, always from like a personal perspective is, if there are lots of things that you're interested in and that you like, it can actually be quite difficult to pinpoint what your North Star goal might be.

Nathalie 11:21
And I think often, you know, if you think about the theory of basic human values, often we'll find that we have a suite of values that are close with one another on one side of the continuum that give a general sense for where we want to go in life.

Nathalie 11:33
And I think what can happen is if you feel like the tasks that you enjoy, or say for instance, you're someone who likes to

write and speak, and you do, I don't know, clown gym or whatever it is, it can feel quite jarring to try and find a way to fit all of these jigsaw pieces together.

Nathalie 11:50
And yet if you do some work on discovering what your values are, you might find that they're a common thread. So it can also give you a sense of resonance between potentially competing areas so you can understand maybe what is it that connects it so you can have a greater sense of, I kind of want to say wholeness, maybe that's too much transcendent language, but yeah, to have a sense of wholeness and integrity in that sense and not feel so splintered, which is something that I think modern generations encounter a lot.

Ross D 12:19
And one thing you'll see used quite a lot in organisations is psychometric tests like Myers-Briggs. And you both mentioned various different tools that can help our listeners discover what their values are and then find out an organisation that aligns with those values.

Ross D 12:35
But I'm interested just in your thoughts on the role that psychometric tests play and what the limitations of those tests are.

Nathalie 12:44
So psychological tests that study personality can be very helpful in bringing us insights and a greater understanding as to why we might like what we like and also to assess the ways in which other people shop around us or the characteristics of others.

Nathalie 13:00
A couple of rules of thumb, personality is malleable. It can change throughout one's life. For instance, we know from some of the research that as you get older, as you move into your latter years, latter decades, neurosis tends to fall away.

Nathalie 13:14
You tend to find that people are more satisfied in their lives as after the age of about 47 on average where there's a big slump. So we do see that personality changes. In clinical trials with people taking doses of psilocybin supervised by researchers, we see that there's a big uptick in the psychological trait of openness, so openness to new experience.

Nathalie 13:36
So we can see that the personality is not a fixed thing and whether through medical interventions, pharmaceutical interventions or through therapeutic work, it can change.

Ross D 13:47
I wonder if it's worth describing the difference between a type and a trait-based personality test, Nathalie. Could you do that for our listeners?

Nathalie 13:55
Sure. So a type-based test generally claims that we fall into certain immutable categories, which are pretty fixed. Whereas trait-based tests point towards a tendency we might have along a continuum, rather than something that's specifically absolute.

Nathalie 14:08
So you're more extroverted or more introverted as opposed to being an extrovert or an introvert.

Ross D 14:14
Can you expand a bit on why that's a problem?

Nathalie 14:17
The problem with a lot of tests that are not trait-based is that they put us into types, so these boxes that say, you are an extrovert, or you are a feeler, not a thinker, and that's really limiting because, first of all, personalities are not binary.

Nathalie 14:32
We have constellations of traits. And second of all, it means that then we can conform to those labels and diminish the richness of the experience that we have, or start to behave in ways that are actually not congruent with who we are.

Nathalie 14:45

And then we could also end up labeling others and start to other people, which is another batch of problems. So we have to be really conscious about how we use personality to make sure that we're gaining something from it and not shutting things down.

Ross G 14:58

Yeah, I think I can give, um, so I don't want to, I want to name the test. Cause I think that's maybe unfair, but there's a, I think in general sense.

Nathalie 15:09

Name the test, Ross. Name the test. We'll do personality test bingo.

Ross G 15:13

Name and shame. We already got Amazon queued up to sue us for this, so I don't want to like ask you. But there was one that I asked you various questions. And one of the questions along the lines of like, how creative do you think you are?

Ross G 15:25

And me being a sort of, you know, some right to retype, I went, oh, I'm very creative. And then I got my report back and it said, you're very creative. And I thought, well, I told you that. That's not a surprise.

Ross G 15:38

You're just reflecting what the positive things I think about myself. So one question to ask yourself when you do these things, whether because you're applying for a job or because you're in a position where you're like selecting a test that you're going to use with your current employer, is this just a mirror that's going to tell people what they want to hear, which makes everyone feel warm and fuzzy but might not be very useful?

Ross G 15:58

And then another one that I came across, I don't actually know which one this was, but I was interviewing people who worked for a large financial institution. And they kept talking about their colors all day, every day they were talking about their colors.

Ross G 16:12

And these were video interviews. And then one person finally said to me, oh, I'm blue, so I don't understand anything that's explained to me. And that's what Nathalie's talking about by a limiter. How can you possibly go through life when you have to find yourself as someone that doesn't understand explanations? That is going to be

Nathalie 16:30

How is that okay as an answer? How do you possibly say, it is okay for me to not understand anything? It's like, how is that a positive self-refle- I just think that, but it becomes incredibly unhelpful.

Nathalie 16:44

And actually when we think about, you know, where the tests, and yeah, and very limiting, and it just gives people excuses to not do the hard work and the enriching work of self-reflection and wanting to seek, you know, growth.

Nathalie 16:56

But I think another thing we have to be conscious of is also, you know, especially if we're thinking about the reliability of tests through the psychological lens, through the literature, is that in social science, for example, there are four standards that a test has to fulfill in order to be taken seriously.

Nathalie 17:12

So is it reliable? Does it produce the same results from different sources over time? Is it valid? Does it produce outcomes that actually matter? Is it independent? Does it show specific traits that are separate from one another?

Nathalie 17:25

And is it comprehensive? Is it able to understand, for instance, traits that are really meaningful that we've seen in the research have effects on, for instance, career development, like consciousness?

Nathalie 17:38

Tests like the MBTI, which is very popular, fail on most of these measures. And so if you're starting to think about how useful is this test versus is it an interesting party trick, you have to think about those four areas.

Nathalie 17:51
And, you know, if it's not reliable, valid, independent, comprehensive, it's not effective. And do you really want to be pouring money, which many organisations have into tests that are ineffective, where you can score a completely different type just a few weeks after taking the initial one, which, you know, the MBTI is extremely low in reliability.

Nathalie 18:11
So you have to consider that, you know, you wouldn't make an investment in, I don't know, a house, if you knew that two weeks later, it would be a skyscraper and not a cottage. Like you just, so I don't know, it just, you've got to be smart about these things and not just follow the sunk cost of we've made this investment.

Nathalie 18:29
So we're going to keep going, even though it's not useful anymore.

Ross G 18:33
Yeah. And you can judge this for yourself by just taking a test twice a couple of weeks apart and just reflecting on what your own results mean. Are they useful to you? And if they're radically different from one another, is it reasonable to make decisions off the back of one of them?

Nathalie 18:49
Again, when you're working with type, then variations in the test responses are going to create binary outcomes. It's not like one day you're going to... If you're talking about traits and you're slightly more extroverted 10 years in the future than you are now, well, you'll see that reflected in a continuum.

Nathalie 19:07
But if you're working across binaries where you're either introverted or extroverted, which actually they're not mutually exclusive and most of us are ambivert somewhere in the middle, then you run into problems.

Nathalie 19:17
Also, that's another limitation of binary sorts of tests.

Ross D 19:21
We mentioned some tests that don't meet those standards of reliability. Are there any that do that you would recommend?

Nathalie 19:28
Yeah, so one of the tests that is the golden standard, even though no test is perfect, but the golden standard within the psychological research, which has been developed over decades and whittled down from 58 ,000 traits into five main traits is the big five personality test, which measures extroversion, introversion, emotional stability, agreeableness, conscientiousness and openness.

Nathalie 19:51
And it's based on genetic and biological research on how and why we behave the way that we do. It's also become evolved in recent years to something which is known as the hexico model of personality that adds a sixth trait, which is honesty, humility.

Nathalie 20:06
And if you're looking to get a much more robust and scientifically founded insight as to who you are or who your employees and employers are, that would be the place that I would start because it's the one that has the most research around it.

Nathalie 20:24
And it's the one that uses the golden standard throughout the behavioral scientific world. So start there.

Ross G 20:30
I think just in terms of what are you to do off the back of these insights, I think if you are trying to find a new role and you're wanting to think about what's important to you, then the big five tests or the IKEA model or the values model that Nathalie talked about, these things are useful.

Ross G 20:51

Or if you're on the employer side and you're looking to assess candidates who are going to be ideal for your positions, then we've talked about some of the models that work and some of the ones that don't.

Ross G 21:04

If you're applying for a job and you're administered one of these tests, you probably just have to suck it up and do it. It might not be the right time to start saying, no, I don't believe in the Myers-Briggs model.

Ross G 21:16

I think your recruitment process is flawed. That might be a confrontational stance to take. But you might reflect that maybe that reflects a company that isn't aligned with your values. It's going to be up to you.

Nathalie 21:28

And I think the other thing is, you know, to really underscore here is that we know again from an increasing body of research that diversity is the leading contributor to a flourishing workplace in which performance excels.

Nathalie 21:41

And so the idea really with any of these tests, if you are going to employ them and there are good reasons to employ them and good reasons not to, is to make sure that whatever you're doing with the tests, you're building towards a more diverse workplace, because that will help you to cultivate greater resilience and create a culture that's a really rich culture.

Nathalie 21:59

So don't be looking for doppelgangers. And I think if you're going to make decisions based on people's personality results, make sure you bring in a qualified behavioral scientist, a psychologist to help you make sense of the results and to help reflect back what you should be looking for, because it's very easy to make errors that then are going to be costly to the culture and the performance of the company.

Nathalie 22:20

So, you know, if you're going to use these tests, do your research, bring someone in and look for diversity.

Ross D 22:28

Just to bring this back to the sort of employer perspective, can we think of companies that model their values particularly well and actually sort of walk the talk?

Ross G 22:37

Yeah, so I mean, I kind of plugged our own company earlier on in the show, you know, the Emerald Publishing talking about impact. I think probably a more famous example would be Timpsons, who, you know, cut keys and re-heal shoes and do those sorts of things.

Ross G 22:54

So one of the things that they talk very publicly about is employing prison leavers. So they've identified that there is an issue in society where people who have served time in prison often find it more difficult to gain employment on their release.

Ross G 23:09

That has all sorts of negative outcomes, because when you don't have work, then your source of income is limited, and you have to start thinking about other ways of doing it. And often that means reoffending.

Ross G 23:19

So Timpsons have made this kind of public commitment to employ prison leavers, and then they act on that. And so they talk on their website about who's working for them and the public demonstration of what's important to them and the positive impact that they've had, not just for the business, but then also in the communities that they're working.

Ross D 23:41

Nathalie, do you have any other examples that you want to share?

Nathalie 23:43

The other example I really like is Patagonia because they work in quite a eudaimonic way, and eudaimonia is about the idea

of seeking integrity and fulfillment and self-actualisation over the course of one's life.

Nathalie 23:57
So when we think about companies that live up to certain values, there are three main areas around eudaimonic well-being which Patagonia really do fulfill. So they give people a sense of autonomy and self-determination, there's a sense of relatedness and belonging, they build competence, they do lots of activist actions to help people gain skills, they have a clear purpose, they also encourage people to pursue personal development and growth, they're very engaging, they have a very virtuous or intrinsically morally good stance on what they want to affect change in the world, and they also have a sense of meaning about them, so symbolic value.

Nathalie 24:36
And I think they seem to be a company that is coherent both inside and outside the company in terms of how they express these qualities, so that's one of my favourite examples.

Ross G 24:47
I guess the shorthand for this is just to, if you're interested in working for a company is to maybe have a look at their public output. So in terms of the products that they provide or the services or how they talk about things on their website and ask yourself, do I actually understand what this company stands for?

Ross G 25:05
Or does it sound like marketing bollocks? Because if it sounds like marketing bollocks, then maybe it's not even clear to people within the company what it is that they stand for. So if you can get a clear sense of what your values are and it's clear what the employer's values are and you see alignment there, then maybe that's a good company for you.

Ross D 25:30
So Ross, what will you be taking away from this conversation and applying your life this week?

Ross G 25:35
So I am actually intrigued by the the value self-assessment that Nathalie mentioned earlier. I don't want the one you developed yourself Nathalie. Remind us what it was called.

Nathalie 25:44
Valuesmap.com. Yes. It's based on Schwartz's basic theory of human values. But yeah, you can check that out. Thanks for the shout out.

Ross G 25:52
So I'm going to go and take that and see what my values are.

Ross D 25:56
I was actually going to say the same thing, I think. I've never really, I mean, I don't even know if I've ever done the Myers-Briggs, although we've given it a bit of a kicking in this episode, but I've never really done any of these sort of self-assessments or psychometric tests.

Ross D 26:10
So I'm kind of intrigued to see what my values actually are, because I think I've realised that it's quite difficult to articulate what they are if someone put me on the spot and had to boil it down.

Ross D 26:20
So I think I'll go and see what the values map tells me and hopefully my values align with Emeralds.

Ross G 26:28
Ask your wife, I bet she can do it.

Ross D 26:31
Yeah, that's a good shot. Nathalie, what about you?

Nathalie 26:36
I think my reflection is that it's very beguiling to gain insights about ourselves and it can be very easy to stop at the first bit of feedback that we get and not to really investigate it more deeply.

Nathalie 26:50
And so I think what I would take away from this is whatever test you're using, whatever results you get, maybe work with it and think, okay, what is of use to me in this particular diagnosis, so to speak, and what are the things that I don't like or that I don't agree with and why.

Nathalie 27:06
So really bringing that critical thinking and that reflective mind to relating to the answers that you get to make sure that you are engaging more volitionally with the information because if we don't then we also cede a lot of our power over to tests that may or may not be useful to us.

Nathalie 27:25
So that's what I would say.

Ross D 27:34
Okay, so I'll move on now to our regular feature, one thing I've learned this week. Ross, do you want to go first?

Ross G 27:40
Sure. So I was reading about a new law, as you do, passed by New York City Council in November 2021. Now I read about this in Wired. I wasn't just looking at the council's laws as bylaws getting passed, just browsing through laws as one does.

Ross G 27:55
No, this sounds deeply boring, but it is relevant to your discussion, I think. So for years, algorithms powered by artificial intelligence have shown evidence of bias in various areas, particularly around sex, race and ethnicity.

Ross G 28:09
There's a book, Weapons of Math Destruction by Cathy O 'Neill that gives a lot of examples of this. Now, employers in New York will have to tell job applicants if AI plays a role in hiring decisions, and they'll have to get an external auditor to assess whether the algorithm shows evidence of bias.

Ross G 28:27
I think, like the personality types, this is why I think this is kind of related. The use of algorithms and recruitment is well-intentioned. It's about trying to predict the best outcomes for a business.

Ross G 28:37
But the difficulty is that if we put too much faith in them, you can't really check whether that outcome was achieved or not, because we don't have the counterfactual. So I don't really want to give algorithms kicking.

Ross G 28:47
I don't necessarily want to give personality type questionnaires a kicking. I think all I would say is hiring is hard, and it's reasonable to want to find ways to improve that process. But we should be critical of the tools that we use, particularly if they come from third-party vendors.

Ross G 29:04
What's being promised and why are they actually delivering?

Ross D 29:08
More interesting than it seems like it was going to be. Nathalie, what's one thing you've learned this week?

Nathalie 29:19
Well, it's completely unrelated to personality chests. I was reading a book on folklaws related to trees in different parts of the world. And I learned that the yew tree is actually quite poisonous and is often found in graveyards.

Nathalie 29:32
So it has always really dark mythology around, you know, not cutting them down and there's this association with death. So it was kind of quite, I guess, morbid information, but super interesting. So quite like yew trees.

Nathalie 29:44
So yeah, yew trees, pretty poisonous. Don't eat them.

Ross G 29:50
It does sound fascinating. I love that stuff as well. I was reading the Wikipedia page on vampires the other night, because when I'm not reading New York's laws and bylaws, I'm reading the Wikipedia page about vampires.

Ross G 30:01
It is incredibly long and a delightful history. But yeah, the notion of a tree growing in a graveyard that I would choose to eat from is...

Nathalie 30:13
Well there was this myth about the roots going through the dead's eyes in order to hold them in place so they wouldn't rise up and create a zombie apocalypse. I mean, some of the stuff is really out there.

Nathalie 30:23
Sorry if you're having your morning cup of tea listening to this, I apologise, but like, yeah, really, really wacky stuff.

Ross G 30:29
I absolutely love that, that's fantastic.

Ross D 30:31
There's an interesting Venn diagram with Ross's intersecting interest in vampires and New York City legislation. So this week I have learned that I am not quite as fit as I would like to be. I've signed up for a marathon in 10 months, never run a marathon before.

Ross D 30:56
So starting quite early, I suppose, to train for that. And I went out for a run this morning and my back is sore. My knees are sore. Terrible times. I've got a long way to go is what I've realised. But thankfully, I've still got 10 months to prepare.

Ross D 31:12
So it's the silver lining. But yeah, I think that combined with having more injuries in the last couple of years, I realised I'm getting older and just like, even from not doing anything, I've injured my back.

Ross D 31:24
I don't know how. I think I must have slept funny. Yeah, it's not even a sports related injury. I've just hurt myself sleeping.

Nathalie 31:32
Start waking up and being like the bed did this. How does that even work?

Ross G 31:38
Getting older, but more agreeable in line with the personality types.

Ross D 31:48
Before we wrap up, Nathalie, is there anything else that you want to mention? You referenced your book earlier, do you want to give a bit more information on that?

Nathalie 31:56
Thank you, that's really kind. Yes, if you want to check out the book, it's called Business Unusual, Values Uncertainty in the Psychology of Brand Resilience. There are 22 expert interviews that I conducted for the book, which you can listen to on the Hive podcast.

Nathalie 32:12
And if you want to check out your business's values, go to thevaluesmap .com. That's it really. And thanks for the airtime, it's so nice to be able to plug something.

Ross D 32:21
Absolutely we'll put links to all of those in our show notes. And that's it. You were listening to the Future Talent Learning Podcast with me, Ross Dickie and Ross Garner. Our guest this week was Nathalie Nahai.

Ross D 32:35
Until next time, bye for now.