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00:00:09,840 --> 00:00:14,880

Hello and welcome to this special podcast episode on Fortitude with Future Talent Learning.

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00:00:15,520 --> 00:00:17,200

[Nathalie] I'm Nathalie Nahai your host.

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00:00:17,200 --> 00:00:23,520

I'm an author, advisor, and keynote speaker working at the intersection of AI, human behaviour, and the arts.

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00:00:23,920 --> 00:00:25,840

And today I'm joining Hannah Reid,

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00:00:26,080 --> 00:00:34,720

co-creator of the Pathways Program, of which Fortitude is one of the modules, and Resan Yuner, one of the executive sponsors of Fortitude.

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00:00:35,360 --> 00:00:40,720

So Hannah, starting with you, how would you describe what Fortitude is?

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00:00:41,600 --> 00:00:42,800

[Hannah] Thank you so much for the introduction.

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00:00:42,800 --> 00:00:48,160

So I'm going to go over the dictionary definition on this one, because I think it perfectly encapsulates the definition for me.

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00:00:48,160 --> 00:00:51,440

So it's Fortitude is defined as courage

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00:00:52,000 --> 00:01:05,440

over a long period or bravery when dealing with pain or difficulty, especially over a long period. It implies strength of mind and ability to endure hardship or adversity with courage and without complaint.

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00:01:05,920 --> 00:01:12,560

And so just to pull out a couple of things from what that definition says, I think there's the reference twice to over a long period of time.

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00:01:12,800 --> 00:01:19,600

So it's not something where you're dealing with something just once, a "one time in the moment" element, but something that's happened over a sustained period of time.

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00:01:20,080 --> 00:01:24,480

And the other thing that we will focus on, you know, it's something that's difficult, something that's tough.

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00:01:24,800 --> 00:01:30,160

There's this hardship element, adversity and how you navigate that with courage.

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00:01:30,720 --> 00:01:32,479

That would be the dictionary definition.

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00:01:32,560 --> 00:01:37,120

And then a bit more colour from me as to how I would describe fortitude.

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00:01:39,120 --> 00:01:49,440

[Nathalie] So drawing on those different definitions, how it's shown up in your life, you mentioned something of it being a quality that one has to work over time, over the long term.

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00:01:50,400 --> 00:01:53,880

Can you say a little bit more about that before I dig into the next question?

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00:01:53,920 --> 00:01:55,440

Because I'm very curious to hear.

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00:01:55,600 --> 00:01:56,080

[Hannah] No, sure.

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00:01:56,160 --> 00:02:02,280

So I think with me, I always go back to the military element that I grew up with when I worked in the Services.

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00:02:02,320 --> 00:02:06,920

I worked for the police force for eight years and there's a real synergy for all the services -

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00:02:06,920 --> 00:02:08,400

- so the army would be another one -

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00:02:08,880 --> 00:02:13,280

and when you endure something over a long period of time, you get pulled out of those environments, right?

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00:02:13,280 --> 00:02:18,320

Because there's only so much a person can endure before it becomes really taxing.

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00:02:19,040 --> 00:02:27,200

And so, you know, if you're on a special operation or you're exposed to elements of war, there's only so long that you can handle that for.

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00:02:27,760 --> 00:02:30,000

So fortitude is being able to withstand that.

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00:02:30,000 --> 00:02:37,680

It's knowing what your breaking point is almost...if I kind of stick with that services analogy, because there is a point where you will break in certain circumstances.

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00:02:38,200 --> 00:02:42,800

And when we break, we don't know what's going to go first because that's my point about when something is broken, right?

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00:02:42,960 --> 00:02:54,400

And so being able to anticipate what are the triggers that are going to lead you to the point of breaking is really important to be able to put all the measures in place to stop that from happening.

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00:02:54,760 --> 00:03:01,040

And part of the stopping this from happening in the example I just gave you is tagging someone else in, is saying: "Right, I've done as much as I can do,

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00:03:01,280 --> 00:03:02,720

now here's that handover part".

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00:03:03,040 --> 00:03:04,840

Now I've gone to the most extreme example, right?

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00:03:04,880 --> 00:03:06,000

I've picked the military.

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00:03:06,320 --> 00:03:11,920

From a day-to-day environment in the management element, we hope it won't come to that, but it's still the same trigger point,

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00:03:12,240 --> 00:03:17,760

some of the things that can happen to people are so discombobulating for the individual,

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00:03:17,760 --> 00:03:26,320

you know, by that I mean, you know, so taxing on yourself that it's really important that you understand where you are in that journey of how you're feeling,

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00:03:27,360 --> 00:03:33,120

And, because it's happening over a sustained period of time, what support you might need in order to be able to support others.

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00:03:33,440 --> 00:03:33,680

Right?

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00:03:33,680 --> 00:03:38,640

So we talk about putting your own mask on before you put those on around you.

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00:03:38,960 --> 00:03:42,160

You know, you have to be able to serve yourself before you can serve others.

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00:03:42,160 --> 00:03:50,720

And so that's what fortitude is for me, that resilience that you're going to be able to find, to be able to withstand whatever it is that you're facing.

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00:03:52,800 --> 00:03:53,320

[Nathalie] Amazing.

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00:03:53,320 --> 00:03:56,800

And it's such a tangible example that you've given there.

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00:03:57,120 --> 00:04:09,680

So, why is it that we're talking about Fortitude today outside of a services context, you know, because we do have to think about this in terms of long term career, things like burnout, perhaps, and some of these triggers and stresses that you're mentioning.

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00:04:10,640 --> 00:04:12,880

Yeah, why are we talking about it right now?

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00:04:13,800 --> 00:04:29,520

[Hannah] So, the whole Pathways program was created on the premise that when we get to our talent calibration meetings, we hear a lot of very similar feedback for some of our leadership cohort, our future leaders, the people that are going to go on to ultimately run the company.

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00:04:29,520 --> 00:04:31,360

And those are very important roles for us.

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00:04:31,760 --> 00:04:37,840

And in those roles there are some people who are held back by their lack of fortitude, if you like,

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00:04:38,800 --> 00:04:46,720

and specifically at succession time, we find there are some people who could just become very overwhelmed when they are - to use the word you just said - under stress.

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00:04:47,120 --> 00:04:52,080

And we know in terms of human behaviour, when you're under stress, you revert to a type that maybe that's not how you want to be.

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00:04:52,400 --> 00:04:54,800

People snap, people shout, people get aggressive;

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00:04:55,040 --> 00:04:59,480

this is obviously when you're when you've got your conscious brain on, that is not what you're trying to do.

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00:05:00,320 --> 00:05:03,400

What you would hope is to be as calm and as measured as possible,

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00:05:03,400 --> 00:05:05,840

but that isn't necessarily what happens when you're under stress.

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00:05:06,240 --> 00:05:22,800

And so one of the reasons we're talking about this is because it comes up that we'll talk about leaders and the fact that they maybe become impatient, they start micromanaging, they have short tempers, they start sending really, really long emails instead of picking up the phone or having a conversation...

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00:05:22,880 --> 00:05:26,080

and this is me literally pulling out some of the descriptors,

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00:05:26,480 --> 00:05:29,840

and it's unfortunate for some of those leaders because in every other element

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00:05:30,080 --> 00:05:36,800

they're demonstrating all of the values, all of the competencies, you know, all of the functional expertise you want to see in them,

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00:05:37,120 --> 00:05:41,200

but under stress, like you were saying, when it's close, maybe it's just too much.

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00:05:41,440 --> 00:05:44,400

So from a burnout standpoint, it might just be the volume of work.

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00:05:44,640 --> 00:05:47,040

It could also be sometimes a macro environment -

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00:05:47,280 --> 00:05:55,680

you know we now have strong geopolitical tensions that impact us personally and professionally, and not everybody knows how to deal with those when they kind of come under stress.

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00:05:56,560 --> 00:06:00,320

Similarly, there are people who are great in a crisis, brilliant in a crisis,

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00:06:00,560 --> 00:06:07,200

they know exactly what to do, who to pull in, but they just struggle with being accountable when it comes to feedback.

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00:06:07,600 --> 00:06:22,880

So I would say regular feedback, by which I mean somebody sharing some information - because that's how I see feedback - information on how they've performed, but them taking it so personally, they're just not able to move past that feedback and they're really stuck

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00:06:23,280 --> 00:06:35,520

in "Well, how do I take this feedback that I've not done something in the way that I'd had hoped to have done something, or I've not been received the way I'd hoped to be received" and be able to act on that because that also takes a type of tenacity.

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00:06:35,921 --> 00:06:40,721

It's not easy to hear from your leadership that you're not performing at something that you think you're performing at.

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00:06:41,041 --> 00:06:46,401

Honestly, we might trivialise that and be like, "Well, that's part and parcel of leadership", but a lot of people struggle with that.

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00:06:46,881 --> 00:06:50,241

So again, that's something that has come up at succession planning time.

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00:06:50,721 --> 00:07:03,521

So we thought, well, let's create a moment for people to come together to really focus on these attributes that they would need, to demonstrate the fortitude to be able to withstand, you know, these different scenarios that I've just shared.

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00:07:06,001 --> 00:07:06,841

[Nathalie] OK, brilliant.

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00:07:06,841 --> 00:07:19,921

So, digging in a little bit closer to some of the nuances and the details here, we're talking about Fortitude as a separate construct that is kind of connected with resilience and tenacity and to our capacity to withstand stress and to cope.

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00:07:21,521 --> 00:07:28,481

Why is it particularly the word and the construct of Fortitude that we're focusing on rather than resilience or tenacity?

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00:07:28,481 --> 00:07:31,721

Because they're different shades of interconnecting structures, I would suggest.

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00:07:31,761 --> 00:07:33,681

[Hannah] Yeah, you kind of answered the question, exactly.

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00:07:33,801 --> 00:07:36,801

And so honestly, the way, no, no, no, which I love.

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00:07:36,881 --> 00:07:39,161

I love that because that's that was the intensity, honestly.

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00:07:39,161 --> 00:07:49,841

And with my colleague Lizzie, as we talk about some of the how do we want this to land with the person...we start with when I say the person, I mean the people, the cohort, so all of you who are listening.

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00:07:50,321 --> 00:08:06,161

We started with wanting a word that properly articulates the purpose, and I think resilience goes so far, but lacks tenacity, and tenacity goes so far, but lacks resilience, where fortitude encapsulates the two.

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00:08:06,401 --> 00:08:08,561

And so again, back to my different dictionary definitions.

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00:08:08,561 --> 00:08:09,601

Bear with me, everybody.

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00:08:09,921 --> 00:08:14,561

Resilience is about the ability to bounce back from a difficult experience.

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00:08:14,921 --> 00:08:16,561

Resilience is not a trait that people

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00:08:16,921 --> 00:08:23,281

either have or don't have because it involves behaviours, thoughts and actions that can be learned and developed in everyone.

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00:08:23,281 --> 00:08:25,201

So, resilience is about being adaptable.

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00:08:25,681 --> 00:08:36,640

So then if I take, if I go back to what I was talking about, the macro environment where we think about, you know, this VUCA environment, volatility, uncertainty, complexity, ambiguity...the world basically we inhabit now, right?

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00:08:36,760 --> 00:08:38,400

It's just this VUCA environment.

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00:08:38,801 --> 00:08:41,400

Then macro influences have really dominated our lives.

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00:08:41,400 --> 00:08:44,081

So earthquakes, we're going to come on to this later.

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00:08:44,321 --> 00:08:44,841

Floods.

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00:08:45,201 --> 00:08:47,121

COVID, the pandemic, right?

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00:08:47,281 --> 00:08:51,121

War, geopolitical tensions, all of these require resilience.

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00:08:51,121 --> 00:08:58,001

They're not something that's just going to last one day. Whereas tenacity is persistent determination.

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00:08:58,481 --> 00:09:05,761

So you can see how you can have that resilience, but you might not have the tenacity, whereas that persistent determination is going to get you through.

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00:09:06,161 --> 00:09:10,561

And tenacity on the dictionary definition side is the quality displayed by someone who just won't quit,

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00:09:10,881 --> 00:09:12,801

who keeps trying until they reach their goal.

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00:09:13,121 --> 00:09:17,001

So I think the combination of the two is really, really powerful.

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00:09:17,001 --> 00:09:20,321

And I think that you dial into different ones depending on the scenario.

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00:09:20,641 --> 00:09:26,481

But I think it is important to recognize the difference the two of them bring as far as the strengths that you can have overall as a leader.

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00:09:26,481 --> 00:09:31,441

[Nathalie] I'm loving the territory that you're mapping out here with these words.

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00:09:32,001 --> 00:09:33,361

So you've brought Resan here.

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00:09:34,481 --> 00:09:37,361

You've brought Resan here to talk about fortitude, this kind of

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00:09:37,761 --> 00:09:43,201

love child of resilience and tenacity, this uber power that we can strengthen and bring into our lives.

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00:09:43,761 --> 00:09:47,121

Why is Resan here to talk with us today about Fortitude?

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00:09:47,121 --> 00:09:56,081

[Hannah] So as you stated in her introduction as our executive sponsor, we are looking for people who role model the behaviour that we are trying to address.

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00:09:56,401 --> 00:10:02,641

Part of the purpose of the podcast is for our cohort to listen to people who are exemplary in this space.

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00:10:03,321 --> 00:10:13,681

And for me, she is someone who is absolutely - and maybe as she gets into her journey, it'll be interesting to see which one of the from the tenacity and the resilience that Resan has pulled from -

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00:10:13,921 --> 00:10:19,601

but she's someone who in extreme adversity is able to remain calm.

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00:10:20,161 --> 00:10:24,321

She knows exactly when to be solution focused, when to allow space.

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00:10:24,801 --> 00:10:29,201

She recognizes that people are at different spaces of what I call the change curve, right.,

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00:10:29,201 --> 00:10:32,641

so the curve that we've talked about before, cohort, just in terms of,

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00:10:34,241 --> 00:10:37,761

you know, the stages that you go through when there's a major change happening.

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00:10:38,001 --> 00:10:40,561

So Resan will spot that people are at different places.

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00:10:41,401 --> 00:10:48,801

And then similarly, she just epitomizes resilience for me, this unique balance of vulnerability -

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00:10:48,801 --> 00:10:54,001

and I use vulnerability in the sense of she's also been impacted by these situations.

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00:10:54,241 --> 00:10:59,921

So if I give an example, there was a devastating earthquake in Türkiye that impacted

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00:11:00,041 --> 00:11:01,921

Resan, impacted her family as well.

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00:11:02,401 --> 00:11:04,641

She isn't a leader who pretends that's not happening.

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00:11:04,881 --> 00:11:05,681

She doesn't do that.

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00:11:05,761 --> 00:11:12,241

She absolutely takes her own experience and doesn't make it about her, which, you know, some leaders do.

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00:11:12,481 --> 00:11:16,481

She makes it about the team, but she allows context with what she's also experiencing.

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00:11:16,721 --> 00:11:19,921

And that's what I talk about when I say that unique balance of vulnerability.

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00:11:20,601 --> 00:11:25,921

And then she mixes that, like I say, with her leadership ability to take action, to help to move us forward.

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00:11:26,721 --> 00:11:32,961

She's brilliant also at educating everyone else through almost narrating - like what you're doing for us now -

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00:11:33,201 --> 00:11:35,521

she narrates us through whatever the crisis is.

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00:11:35,761 --> 00:11:38,001

So that that narration for me helps us know where we are.

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00:11:38,401 --> 00:11:42,081

Leaders who do that for me just kind of really helps in in in that grounding.

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00:11:43,201 --> 00:11:48,561

She's someone I'll describe as in the trenches and that maybe is a bit debatable from a leadership standpoint.

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00:11:48,801 --> 00:11:54,721

Absolutely she can zoom out, but I think because she's in the trenches, her team really value that she's one of them

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00:11:55,201 --> 00:11:58,481

in that moment, but not removed enough, right.

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00:11:58,641 --> 00:12:00,481

But she's able to remove herself enough to lead.

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00:12:00,481 --> 00:12:02,361

And that I think is really, really important.

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00:12:02,721 --> 00:12:16,521

But leading from the front, I would say also one thing that's really important at Apple and really important for our leaders to think about is you need to be able to share the sentiment of the team in these moments because that's really what our most senior leadership want to know:

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00:12:17,361 --> 00:12:18,401

How are people feeling?

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00:12:18,521 --> 00:12:20,081

What can we be doing to support them?

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00:12:20,321 --> 00:12:22,401

And Resan is able to really hone in

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00:12:22,841 --> 00:12:24,401

and be able to kind of share that.

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00:12:24,401 --> 00:12:26,321

So she shows humility,

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00:12:26,481 --> 00:12:31,601

she brings people in, and she talks about this multifaceted piece.

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00:12:31,841 --> 00:12:34,561

She talks about the country's needs, which I thought was fascinating,

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00:12:34,561 --> 00:12:39,521

learning about what it means to be Turkish is important in moments like that of a crisis.

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00:12:39,761 --> 00:12:46,081

But similarly what it means to be in Apple, you know, what the needs are of the team, what the needs are of their family,

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00:12:46,401 --> 00:12:48,161

and she can manage every emotion.

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00:12:48,481 --> 00:12:50,961

She is exemplary in this space.

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00:12:53,161 --> 00:12:54,161
Not awful at all for you, Resan

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00:12:54,481 --> 00:13:01,601
Oh my God, I think it's beautiful.

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00:13:03,601 --> 00:13:16,761
[Nathalie] So, Resan, we're going to dig into some of these wonderful attributes, but also some of the challenges that you've had to work with and overcome or respond to in your journey and your experiences.

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00:13:16,761 --> 00:13:17,921
And maybe we can start there.

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00:13:17,921 --> 00:13:18,241
So,

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00:13:18,681 --> 00:13:26,081
what are some of the things that have required you to develop and demonstrate as a leader, this quality of fortitude?

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00:13:28,081 --> 00:13:46,161
[Resan] Well, I think, let me step back and the moment I opened my eyes to this world, you know, I realized soon that I need to really develop fortitude because I was the youngest of three siblings, six years younger and four years younger than my brother and sister.

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00:13:46,721 --> 00:13:51,201
And whenever you know the earliest memories I remember, they were really teasing me,

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00:13:51,321 --> 00:13:53,281
they were making me the toy of their game.

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00:13:53,601 --> 00:13:55,921
I was never tortured, don't get me wrong,

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00:13:55,921 --> 00:14:00,321
but I soon realized I'm the smallest, the youngest, the weakest.

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00:14:00,801 --> 00:14:06,961
And then to be able to really get attention from my parents, I said, "I have to be smart enough".

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00:14:07,001 --> 00:14:11,521
I can never be as strong as them physically, but mentally I can do that.

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00:14:11,761 --> 00:14:14,001

So mentally I have to resist, I have to fight back,

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00:14:14,241 --> 00:14:16,961

so that I will have a voice within the family.

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00:14:17,361 --> 00:14:19,241

This is very soon, I realized.

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00:14:19,241 --> 00:14:25,601

And in Türkiye, the age of starting school, primary school, is six,

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00:14:25,601 --> 00:14:29,121

but I begged my father to send me to school earlier.

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00:14:29,201 --> 00:14:35,881

So when I was five, I was at school in the very front, you know, row of the class.

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00:14:35,921 --> 00:14:38,881

So I wanted to fight back.

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00:14:38,961 --> 00:14:42,961

And then I realized, actually, they haven't really registered me to the school.

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00:14:43,321 --> 00:14:48,401

But in two months time, I started reading and writing and then they have officially registered me.

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00:14:49,040 --> 00:14:55,040

And during third grade, I was left-handed and you know, I'm older than I look,

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00:14:55,361 --> 00:14:58,801

So, in those times, being left-handed was not a great thing.

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00:14:58,801 --> 00:15:00,401

It was not appreciated at all.

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00:15:00,481 --> 00:15:08,961

And I remember when the whole class was getting ready for making the class, you know, decorated for Children's Day, which was upcoming,

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00:15:09,361 --> 00:15:11,481
the teacher told me, "Oh, you're left-handed,

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00:15:11,481 --> 00:15:12,401
you cannot do it."

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00:15:12,601 --> 00:15:15,841
And I was the only one sitting without doing anything.

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00:15:16,441 --> 00:15:18,081
It was so harsh on me.

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00:15:18,641 --> 00:15:28,481
I remember running to home, bringing my mother during the 15-minute
break, having her talk to the teacher, and getting back to work.

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00:15:28,881 --> 00:15:30,161
I was very young,

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00:15:30,241 --> 00:15:37,281
but I mean, you realize that the environment is actually forcing you to
have the fortitude. And then the country I'm born in,

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00:15:37,761 --> 00:15:39,601
women are not much appreciated.

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00:15:39,721 --> 00:15:41,841
Women are treated, you know, very violently.

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00:15:42,641 --> 00:15:49,201
Most girls that are born in the southern eastern parts of this country,
unfortunately, are not sent to school.

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00:15:49,201 --> 00:15:50,321
I was one of the lucky ones.

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00:15:50,321 --> 00:15:55,201
So I also realized, being lucky, I have to be stepping up for the other
girls.

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00:15:55,601 --> 00:15:58,001
And this has been my motto throughout my career.

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00:15:58,001 --> 00:15:59,761

And I really love doing this.

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00:15:59,761 --> 00:16:05,441

I'm really playing a big role in women empowerment, not just at the company I'm working for, but also for the resellers,

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00:16:05,761 --> 00:16:08,321

and for some other associations that I'm working for.

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00:16:09,401 --> 00:16:14,961

So starting, I was very young when I became the manager or leader.

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00:16:14,961 --> 00:16:20,161

I was part of the country leadership team at the age of 29 in HP.

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00:16:20,241 --> 00:16:23,361

I was just one woman among seven men.

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00:16:23,921 --> 00:16:30,001

And, you know, during the very first meetings-- it was a very small example, but I want to give this, because it touched me, and I never

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00:16:30,041 --> 00:16:30,641

forgot that.

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00:16:31,281 --> 00:16:36,641

You know, the meetings and discussions were going long and long and long, and I needed a bio break.

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00:16:36,641 --> 00:16:39,361

And then, you know, I'm really young.

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00:16:39,681 --> 00:16:41,361

I said, "Guys, I need a bio break."

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00:16:42,001 --> 00:16:48,001

One of the very senior ones, he went to the board, he took a pen, and he started drawing a picture.

197

00:16:48,241 --> 00:16:50,561

At first, I didn't realize what he was picturing.

198

00:16:50,561 --> 00:16:54,001

He said, "Look, Resan, on the left-hand side, you see men's bladder."

199

00:16:54,241 --> 00:16:58,481

On the right-hand side, this is woman's bladder. From volume perspective, they are the same.

200

00:16:58,801 --> 00:17:02,241

So you don't you have no right to ask for a bio break before we do."

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00:17:03,041 --> 00:17:10,481

I said "Oh my god, seriously? I will take that bio break and please do enter more bio breaks from now on."

202

00:17:10,881 --> 00:17:22,641

I haven't stepped back because I was so angry and upset but I hold myself because that would be the only way to stand up because I have to live with them for the rest of my career at HP.

203

00:17:22,961 --> 00:17:28,560

So, these small things, actually, have really built up on the career and then when I became

204

00:17:28,881 --> 00:17:32,721

the leader, you know, you have to make plans for the country.

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00:17:33,121 --> 00:17:34,961

The country has lots of things -

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00:17:34,961 --> 00:17:39,121

one of the things Hannah mentioned is natural disasters, which is a reality of this country.

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00:17:39,441 --> 00:17:50,321

Macroeconomic disasters, inflation as high as 100%, deep economic crisis, deep depreciation, financial woes of your employees.

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00:17:50,321 --> 00:17:53,761

So, yes, I am being vulnerable,

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00:17:53,841 --> 00:17:55,041

I am part of this.

210

00:17:55,201 --> 00:17:57,201

But you know,

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00:17:57,521 --> 00:18:05,041

During my career, I also learned that I need to put my side aside and think of all the people I represent.

212

00:18:05,041 --> 00:18:07,841

And it's not just me and my team, it's also the resellers,

213

00:18:07,841 --> 00:18:11,561

the ecosystem, if we fail, everybody will fail.

214

00:18:11,561 --> 00:18:14,841

So I have always felt this responsibility throughout my career.

215

00:18:14,841 --> 00:18:21,281

Maybe because being the youngest children of my family, I have also felt responsibility for whole family.

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00:18:21,281 --> 00:18:26,561

I'm the one who is bringing everybody together, maybe part of my personality.

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00:18:26,881 --> 00:18:35,681

But I think I was really developed into this fortitude, being born into this country, being educated in my family and the school system.

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00:18:36,241 --> 00:18:47,681

But I'm proud where I am right now, especially listening to Hannah, because I feel like I really stand up for all the women in this country, for all the employees in this company, because they look after me.

219

00:18:47,681 --> 00:18:52,161

I mean, they look towards me, and they know that I will stand up any time.

220

00:18:53,281 --> 00:18:56,161

So, this is how I have developed fortitude.

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00:18:57,041 --> 00:19:00,361

In a nutshell.

222

00:19:00,361 --> 00:19:10,561

[Nathalie] Well, one of several things that you've mentioned that are extraordinary to me is how you faced into some of these insurmountable challenges - that you can't be as big or as strong or as old as your older siblings,

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00:19:10,561 --> 00:19:13,961

it's physically impossible when you're a child and you're not yet a mature adult -

224

00:19:14,601 --> 00:19:22,521

and yet seeing the opportunity there and driving forward for that. And being in service to other people and seeing how if you lift everyone, everyone benefits,

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00:19:22,521 --> 00:19:24,801

that's very touching to me.

226

00:19:25,201 --> 00:19:30,721

So who are some of the people who have helped you to develop fortitude throughout your career?

227

00:19:31,361 --> 00:19:34,881

[Resan] Well, I think the first person I would call out would be my father.

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00:19:35,921 --> 00:19:41,121

He was the absolute role model for moral and mental fortitude.

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00:19:41,521 --> 00:19:44,241

You know, he would stand up for his values.

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00:19:44,241 --> 00:19:45,761

He will never, ever step back.

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00:19:45,761 --> 00:19:46,922

And this is what he taught me,

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00:19:46,922 --> 00:19:48,242

you know, he was the role model.

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00:19:48,242 --> 00:19:48,802

He's there.

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00:19:49,282 --> 00:19:52,002

Honesty, is something that he will never give away.

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00:19:52,402 --> 00:19:54,642

He could have died for it, you know. Fairness,

236

00:19:54,642 --> 00:20:00,482

he believed in. And mental fortitude, he was telling me there is no point in fearing it,

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00:20:00,722 --> 00:20:01,922
it won't avoid death.

238

00:20:02,402 --> 00:20:04,282
So, this is how I was raised.

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00:20:04,282 --> 00:20:05,522
You know, he was always pushing:

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00:20:05,682 --> 00:20:07,842
"So you're a girl, but don't step back.

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00:20:07,842 --> 00:20:08,482
You are strong.

242

00:20:08,482 --> 00:20:09,202
You can do it.

243

00:20:09,202 --> 00:20:09,762
You try it."

244

00:20:10,162 --> 00:20:12,402
And along with my father, it was my mother.

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00:20:12,402 --> 00:20:13,602
She always believed in me.

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00:20:14,002 --> 00:20:18,082
And I don't know how, but I became the negotiator within the family.

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00:20:18,082 --> 00:20:23,962
So, whenever she wants my brother to do something, she was asking me to leave.

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00:20:24,322 --> 00:20:27,802
That was, you know, the case when we became adults.

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00:20:27,802 --> 00:20:35,722
So from family, my parents were amazing. But my father, you know, he passed away, but rest in peace.

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00:20:35,722 --> 00:20:37,282
So he was amazing.

251
00:20:37,762 --> 00:20:44,722
And during HP times, I was part of a big leadership training for a month in UK.

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00:20:45,042 --> 00:20:49,282
There was a coach, I remember, a British coach with white beards and white hair.

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00:20:49,522 --> 00:20:55,602
I don't recall his name, but you know I was climbing up the ladders of leadership back then.

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00:20:56,482 --> 00:21:06,962
He ran some, you know, tests, and he said, "Look, you know you look really tough from outside, but if I dig in, it's not that hard, but as you step up the ladders,

255
00:21:07,682 --> 00:21:09,282
the wind will be very strong.

256
00:21:09,362 --> 00:21:11,282
So you'd better get ready for it.

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00:21:11,282 --> 00:21:15,202
People will start throwing stones or rocks even.

258
00:21:15,602 --> 00:21:17,122
So you'd better get ready.

259
00:21:17,202 --> 00:21:18,962
You'd better be step up for that."

260
00:21:18,962 --> 00:21:21,362
So they have, you know, put me on some coaching.

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00:21:21,682 --> 00:21:25,202
I think that was one of the key eye openers for me because I was saying, no, I'm tough.

262
00:21:25,642 --> 00:21:27,522
But of course, we are also human beings.

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00:21:27,762 --> 00:21:36,962

And learning to become vulnerable was where I was you know given the chance at Apple, to be honest, you know because

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00:21:37,762 --> 00:21:47,682

in the first years of my Apple career, I will put it - and I will be vulnerable here now - some of the team members have placed a complaint against me.

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00:21:48,282 --> 00:21:51,842

And I should never forget the day I got a call from the People team.

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00:21:52,242 --> 00:21:54,322

They said, "Resan, there's something going on."

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00:21:54,322 --> 00:21:56,322

I was so surprised, so shocked.

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00:21:56,322 --> 00:21:57,922

I said, "Oh, I'm perfect, you know?"

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00:22:00,602 --> 00:22:03,762

And then I sat, it took me a while to digest it.

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00:22:03,762 --> 00:22:08,722

And the first reaction was, "Why am I dealing with this at this level in my career?"

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00:22:08,722 --> 00:22:09,842

You know, I've done everything.

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00:22:10,162 --> 00:22:11,442

Why do I not resign?"

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00:22:11,842 --> 00:22:22,722

But then, referring back to my values, who I am really, I realized I haven't shown them who Resan is really the person.

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00:22:22,722 --> 00:22:28,242

So I said, "Okay, if I give away now, I will never have this chance, so I have to take it seriously.

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00:22:28,962 --> 00:22:34,082

I have to accept it because if there is feedback, you know, there is no smoke without the fire."

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00:22:34,082 --> 00:22:35,442

So I took it like that.

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00:22:35,442 --> 00:22:46,802

And I think that team, that point of complaint really helped me, okay, be vulnerable, take it seriously, and stand up against your values and show them who you are, who you really are.

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00:22:47,522 --> 00:22:50,002

And it really worked that way, Nathalie.

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00:22:50,002 --> 00:22:51,602

So I think I really

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00:22:52,882 --> 00:22:54,002

appreciate the team,

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00:22:54,162 --> 00:23:03,322

I'm really happy that they made the complaint early in my career because they really helped me to become even stronger on this fortitude front, especially emotionally

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00:23:03,322 --> 00:23:07,122

because you know you think you are really a tough cookie, but you're not,

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00:23:07,122 --> 00:23:08,162

you're also a human being.

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00:23:08,162 --> 00:23:11,522

So you have to accept that fact, and you have to accept it in front of your team.

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00:23:11,922 --> 00:23:14,562

And I've been very open with my team.

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00:23:14,562 --> 00:23:20,402

So, I really appreciate all those people who contributed me being today's Resan.

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00:23:22,162 --> 00:23:30,562

[Nathalie] So that quality of vulnerability, of rooting yourself back to your values, of showing up more fully, of saying I'm going to take - it sounds like you took a risk,

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00:23:30,802 --> 00:23:39,242

you made that choice to take a risk - to show up to your team and to see if what the fire might be if there was smoke, that kind of analogy that you used.

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00:23:39,682 --> 00:23:51,362

So, you've described really clearly one of the specific actions that you took in that moment, which was you decided not to turn away. You turned towards the feedback, you showed up. And I'm wondering if there are any other specific

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00:23:51,682 --> 00:23:59,762

actions that you've taken that you can think of to maintain fortitude in particularly challenging moments that people could perhaps learn from.

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00:24:00,002 --> 00:24:00,722

[Resan] Yeah, of course.

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00:24:00,722 --> 00:24:09,002

I mean, especially during crisis times, Nathalie, whether it's a macroeconomic crisis or a natural disaster, I think being calm is the most critical thing.

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00:24:09,002 --> 00:24:10,162

And I always do that.

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00:24:10,162 --> 00:24:12,762

You know, if it's moment, OK, take a deep breath.

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00:24:12,842 --> 00:24:13,762

OK, relax, because.

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00:24:14,802 --> 00:24:17,242

Doing things in panic will only get things worse.

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00:24:17,242 --> 00:24:19,522

So I always, I'm very calm -

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00:24:19,602 --> 00:24:22,402

I don't know, I'm cold-blooded maybe from time to time -

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00:24:22,722 --> 00:24:33,122

No, seriously, because that is the only way I believe I can help others, okay, to analyse the situation, what's going on, what's really going on, and how I am really willing to show up here.

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00:24:33,402 --> 00:24:36,882

What are the things that are most critical in a natural disaster?

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00:24:37,122 --> 00:24:38,602

Are any lives at risk.

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00:24:38,602 --> 00:24:40,962

You know, what are the top priority?

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00:24:40,962 --> 00:24:43,562

And I do it very, you know, intuitively,

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00:24:44,242 --> 00:24:56,202

and then when I have a broader plan on my mind, I gather people together, whoever is going to be helping me, who should be informed, who should be part of the solution, or who should we be discussing the solution with?

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00:24:56,642 --> 00:24:58,082

And then we start from there.

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00:24:58,082 --> 00:25:04,642

And informing is the second biggest thing, you know, in a crisis situation because you -

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00:25:05,442 --> 00:25:09,202

of course, you think of things, but there are certain things you may not be able to think -

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00:25:09,282 --> 00:25:11,842

so in some instances, you may need Legal advice.

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00:25:11,842 --> 00:25:14,642

In some instances, you may need Government Affairs to support you.

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00:25:15,042 --> 00:25:16,962

In some instances, you need the Security team.

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00:25:16,962 --> 00:25:27,362

So yes, you start, you get down, you calm, you plan, you get people into picture, and then you start building the plan from there.

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00:25:27,362 --> 00:25:30,402

But I think the first and most critical thing is keep your calm.

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00:25:30,882 --> 00:25:32,402

Think about the situation.

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00:25:32,482 --> 00:25:37,122

Separate yourself, if you can, and your family from the situation.

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00:25:38,002 --> 00:25:38,322

OK.

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00:25:38,322 --> 00:25:43,442

And look into this thing objectively as much as you can.

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00:25:43,442 --> 00:25:43,682

OK,

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00:25:43,682 --> 00:25:53,682

you may be part of it, but being objective is going to help you to plan for the top priorities as early as possible in this whole crisis situation.

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00:25:55,202 --> 00:25:58,802

[Nathalie] So one more little question to dig into that before we move on to the next question.

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00:25:59,442 --> 00:26:02,722

You mentioned taking a deep breath and finding a way to be calm.

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00:26:02,962 --> 00:26:16,242

Now, often in really turbulent contexts - and Hannah mentioned the VUCA context that we're in now - it can be really easy to default into this defensive stance, into this high stress, high cortisol, freeze, fight, flight...

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00:26:17,322 --> 00:26:25,602

What's a practical thing that you found helpful to just catch yourself in that moment before you dip into that really stress response?

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00:26:25,762 --> 00:26:32,802

What's a particular practice that people might be able to engage in that would help them, so that they don't tip into that panicked state?

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00:26:33,762 --> 00:26:34,962

[Resan] Nothing goes forever,

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00:26:34,962 --> 00:26:37,202

this is always what I think, OK.

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00:26:37,442 --> 00:26:39,842

There is always something that's coming to next.

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00:26:40,322 --> 00:26:43,362

In my personal life as well, I always put a carrot.

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00:26:44,322 --> 00:26:47,762

So if there is a big thing that's going to happen, OK, it's going to pass.

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00:26:47,762 --> 00:26:49,362

It shall pass, too.

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00:26:49,442 --> 00:26:50,682

So everything will pass.

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00:26:51,042 --> 00:26:55,762

So whenever you think of the moment, OK, it's going to pass, so what's going to happen next?

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00:26:56,082 --> 00:27:01,842

So, try to rationalize the situation as much as - it's not easy, not always easy,

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00:27:01,842 --> 00:27:07,602

I mean, I remember a coup attempt, 15th of July, 2015.

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00:27:07,602 --> 00:27:10,162

My own son was at the airport.

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00:27:10,722 --> 00:27:11,762

He was under attack.

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00:27:11,762 --> 00:27:15,282

And some of our Apple Retail team members were in the store.

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00:27:16,482 --> 00:27:18,122

But think, OK, it's going to pass.

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00:27:18,122 --> 00:27:21,682

So what is really needed now to help all those people?

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00:27:22,242 --> 00:27:26,802

I think thinking ahead of the time, it's going to pass, it's going to be positive soon,

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00:27:27,122 --> 00:27:29,922

but to be able to come to that point, what can I do?

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00:27:30,642 --> 00:27:39,122

I think, you know, that mindset is always keeping me up to speed, keeping me energized, helping me to bring the others into the picture.

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00:27:40,162 --> 00:27:40,642

[Nathalie] Amazing.

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00:27:40,642 --> 00:27:45,322

That's very, very helpful and tangible in terms of what people can start to do.

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00:27:45,362 --> 00:27:45,842

Thank you.

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00:27:46,242 --> 00:27:48,402

So, Hannah, over to you briefly.

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00:27:48,402 --> 00:27:50,042

So, you've witnessed Resan.

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00:27:50,042 --> 00:27:54,962

What are some of the actions that you've seen her take that may not be obvious to others?

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00:27:56,402 --> 00:27:56,962

[Hannah] Yeah, thank you.

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00:27:56,962 --> 00:28:01,922

And it's great to hear her also just talk through that because we've never had this conversation with each other.

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00:28:01,922 --> 00:28:03,202

So I'll just reflect on some of that.

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00:28:03,202 --> 00:28:16,882

So I think some of it, which I said earlier, which I don't know if, you know, Resan knows she was doing this, but narrated the crisis, as I said, letting everyone know where each person is at each point of the journey.

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00:28:17,202 --> 00:28:24,562

I think what she does is she creates this space - and quite literally, right - in terms of how are you feeling, not as a rhetorical question.

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00:28:25,442 --> 00:28:31,042

But literally allowing people to talk about what they've experienced, what's worked well, you know, what hasn't worked well.

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00:28:31,682 --> 00:28:37,842

And her team has shared that back, right, in terms of how seen they felt by her because she allowed that space.

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00:28:38,242 --> 00:28:41,202

If you ask any of her team what they've experienced,

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00:28:41,282 --> 00:28:47,522

Resan will always be part of that in terms of how they've come to move on from whatever the situation has been.

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00:28:47,962 --> 00:28:50,162

And I think that's part of that, the space that she's created.

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00:28:50,442 --> 00:28:52,402

I think she asks great questions, right?

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00:28:52,402 --> 00:28:57,802

Great questions of us as an organization in terms of what she needs to then be able to go on and do what it is.

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00:28:57,802 --> 00:28:59,042

So, I'm making it up,

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00:28:59,042 --> 00:29:03,442

but if it's resources that we need to get out to her, if it's information, when is the information coming?

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00:29:03,682 --> 00:29:09,522

Like that point about being calm allows her to then extract all of the information needed in order to move on.

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00:29:09,842 --> 00:29:13,602

She's often great on a call, but if you think about the role of a leader in those moments, it's

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00:29:13,762 --> 00:29:15,442

representing what we cannot see,

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00:29:15,442 --> 00:29:18,082

so in terms of all the people on the call, we are not in the crisis.

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00:29:18,482 --> 00:29:25,762

So, Resan is very good at asking the questions that are very pertinent to what's actually happening on the ground and you need the calm in order to be able to do that.

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00:29:26,482 --> 00:29:30,082

And then summarising back for us all, like, what are the actions, where are we?

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00:29:30,162 --> 00:29:33,362

You know, almost with that precision of who's going to be doing what.

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00:29:34,642 --> 00:29:37,042

The other thing I think that she's great at is speaking up.

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00:29:37,522 --> 00:29:41,602

She doesn't wait to be invited, which I think is a very strong leader in those moments.

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00:29:42,082 --> 00:29:52,482

And sometimes that can be the case, right, where you're not necessarily on a call or you know, you're not part of a decision making moment that once she's realised that she's very quick to be like, |OK, if I'm not on that, here's what you need to know."

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00:29:52,962 --> 00:29:56,722

And I think a lot of people won't be aware of that, which again, I think is really important.

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00:29:57,202 --> 00:30:04,082

And then the last one I'd allude to is, is collaboration which she has spoken to, you know, things like Government Affairs and other people that you can pull in,

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00:30:04,482 --> 00:30:09,042

but also in in Türkiye, the Sales organisation, Channel Sales, isn't the only team that are there.

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00:30:09,442 --> 00:30:11,042

Resan partners heavily with Retail,

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00:30:11,282 --> 00:30:12,642

and again, we would never know that,

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00:30:12,802 --> 00:30:15,282

but I'd be speaking to someone in Retail and they'll say, "Yeah, I spoke to Resan,

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00:30:15,282 --> 00:30:20,962

And I'm like, "Oh wow!" Because you know, again - to how she was elaborating that herself - she just thought about everybody.

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00:30:21,282 --> 00:30:26,562

It isn't just about her team and who's in front of her, it's, you know, how is this impacting the broader organization.

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00:30:26,562 --> 00:30:30,882

So I think that's for me, there's a great attribute that is definitely tangible.

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00:30:31,362 --> 00:30:35,522

But what I'd also say to people is these elements are an exposure point for leaders.

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00:30:35,522 --> 00:30:39,122

Often we talk about, you know, exposure at Apple and how difficult that is.

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00:30:39,442 --> 00:30:41,442

Sometimes you can get exposure without requesting it.

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00:30:41,762 --> 00:30:44,402

And in these moments, Resan is now known for this,

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00:30:44,482 --> 00:30:50,282

she's known that in a crisis, she is a leader that everybody will look to irrespective of what line of business it is.

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00:30:50,282 --> 00:30:52,482

And by that I mean not just Channel Sales,

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00:30:52,882 --> 00:30:55,842

you know, Resan is someone that you can count on from Apple standpoint.

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00:30:58,322 --> 00:31:03,922

[Nathalie] There's so much in there that you've that you've included in that brief but very concise response.

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00:31:04,122 --> 00:31:07,442

And I think there was something particularly you were mentioning about stepping up

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00:31:07,682 --> 00:31:18,002

without having to be invited, that kind of proactive, bold quality that actually, sometimes you don't know what you're missing unless someone comes in and says, "Hang on, this is a piece of the picture that you haven't yet seen,

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00:31:18,002 --> 00:31:22,562

these are the people whose voices might need to be included, the context, et cetera."

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00:31:23,162 --> 00:31:28,482

And so Resan, how does fortitude help you show up authentically as a leader?

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00:31:28,482 --> 00:31:36,642

You've mentioned vulnerability, but what are some of the other qualities that you that you think have been really helpful in bringing this characteristic to the way that you lead?

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00:31:38,082 --> 00:31:41,602

[Resan] Well, I believe, you know, you can't be authentic without courage,

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00:31:42,082 --> 00:31:44,122

and you can't have courage without fortitude.

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00:31:44,122 --> 00:31:46,722

So courage is one of the most critical things, I think.

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00:31:47,042 --> 00:31:56,082

But to me, something that I really learned from my father, living your values is very critical as part of, you know, leadership.

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00:31:56,562 --> 00:31:58,722

And I think fortitude supports you,

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00:31:58,722 --> 00:32:00,882

it really helps you resist compromise.

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00:32:00,922 --> 00:32:04,922

Okay, so this, I mean, you stand for your values, and if you have fortitude,

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00:32:05,282 --> 00:32:08,082

you do stand for your values, and you do the right thing.

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00:32:08,322 --> 00:32:12,242

You don't risk it for just being popular and saying the right thing.

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00:32:12,802 --> 00:32:14,962

And, you know, it's also truth-telling,

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00:32:14,962 --> 00:32:16,682

I never sugarcoat my feedback.

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00:32:16,682 --> 00:32:22,082

I mean, my team tells me you're very harsh from time to time on feedback.

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00:32:22,402 --> 00:32:23,522

I don't sugarcoat it.

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00:32:23,842 --> 00:32:26,682

And they know that I'm not talking to their personality,

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00:32:26,682 --> 00:32:29,282

I'm talking to their work, and they take it.

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00:32:29,762 --> 00:32:31,442

And there are tough times.

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00:32:31,442 --> 00:32:32,002

You have to

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00:32:32,642 --> 00:32:38,402

handle very difficult situations, you have to make layoffs, which we have also been through because of the financial crisis.

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00:32:38,802 --> 00:32:50,402

And with, you know, with this Fortitude that really helped me to handle hard conversations, you know. It is what it is, you know, being emotional and not so being just objective, it is what it is.

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00:32:50,402 --> 00:32:56,202

And telling this as it happens, really what Fortitude has supported me with.

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00:32:57,122 --> 00:32:59,723

Resilience in change, you know, supporting calm,

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00:33:00,163 --> 00:33:12,243

decisive action because you know what is at risk at that very moment and you have to be really calm, standing up for what is right for you, for your team, for your family, for the community from time to time.

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00:33:12,963 --> 00:33:26,963

I think Fortitude also helped me there and I think being both vulnerable and also always telling the truth without sugarcoating it, it also helped me to be trustworthy in front of my team and they know that

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00:33:27,443 --> 00:33:31,123

I am always courageous, and I will always defend when something is right
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00:33:31,283 --> 00:33:37,603

not everything, but if something is right and it requires defending, I will always step up for it.

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00:33:37,603 --> 00:33:40,323

And as Hannah said, it is not just for my team.

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00:33:40,323 --> 00:33:41,203

It's for Apple Retail,

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00:33:41,203 --> 00:33:42,723

it's for Apple Türkiye team.

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00:33:43,123 --> 00:33:44,643

We've been working.

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00:33:44,643 --> 00:33:56,083

There are so many examples, inflationary salary adjustments or some regulatory changes on retirement, which was an exceptional thing for Türkiye,

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00:33:56,563 --> 00:33:58,163

I always stepped up for them.

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00:33:58,563 --> 00:34:02,963

And the last thing I think is being vulnerable is critical.

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00:34:03,083 --> 00:34:09,043

And I mean, when the team comes to me and I don't have the answer, I tell them, "Guys, I don't know, but I will help you to find out."

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00:34:09,523 --> 00:34:11,523

So I think this is really critical.

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00:34:11,523 --> 00:34:15,123

These are the things I can tell how Fortitude has supported me so far.

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00:34:15,123 --> 00:34:19,283

And I'm sure you know I always believe in lifetime learning,

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00:34:19,283 --> 00:34:25,443

so until the moment I die, I continue to be even stronger on this one.

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00:34:26,163 --> 00:34:30,563

Again, you know, to help the women, to help everybody as much as I can on the community.

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00:34:32,643 --> 00:34:34,803

[Nathalie] So, you've mentioned values quite a few times.

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00:34:34,803 --> 00:34:38,882

And you're talking also about this kind of clarity in the way that you give people feedback.

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00:34:39,203 --> 00:34:44,963

And what I was thinking about as you said this was, or what came up for me, was that trust is actually something which we earn,

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00:34:45,203 --> 00:34:54,882

and if someone can rely on you to give clear, honest, direct feedback without having to guess, without wondering where you're coming from, they know your values,

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00:34:55,483 --> 00:35:05,083

and you're compassionate with that clarity, that creates a context in which psychological safety can thrive because people feel that you're being fair, that you'll show up for them.

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00:35:05,083 --> 00:35:17,923

There's a quality of accountability and that also that vulnerability, that permeability to be able to have a human conversation with someone who's able to take powerful decisions proactively and decisive action.

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00:35:18,763 --> 00:35:19,203

Amazing.

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00:35:19,203 --> 00:35:19,523

OK.

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00:35:19,603 --> 00:35:22,643

So, we're moving to the last question.

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00:35:22,643 --> 00:35:23,923

I don't know if you want to reflect back?

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00:35:23,923 --> 00:35:24,403

Yes, please.

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00:35:24,803 --> 00:35:27,243

[Resan] Just one thing, Nathalie, what you said is so critical.

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00:35:27,243 --> 00:35:34,643

Because one of my team members, who's not a direct report to me-- I mean, it was a very recent thing, so I really wanted to bring this up --

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00:35:34,643 --> 00:35:39,363

because of this trustworthiness, he came to me and he gave me feedback,

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00:35:39,843 --> 00:35:41,923

and that feedback was so valuable.

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00:35:41,923 --> 00:35:45,923

He said, "You're not all the time saying good morning to me.

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00:35:46,483 --> 00:35:50,403

You're just missing my towards my desk and you're not saying hi or good morning."

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00:35:53,963 --> 00:35:56,883

It was an aha moment for me because you know there are times when you rush.

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00:35:57,523 --> 00:35:58,163

I said, "Thank you."

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00:35:58,843 --> 00:36:01,203

In the past they were not doing it, honestly.

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00:36:01,203 --> 00:36:06,803

Now I also feel because we're working on this feedback culture, as Hannah knows very well in building that.

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00:36:07,043 --> 00:36:10,963

It's a very simple and small thing, but he came to me because he was hurt.

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00:36:10,963 --> 00:36:14,403

He thought it was personal, I said, "It's not personal, but thank you very much."

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00:36:14,643 --> 00:36:17,123

So now we're having small talks over coffee.

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00:36:17,603 --> 00:36:25,363

So I think it really is, you know, adding one step over the other and it's getting bigger and bigger in terms of trustworthiness.

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00:36:26,043 --> 00:36:28,163

Every moment counts, every feedback counts.

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00:36:28,163 --> 00:36:29,963

So I wanted to underline that.

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00:36:30,003 --> 00:36:35,043

[Nathalie] To have the courage to say something that's so intimate, to say, my feelings were hurt because you don't say hi.

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00:36:35,043 --> 00:36:44,083

And it could seem in corporate conditions or in business conditions of any kind that it's insignificant, but it's about that human connection of, "I want to feel our connection"

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00:36:45,283 --> 00:36:48,243

and that simple, small act could actually be very powerful.

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00:36:49,283 --> 00:36:52,003

I'm glad that you brought that in.

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00:36:52,323 --> 00:36:58,163

So there are many, many things that we've covered in this brief conversation about Fortitude.

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00:36:58,563 --> 00:37:06,483

But what are the calls to action for the cohort listening to this that you would both like to highlight?

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00:37:06,483 --> 00:37:08,723

Or perhaps, Hannah, we go with you first?

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00:37:09,523 --> 00:37:09,643

[Hannah] Sure.

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00:37:11,043 --> 00:37:18,283

I would say and actually I want to add one on that I didn't have that I was going to mention, but the managing of emotions that kind of Resan spoke to, I think it's really interesting,

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00:37:18,283 --> 00:37:21,323

we don't talk that much about emotions and emotions obviously a response.

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00:37:21,323 --> 00:37:27,843

And so you know, you feel what you feel that part and in essence will be uncontrollable,

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00:37:27,843 --> 00:37:29,923

but what you do with what you feel is in your control,

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00:37:29,923 --> 00:37:32,883

and I think that's really important to make the differentiation.

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00:37:33,443 --> 00:37:37,763

I was at a conference recently where Tim Cook was speaking about this and how.

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00:37:38,243 --> 00:37:40,163

He said "I'm just no good when I'm angry.

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00:37:40,323 --> 00:37:41,523

I'm no good to anyone.

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00:37:41,923 --> 00:37:48,803

And the purpose of my role is that people have come to me because they need me to lead and I cannot lead if I'm no good to anybody."

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00:37:48,803 --> 00:37:50,723

And I just thought it was just a very simple thought.

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00:37:50,723 --> 00:37:52,483

And he was like, "There's no right or wrong.

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00:37:52,483 --> 00:37:53,163

It's not.

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00:37:53,163 --> 00:37:54,723

I'm not saying that you can't get angry."

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00:37:54,723 --> 00:37:55,803

He literally called that out.

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00:37:55,803 --> 00:37:56,483

"If you get angry, you do.

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00:37:56,483 --> 00:37:57,363

But I'm just no good.

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00:37:57,923 --> 00:37:59,803

I've got no clarity of thought or anything." So,

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00:38:00,163 --> 00:38:02,963

when I talk about managing emotion, that's really what I mean.

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00:38:02,963 --> 00:38:08,923

It's about, you know, the element you can control, what do you want to leave, you know, whoever it is that you're interacting with.

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00:38:09,283 --> 00:38:11,683

So yeah, only because you mentioned that I thought I'd pull that out.

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00:38:11,683 --> 00:38:13,443

That's one call to action, I'll add.

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00:38:14,163 --> 00:38:18,163

I would say challenge your thinking about what might not be a strength for you.

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00:38:18,643 --> 00:38:22,243

One of the things that we're learning a lot about our leaders is self-awareness.

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00:38:22,923 --> 00:38:27,843

And that's really difficult, self-awareness, because to get to, to become self-aware, you need to know

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00:38:28,283 --> 00:38:30,323

what you're missing, you should know the blind spots.

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00:38:30,443 --> 00:38:44,523

And so that feedback element we've just seeded in is so important to be able to challenge what you may think that you're good at, or what it is you may or may not be doing, and really look for that feedback from lots of different people, which is why we're trying to create the feedback culture that Resan just alluded to.

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00:38:45,043 --> 00:38:54,763

So it's really important to think about in terms of the context of everything we've discussed, maybe put yourself in the shoes of Resan and how would you respond to an earthquake, to a financial crisis?

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00:38:55,603 --> 00:39:04,363

You know, what would you have done differently if COVID were to hit again because it did hit and we all had a particular response to it after the first month, the second month...

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00:39:04,403 --> 00:39:14,163

But then if we talk about, you know, this sustained period, how would you have behaved differently at the six and one year point when it's things start to get difficult and you have no answers for the future?

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00:39:14,723 --> 00:39:21,843

So you know, remaining calm, we've talked about that as a call to action, but also tough feedback.

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00:39:22,163 --> 00:39:24,323

Think about that when you get difficult feedback,

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00:39:24,643 --> 00:39:35,603

how can you confidently hold conversations that will help you to navigate the feedback that you've received versus going into a chain of long emails or back and forth emails?

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00:39:36,003 --> 00:39:38,403

Think about your tone in different environments,

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00:39:38,403 --> 00:39:42,323

how might people receive you when you do come under stress?

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00:39:42,323 --> 00:39:42,723

You know, what

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00:39:42,723 --> 00:39:44,963

are the differences in your behaviour as well?

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00:39:45,363 --> 00:39:47,603

I think those are some of the ones that I would say.

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00:39:48,163 --> 00:39:57,243

And then number one for me and on all of these, although I've now gone backwards, but number one would be or to end on rather, why might you have been nominated really hone in on that.

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00:39:57,243 --> 00:40:03,363

What might be the element that you really need to focus on so that you can go back and really address that.

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00:40:05,123 --> 00:40:05,683

[Nathalie] Brilliant.

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00:40:06,403 --> 00:40:11,283

Resan, are there any comments or additional thoughts that you might like to add there?

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00:40:11,883 --> 00:40:13,603

[Resan] Hannah summarised it perfectly well.

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00:40:13,603 --> 00:40:15,923

I mean, I will reiterate being calm,

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00:40:16,723 --> 00:40:20,083

OK, accepting the situation as it is, you know, don't elaborate.

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00:40:20,083 --> 00:40:22,243

OK, it is what and life is not a straight line,

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00:40:22,243 --> 00:40:23,923

there will be up sounds all the time,

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00:40:23,923 --> 00:40:27,683

So, I've think taking it as it is really critical.

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00:40:28,723 --> 00:40:36,563

Emotional courage I think is really important and one thing that Hannah mentioned, I will reiterate that once again, self-awareness is

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00:40:37,163 --> 00:40:46,723

what I think I value it much because if you know your weaknesses, if you know your opportunities, this is the only way it's going to help you towards building fortitude as well.

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00:40:47,203 --> 00:40:55,683

So again, back to what Hannah said, understand why you are on this course, but be honest to yourself and then you'll take it from there.

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00:40:55,683 --> 00:40:57,203

And whenever you need, just call me.

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00:40:58,323 --> 00:40:58,803

[Nathalie] Wonderful.

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00:40:59,203 --> 00:41:04,723

I think also that managing emotions bit and the self-awareness and knowing that we all have blind spots and that typically

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00:41:04,963 --> 00:41:11,243

humans, right until the point of death, when we're hopefully old and rich, fulfilling life, we still have blind spots.

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00:41:11,243 --> 00:41:13,443

Like, I have never met a person that doesn't have a blind spot.

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00:41:13,923 --> 00:41:19,843

So it's not that there's something that's necessarily a deficit, it's just we're trying to become more capable.

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00:41:20,363 --> 00:41:28,763

And I think there's that kind of that framing of feedback on what happens when we have that quality of discomfort or that feeling of, "Oh, this is personal."

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00:41:28,763 --> 00:41:34,243

It's like it's a call to growth, it's a call to lean in, it's a call to develop, to adapt,

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00:41:35,443 --> 00:41:39,843

and it's an opportunity - as you both described so beautifully in the course of our call.

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00:41:40,483 --> 00:41:44,563

Well, I've learned a lot in this special podcast episode.

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00:41:44,563 --> 00:41:45,443

Thank you very much.

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00:41:46,323 --> 00:41:54,403

Thank you everyone listening for joining us on this conversation about Fortitude brought to you by Future Talent Learning in partnership with Apple.

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00:41:54,883 --> 00:41:58,563

I've been Nathalie Nahai and I hope you enjoyed this conversation.

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00:42:02,203 --> 00:42:03,603

That was amazing, ladies.

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00:42:03,603 --> 00:42:05,683

Oh my God, mind blown.