

Episode 31 - Emotion at Work Phil Review

Phil: Hello and welcome to the Emotion at Work podcast where we take a deep dive into the human condition and this is episode 31. Welcome along fair listener to this the latest episode of the Emotion at Work podcast and in a change of format you have got me on my lonesome this week. I say on my lonesome, I have a bit of a cold with me so I am a little bit nasal so apologies for sounding a bit bunged up but it is just me this week and I decided I wanted to do a bit of taking stock type podcast and also do a reflective podcast as well. So we talk in learning and organisational development practice and I guess in wider HR practice as well we talk about the importance of reflecting and sense making and learning along the way, so I thought it would be a good idea to do some of that in this episode of the podcast because the last time we did it was at the start of the year, the start of 2018 and we are now at the start of September. It was at the start of 2018 that I did my kind of setting up my stall for the year, I had a listen back to that recently and it reminded me of 2017 so we will just move on from that one but also reminded me of some of the things I said I was going to do this year. Some of the things that I put on the record I was going to do and I haven't done actually which was interesting. Some of them I have but some of them I haven't so that has been some interesting thoughts but I will come back to that in a moment. In particular, for this episode, I wanted to introduce the Emotion at Work Hub. If you are anywhere near a web browser please feel free to close your podcast app and open your web browser and type in community.emotionatwork.co.uk and you will find the Emotion at Work Hub. Now this is something that has been in my mind for a while now, probably March/April time is when I first decided that this was something I wanted to do and it has taken a while to come together and to fruition and it is by no means the finished product, so at the risk of being really cliché and talking about the thing that everybody talks about, I have created what I think is a minimum viable product, it is enough of a product that I think you as a fair listener of this podcast and potential member of The Hub and user of the facilities within it, there is enough there for you to get your head around and give me some thoughts and reflections and give me some advice about how you think it should be and what you think it needs to be like and what you think is good and what you think needs to be improved. It is also there to help and support you as a practitioner. The Emotion at Work Hub has been in my mind for a few months and it comes from way back in 2011 when I started to make the transition from reading lots of books and swallowing what the author said to being more, what the lovely Simon Heath (@simonheath1), would do which is be more discerning. For example, there is a book by a guy called Jo Navarro, which is entitled, "What Every Body is Saying" and it is a body language book and it was something that I brought in 2010 I think and when I read it, it might be 2009 actually but either way, when I read it I was like wow, this is amazing, this tells me exactly what people's body postures mean and I took it as read really, kind of just took his ideas, took what he was suggesting hook line and sinker, you know if somebody is pulling the shirt collar on their shirt it means they are anxious and nervous and therefore you should be interested in what is happening or if somebody wraps their legs around the legs of the chair that they are anchoring themselves and they are trying to stop themselves moving or if you are in a conversation with somebody and somebodies feet point away from you as opposed to pointing at you then that is a sign that that person is done with your conversation and they want to leave. To a certain degree what is in that book is true and Jo Navarro and I had a bit of argument on Twitter back in 2012 about what was the evidence base behind his book and he sent me some links to one researcher in particular which I will put some details about in the show notes, but I guess the point I am making is what he was saying in that book is true for some people sometimes in some contexts but is by no means universal and I think that was a real start for me to be much more discerning in what I read and I started to be much more evidence-based in where I was getting my insights from. I started to look into more peer-reviewed research when I was reading a book I was being that really annoying person and looking for the references at the back. When I was watching a presentation at a conference I'd be the one that



would go find the speaker afterwards and say can you tell me what your talk was based on, what research has gone into that, is it your own practice, is it published research, where did you get your ideas from, all that sort of stuff, but what I found was it would take me a very long time to get hold of the research, so to either find it or if I found some interesting research it was paywalled away. It was hidden away behind a paywall, I didn't know really how to search thoroughly and Google, I didn't know what were the different parameters that you could do. So I learned about Google scholar which was amazing because when you just normally Google, what you find is just stuff that is on average Google you don't get the scholar or the peer-reviewed stuff, so Google scholar is an amazing resource for that but the trouble is that a lot of what is on there is paywalled and I ended up searching through 1, 2, 3, 4, 5, 6, 7, 8 pages of results trying to find the papers that I could actually access and then when I learned that all I needed to do was type in the keywords that I wanted to find, so let's say emotion, regulation and then I would type "filetype:pdf", so no spaces just "filetype:pdf" and then what it would bring you back is just the pdf files. Now there are issues with that of course because often it means that the pdf files are either old, so they have been paywalled that long they have now been released or they could be drafts of papers rather than the final version of the paper or they could be paper from a, the academic world kind of rates their journals so you get different ratings for the journals like AAA journals, AA journals, I guess a bit like Moodys or Poors for the financial stability of organisations but either way Standards & Poors or Moodys I think as they are. Journals have ratings, so one of the challenges with ones that are non-paywalled is they can be from lower calibre journals as viewed by the academic world. Does that mean the research is less valid? No because what matters is the depth and rigour of thinking that you apply to the research, in the same way that you don't take a book and swallow it whole, you don't take a research paper and swallow it whole, there is elements of discernment that you need to apply looking at things like, when was it done, who did it, was that person sponsored, is there any conflict of interest or does it suggest they wanted to find a particular result rather than just see what happened. What was the sample size, was it an affect size, how did they report the results or the outcomes or the impact of the study and are they valid because being statically valid doesn't necessarily mean it had a big impact. My point being that it would take me ages to go and find that stuff and I wished at the time that somebody would do that for me. I wished there was a way that somebody would curate together the open access resources around particular topics that I was interested in. Now we all know what I am interested in because I run the Emotion at Work podcast, my company is called Emotion at Work and the Emotion at Work Hub so we know what I am interested in and what I have done in The Hub is pulled together or curated together all of the specific resources that relate to emotions, that relate to the workplace and relate to emotions either in individuals between people and relationships, in culture as a whole. It could be emotion in mental health or deception so emotion is the theme but emotion is also broad. What I am pulling together or curating is all of the resources that I think and I have assessed to say that these are valuable resources to have available. To save you having to do what I used to do which was going to do all of that searching, what I am doing is pulling them all together in one place. We've got five different categories of resources in The Hub. One is articles, so that is things that might appear in HBR or Psychology today or your kind of more general type press stuff, we've got research which is the peer reviewed research itself, then we've got blogs, we've got podcasts and we've got videos. What I am curating together for you fair listener is that bank of resources that you can pull on so when you are thinking about doing a particular initiative or you are thinking about what is around or where can I start to find out about emotions in the workplace then The Hub is there for you, that is what I have designed and built it for, it has curated those resources together for you to make your life just that little bit easier because like I said I remember when I did it I used to get really frustrated.

So what is The Hub about then? It is to help people like me when I was back in 2011, it's also responding to the fact that there is a real narrative around at the moment that we need to put



people back at the heart of work, or as I say we need to put emotions at the heart of work or we need to look at the humane workplace or we need to put humans back at the centre of work. All of those sorts of things and if you want to do anything involving people in the workplace it's got to involve emotion because emotions are a key part of what makes us humans, they are what makes us different, they are what keep us alive and help us thrive as a species. They also get us in trouble as well. I get that, but emotions are one of those things that set us apart, so The Hub curates those resources together. Secondly though I want to make a point of the fact that the research that's going into the resources that we are pulling in, so it's not just right lets go and grab some key words, let's go scrape the internet and find what resources we can find, I'm deliberately finding resources that have got an evidence base behind them. It is helping to address that, I guess again, a narrative or demand that is happening within the HR and Learning & Organisational Development profession to be more evidence based. HRs most influential thinkers came out this week and Rob Briner was right up there in the top 5, I think he was 2nd or 3rd above people like Simon Sinek or Adam Grant. Rob has been championing the evidence base cause for a long long time but when I talk, I use the word a lot in this podcast which is interesting and I'll reflect more on that later, and when I think about the conversations I have with practitioners in organisations and as freelance and we talk about being evidence based some people just genuinely don't know where to begin. They don't know where to start, they don't know where to go to find it, they don't know how to assess it, they don't know how you differentiate between good and bad, what are some of the criteria you should be looking for and those sorts of things and so I want to help with that, I want to make your life easier because the more that practitioners can have a strong evidence base behind them the more validity to the work that we are doing and the greater impact we can then have in the workplace because we are not just doing fads or not just doing stuff because it sounds like a cool thing to do. We are doing it because there are some genuine rigor and research behind it. So come along and join us in The Hub is my request, it is in its early phases, it is in its early stage and if there are other resources that you think need to be in there that aren't already then tell me. If there is links within The Hub that are broken then tell me that as well, if you think actually you are missing this or you need to add this in or you know what Phil, I am really surprised that that's on there I don't think it should be, any of that stuff I want you to tell me, you can communicate through The Hub with me or you can just send me a message directly through this podcast or on Twitter or however you want to get hold of me really.

The final thing that is in The Hub that I haven't mentioned yet is a discussion forum. So there is a discussion forum where anybody can post any questions they like or post any kind of topic or theme they want to discuss and explore, so that all of the other people that are members of The Hub can also join in and play as well. So as well as having curated resources there we can then take those resources and we can discuss them as individual pieces of research or resources on their own or we can talk about topics or themes but it is very much a place that I want to focus on the specific aspects of the role of emotion, how we take an evidence base on the workplace and pulling all of those things together. It is not a kind of generic HR community or generic L&D community it is a community that anybody who has an interest in emotions evidence in the workplace they can come in and play. If you want to then come and do it.

Now hopefully you are thinking wow that sounds amazing Phil and one of the things that I thought would be useful would be to talk about how did I get there, so how did I get to this point. So I have talked about one aspect already which is you know reflecting on my own experience, now the thing is, I am me and I can be a bit weird at times so just because that is what the position I was in that does not necessarily mean that is the position everybody else is in, so what I wanted to do was do some research with a mix of clients, a mix of people that I know or that have known me for a long time and people that I think would be interested in using The Hub that either don't know me already or aren't existing clients of mine and I wanted to do some market research with them to say right, what is it that you would like or what would you value or what can I put together in this Hub that

would make your life easier or would be a useful resource for you and that's where we got extra things in. So initially I wasn't going to do podcasts because I run my podcasts and I run that separately, but a lot of people said you know what that audio format works really well for me because it means I can listen on the move, it means I can take in other stuff and I don't necessarily do well with reading academic journals. So, for example, some of the podcasts that you will find in there are from Freakonomics, there is one from Adam Grant's WorkLife, one both of which have a strong evidence base behind what they do and likewise Sukh Pabial is in there from The Three Good podcasts as well, so the resources that I am adding in, even though they might not be peer-reviewed research papers, they are coming from an evidence base behind it and when I asked clients, colleagues, prospective new clients what is it they value about me, what is it they value about the relationships they have with me, what is it they value about the work that we have done together, or what is it they think they would value, or what do they value from engaging with a community like this. That is where the discussion forum came from. A lot of the feedback I had was, you know what we really value your thinking Phil, we value your ability to link things up and see the patterns in stuff, we really value the way that you take your understanding of complex ideas and you make them dead easy for people to get their head around. We like how you talk about your practice really openly, you talk about the things that you are doing, the work that you are completing, the projects that you are working on, the research that you are running and you link those things together. There was also that request on how can we make the most of people's thinking, yes yours Phil, but also other people. There will be other people in this Hub who maybe researchers themselves or they may be practitioners and we want to get their thoughts as well and that's where the discussion forum kind of solidified its place in The Hub for me because for me to have conversations with individuals, which is something I do a lot, I talk to clients, prospective clients, people I know through Twitter or other people in my network and we have some really fascinating discussions about the topics within The Hub, about emotion, how emotion works in individuals, between people in relationships, in teams, in culture, how it translates over to things like credibility, deception, how it links in with mental health, how it overlaps with things like shame and also the links between identity and emotion. All of those different factors and variables, but those are often the conversations I am having on a one on one basis, what I don't get to do is have those conversations with multiple people at the same time and as cliché and dare I say it as wanky as it sounds, I genuinely want to make a bigger impact on the world and I can only have so much of an impact by talking with one person at a time. The more people that I can engage with, the bigger a conversation I can have, the broader a range of interests and thoughts and approaches, that really broad diversity of an opinion, of thinking, of expertise and background I think, just makes that conversation so much richer and the richer and more beneficial those conversations can be then the bigger change I think I can affect in the world. I have said for a long time that I want to place emotion where it belongs at the heart of work and I do that to enrich lives or to reduce harm and some people ask me what that reduce harm bit is and I will come back to that in a second, but there is only so much of it I can do if I am just working with one person at a time, I would much rather be having a broader conversation.

So what do I mean by reducing harm? Emotions, as I said earlier on we have a potential to make our lives amazing, to enrich our lives but they have also got the potential to get us into trouble and the workplace can be harmful to people. That harm can be done maliciously through malintent and so the work that I do through the investigations that I run, through the interviewing that I do and the truth catching activity that I engage in, then that helps reduce the harm of malintent in the workplace. Also mental health is a massive issue in the UK workplace and beyond and poor mental health isn't just about emotion but there is an inextricable link between them because what can initially be episodes of emotion can over time become something more debilitating like anxiety or depression or paranoia or overly rose-tinted glasses with unrealistic optimism and those things can also cause harm. You can believe so strongly that you are amazing, you are the best thing in the world that you won't see any of the risks or potential downsides and you run the risk of taking



yourself off a cliff. There are other ways that emotion can harm you as well and I want to help with that too, so that's why I talk about enriching lives and reducing harm.

So this is phase one of The Hub, we are at a point now where phase one isn't complete in any means but phase one is launched and The Hub is there and available and ready for you to come along and be a part of and to help shape and guide what happens but there is going to be three phases to The Hub so there is more to come. I have got further ideas based on the market research I did about where else The Hub can go but what I am keen to do for now is take this minimum viable product that I have got and make it into something that is a genuine hub for people to go to where you can access the resources that will help you and make your life easier, that will help you find the answers to the questions that you need to find an answer to. So please please if you are not already come along and join The Hub and let me know what you think, help shape where it goes.

One of the other things that came out in my market research, and I think it was summarised most succinctly by @thatmarkgilroy on Twitter where he said the thing is Phil you are a genuine researcher and a genuine practitioner, you are not a researcher that is in a University that is just doing research on undergraduate students and then publishing that out as often as you can to raise your profile or your University's profile or to hit your KPIs on publishing stats and you are also not just a practitioner that talks about research that other people do because you run your own research as well and that is a really valuable thing, so that was how Mark summarised it but early on this year I had my first peer review journal published so I completed my Masters Degree in 2015 and then in 2018 I have published the outputs from my findings, now does that mean that I have been sat doing nothing for three years - no, because my thinking has evolved over those three years. I started writing the paper in 2017 and it got published this year with the lovely Dawn Archer as my co-author and we were working on it a long time to create something that is of genuine interest in academia because if it is not an interest in academia then it is not going to get published but also is of genuine use to practitioners in the field and as much as I never thought it would happen it really has kind of bitten me to want to do more, to want to do more research, get more research published and get more research put out there. So the work that I do has that depth and has that rigor behind that and what Mark was saying was that's a really valuable thing, that is a really useful thing to be able to access from you because it shows the depth and quality of the thinking that you have to put in. No I will be honest I found that really quite tough to hear because even though I do a lot of research in identity, in compliments, in politeness, in face and facework, in appreciation and how all of those things link together it still feels a bit weird when somebody gives you a really good compliment or a really thoroughly thought through compliment. When I have taken that and discussed that with other people they have said yeah Mark's right, so I want to give Mark's compliment the respect that it is due because when I think about it I have actually got two more research projects on the go already so I have got one research project that is a longitudinal study of how can awareness of the face and facework impact individual performance over time. Now there are issues with my study because it is all self-report I get that it, with any study there is going to be limitations but I am really interested in, can an understanding of face and facework genuinely help somebody do their job better? Can it help them with their confidence, with their performance, how they do against key metrics that they are measured against and how does that work for them or actually is it too complicated, is it a bit of a waste of time because I am not giving them any value. So it is a question that I want to answer because it is all very easy for me to go, this is really important, I think this is really key, I think this concept of face and facework can unlock individuals and some of the thing that they limit themselves with, I think it can unlock relationships and I can think it can be a massive massive help with change and big institutional organisational change. I think it can be a really helpful construct to use in that kind of environment or in that kind of setting. Now it is all very well that I think that but what I need to establish is, is that the reality, is that actually the case? So that is why I am running that research project on it to find out what is happening for those individuals and



what is going on. I run the risk of making this podcast a bit like I am trying to blow smoke up my own arse and I am conscious of that and I am working really hard to make sure it is more than that, this is about saying I work hard to demonstrate the values that I optimise in what I do, not just in the work that I do but in the other stuff that I do as well. So in the research that I am doing, in the other practices that I am taking, those things that I value the most about placing emotion at the heart of work, about taking an evidence-based approach, about making a difference in the world. I remember one of my values that I have held on to in the workplace the longest is, if I am not making a positive difference why bother. If what I am doing isn't making a positive difference on the world why I am doing it and that has been with me for a long long time and so I have worked over the last few years to be dead clear on what that is, so I can embody it in what I do.

I mentioned two research projects, so the second research project is going to kick off later on this year which I have consent for. We just need to get consent from all the participants. So the organisation itself has said yes come in and do that research for us as we think it would be really useful and again that is linking to face and facework. Now I suppose I should say if you are not sure what face and facework are then you need to go back to episodes 12, 24 and 29 and listen to those and then you will find out a lot more about what face and facework is. Those research projects then should be ready for publication in 2019/2020 I would guess because it takes a while to get into a journal, it is not like publishing a white paper that you can do whenever you want. In addition to that, there is other research that I am doing too. Nick Court and I did some survey-based research back in the summer of this year and we are busy analysing the pivot tables and everything else that goes with it at the moment, but what we are going to do is then publish the findings for that and we want to do a follow-up piece of research as well. So Nick runs a company called The People Experience Hub and that research is also going to be coming out shortly.

Those three things are really important to me about me, my practice and where I want to go in the future and it is also a call to anybody that is listening to this podcast if you or your organisation are interested in doing some bonafide research that will get published in a peer review journal in the future then let me know because I am desperate to do more research projects with more organisations because the more research I do and if the findings are similar then the stronger validity that gives to some of the ideas that I want to do my research into. If you or your organisation are interested in an individual's identity, how that inter-relates and interacts with their identity in the workplace, how that overlaps and inter-relates with the identity that you as an organisation have then let me know and let's talk about doing some research together because I think they are incredibly important constructs. Just last week I was working with a new start-up organisation who have just got some venture capital funding, so they have just been invested in by VC, and they are five years now and they are due to double in size both in terms of employees, revenue and profit in the next 18 months to two years. I was with them last week talking about their identity as a business, how they are going to renegotiate their identity now that they have this additional backing because those venture capitalists will have expectations both in terms of numbers and performance but also in terms of culture or ways of working or practices or approaches and they have got to where they have got to and they've negotiated a really clear identity for who they are and my challenge to them was to what extent are you going to need to renegotiate that over the five years ahead. Because the organisations identity isn't fixed, so their identity now isn't the same as it was five years ago, it has evolved and changed over time. Some things have held true, some things have slipped away, and new things have come in. So for the next five years, the same would happen I would wager or the research tells me I should say. The research tells me that identity will need to be continually renegotiated over time but it also has an impact for the individuals within the organisation because they are part of that organisation because to a greater or lesser degree

they engage with that identity. What that company stands for resonates with them and I know that because I spoke with them and that's what they told me. So I am trusting that they told me the truth, but let's work on the basis that they are, so if the organisation has to renegotiate its identity or has to renegotiate some of its values or it has to let some of the things go, what is that going to mean for the people that are in it? Because when you work for an organisation you by osmosis take on part of that organisations identity as your own. Now it may already overlap with some of your own values, we talk about recruiting for cultural fit, that's that overlap between what the organisations identity is and what your identity is as an individual. One company I used to work in if you didn't fit, if your identity didn't fit the company identity then you were quite quickly managed out of the business to put it politely. Is that a good thing? Well that's a different thing and we will come back to that another time, but the interplay between individual identity and company identity is a fascinating one for me and so what I prompted in the time that I was with them was some really gnarly discussions, and I don't mean gnarly like surfer dude Bill and Ted's Excellent Adventure, gnarly but gnarly at the Fuchsia Blue way, the Julie Drybrough way which is the difficult knotty, feels uncomfortable gnarly kind of way. I love that gnarly just in the word itself when you say it one way, the way that you say the word tells you what it is and what it is about. So we had some really gnarly conversations about what parts of the organisations identity do they need to keep hold of, what parts should they be letting go of, what do they need to protect their identity from and then I translated that down to individuals, you know as an individual what of your identity do you have to absolutely hold on to, what can you let go of, and what do you need to protect yourself from and they made for some really fascinating discussions for me as a behaviour analyst to sit and watch because there were differences of opinion. Some people said you know I think we should let go of this, well that's something we should absolutely not let go of, we should 100% be holding on to that because of these things and those differences of opinion. I said at the time of the conversations that were happening were absolutely key for preparing them for the next phase of where they are going because if you don't have those conversations in the open they will happen either behind closed doors to use a metaphor or they will happen in the shadows to use another metaphor or they will just happen by osmosis and things will change and people won't like it or they may love it. It depends on what the change is and what that is meaning for the identity of the organisation and their own identities to. By having these conversations in the open it helps prepare the organisation and the individuals in it for the renegotiation of the identity that is due to come in the future.

So I am sharing that as an example of where I think additional research would be really really useful and valid and beneficial.

Some more reflections on the year then I guess to do something a bit more general. I said I would do two live podcasts at the start of the year, I've only got three and a half months left and that's going to be tight to fit two live podcasts in in that time. I am definitely going to do one but I am not going to fit in a second. What I find interesting about that is the psychological pressure that I put on myself because I made that statement at the start of the year. I feel like I am letting myself and you listeners down by not doing two live podcasts this year. Is that true? I don't know, you could let me know if I am letting you down if I don't do two live podcasts this year, but that self-imposed pressure is something that I found a few times over the course of this year in different ways. So when I was building the Emotion At Work Hub last week I had made a commitment to the colleagues I was working with that we would start the day at 9 am, so we were in a cottage, we would get up have breakfast, do whatever we needed to do and then we would start work at 9 o'clock and my intention was to go swimming at 6.30 am in the morning and I had a rubbish night's sleep and when I eventually woke at 7.30 am I thought oh I can't go swimming because if I go swimming now I won't be ready for 9 o'clock, so I started to kind of potter around, I was checking Twitter and just generally not doing a lot and then the self-chatter in my head was what are you doing, you know that you are

going to perform better today after a swim, you know that when you exercise in the morning it gives you energy, it helps with your attention, it gets you focused for the day and now instead you are lying here playing around on Twitter instead of getting your arse out of bed and going swimming and the colleagues that you are with, because in my head I was like oh yeah I'll be letting them down, we've said 9 am and if they're ready at 9 am and I'm not there at 9 am then I'm letting them down. That's not right and that's not appropriate and I said to myself that really doesn't matter, what matters is all of the people here know what their jobs are for today and they know that we are finishing by 3 o'clock at the latest. Everybody had their list of jobs to do including me and clarity about when those jobs needed to be done by. Whether I was there at 9 o'clock or 10 o'clock didn't matter, what mattered was I got my shit done by two or three, whatever time it was that we left and I found it really interesting the kind of default setting that was pinging off in my head about, "Oh I need to be there for 9 am," even though I get really annoyed and frustrated with work organisations that don't work flexibly or don't entertain flexible working and the whole 9-5 culture and that stuff and if I was at home on my own it wouldn't have been an issue at all but because there were other people around I put pressure on myself to be there for 9 o'clock. So I went swimming, I got back and was ready to go for 9.50 and I smashed through my to-do list that day, I think I was done by 12.30 pm and then I managed to get extra stuff done between 12.30 pm and when we finished and it would have been so easy for me to kind of go no, promise there for 9 o'clock, be there for 9 o'clock and not done the swim I was so pleased that I did. Now that is just me running my own business with two colleagues, my reflection then is imagine what that is like for someone who works in a team of five or ten or who works in an office with 500 people in it. If I'm feeling some pressure due to ingrained rules and expectations in my head with two colleagues in a cottage in Leicestershire how on earth might it be for other people? So it's really got me thinking about what do I want to do with that and what can we do to help individuals and organisations get over some of those, oh I don't know what to call them - I want to call them programmes but that probably doesn't do it justice. Yeah really got me thinking. Haven't got an answer, feel like I should have. There you go there's another one of those feel like you should have an answer Phil because you are doing a podcast, you must have an answer for the listener. Anyway, moving on, so what's coming up in the future, so the live podcast is going to be at Christmas time, it is going to be the last week before Christmas, so the live podcast is going to be week commencing, he says talking slowly and pausing and hesitating so he can open his diary and make sure he knows when it is, so the live podcast is going to be week commencing 17 December. I will let you know where and when closer to the time. What else does the future hold? Some amazing guests lined up for the podcasts, talking about emotion in body movement, talking about emotion in change and big organisational change, and some other, I can't tell you about yet, guests that are in the pipeline, so some really really exciting things to come on the podcast itself, and, he whispers, I have applied to do a PhD, hopefully, I start in January, but don't tell anybody that yet, thanks. I think that's it, to sound very much like Ross Garner thank you so much for listening to this podcast, not just this particular episode but the podcast in general. I tipped over 6,000 listeners this week and just felt immensely proud that you fair listener are enjoying the content as much as you are because the number of listeners goes up, the number of subscribers goes up, and it just keeps getting better and better and better so I am very grateful to you for taking your time to listen to this podcast and if you would be so kind as to leave us a review on iTunes or Podbean or Stitcher or Overcast or wherever it is that you get your podcast from I would be really grateful because those reviews help other people find us and they help me make a bigger difference in the world by having bigger, broader and wider conversations.

So that's it, thank you very much for listening to this episode of the podcast, we will be back in a couple of weeks with the next episode looking at organisational change with Julie Drybrough and I will see you soon.