**Dissertation Interview - Participant D – 22 March 2024**

Fanie Mordaunt: I just want to just start of by asking you, if you could please describe the organisation you, what kind of business is it that you work for?

Participant D: Business or my function or the just the overall business?

Fanie Mordaunt: So first, the overall business and then you can talk about your specific function in the broader business.

Participant D: Okay, so the business is obviously wealth management, but across the board and that is you know the asset management side, the wealth which is life, investment and then insurance. How and that's what we fit in in the industry as the in within the financial services industry as a business where my function is at is we know my guys and the guys that work in my team will support all of those. I'm all three of those legs of the of the financial services industry that we in. So, the finance, the insure side, the wealth management side and asset management side. So, I have my reporting line is to the group of companies which is the group level and I support engineers in their various collective visions. The three divisions that I mentioned and, it's a very big team and what we basically do is some way, way involved in every change that happens in the business. So we are the first part of contact when it comes to any sort of change that happens in the business, whether it's you know it's a project that's formalised and then and that's gone through all the right forums and then it's running, then we have to provide solutions for that or it's, you know, business as usual, you know issues that are arising from what are the clients are complaining or things that are picking up from the systems perspective that that we need to deal with. So, my team then would go in there and they would investigate was the problem. They identify the issues root cause and then we would sort of, you know, design solutions that would then deal with those problems. And then obviously it goes through the chain where then we hand over to not to, to the technical teams then that they actually do the implementation.

Participant D: So very important, we don't do implementation, we just design solutions and we understand what the problem is from both operations side or that the strategic you know you know projects that we're running into. So that’s kind of a summary of what we do. Obviously, the scope of our work is very is stretched a lot of times into other things as well. So, anything that happens in the business now, it needs to go through the engineering team that, that, that you know I take care of and then then and actually that is a very good thing for the team because we get exposed to so much more than we actually are supposed to. So, that's summary of what we do.

Fanie Mordaunt: That's great. And how would you describe the culture of your organisation?

Participant D: Culture of organisation, I think. I'm going to look at it from how I got absorbed into organisation. So, looking at the graduate program, I think that's one thing that's very good that I've that I've picked up. There is a lot of the guys I work in fact, my whole team, everybody you know, came through the graduate program and we the team now is sitting at about just over 40 people. That's all of us came through the graduate program all the way from 2016 and the way it was designed, particularly for our team is that it's almost like an incubation hub. So, you get exposed to all of these things, but you also allowed them to move on to other parts of the business that you want to get into because you just get exposed to so much, you know, in terms of the business knowledge and then the various functional areas within the business. So, for me, the culture of the business, I think it embraces.

Participant D: The business steadily embraces they or other recognising recognises the, you know, the importance of the young talent or the importance of fresh minds in the organisation because without that I don't think we would be as progressive as we need to be in terms of technology and the ways of work. You know how we operationalise a lot of things in the business and because they we know, particularly my team employing so many young people with fresh mindset, fresh new ideas when they come in and then they see what dealing with this one is new things that you actually learn from them as well and because our team is always very close to the top management at the very, very top,, the guys actually gets a little bit of time with the top executives on a monthly basis and some in many. Cases weekly basis and the guys that trusted with coming up with solutions that are going to drive the business in the right direction and that and that is very big for you know the very big responsibility to give to graduated means you trust them and you and you and you and you value them from that perspective. So, I always say to the guys if you want a career, I think \*\*\*, sorry if you want a career. I think this business is the right place for you. Because it's going to push you. You're going to have a lot of responsibilities. It might not be. You might feel like you're being overworked compared to counterparts you know in in other know businesses that are bigger that they're very mature structures around. This is what you do and this is where it ends. Whereas here if you touch something, you'll likely going to be involved in every aspect of it, not just the engineering part. So, I think to me that's a very good quality culture for me. For me, young people perspective and developing the guys into, you know the business leaders, so of the future and the back and possibly taking over the companies or.

Fanie Mordaunt: That's excellent. So, you said you managed 40 people.

Participant D: So it's forty-three from engineering and then five from data science. So, what about let's say if I would call it for forty-nine at this stage.

Fanie Mordaunt: Forty-nine and how long have you been managing people in your career?

Participant D: Two and half years I studied, as a lead for 1 part of the business. That was two and half years ago.

Fanie Mordaunt: Okay

Participant D: I think that was 2022, 22 August and I was managing just one person at that time. And then, only last year, not only 2022, only last year, beginning of last year, but I exposed to managing over twenty-five people in one of the divisions and then ten months later than it was the whole division. The whole team.

Fanie Mordaunt: And how would you describe your leadership style?

Participant D: Well I think, I think I'm very fair. I mean, I've been exposed to some. I think that's another very good, you know, value proposition for joining our team. I've been exposed to so many leadership styles and not necessarily managing me or leading me, but just leading their teams and being part of that atmosphere and understanding how they do their stuff. So, of the left few things here and there and I'll say I'm quite fair in that. Allow the guys to run things themselves. I mean, I remember in my time when I was being managed, I actually got my manager not manage me at all because I used to do my stuff. And get things done without any you know support from a manager and as a result she didn't have to manage me, you know, in the latter years of her management being at that time and that I enjoyed that and I think that actually you know developed my call it my you know my skills and how I then execute on the task and everything so I tried to do the same with the guys I don't nag them but don't micromanage we but I make sure. That when we when we have to do stuff, we have initiation meetings where we clearly define what needs to be done and who needs to do it, put down timelines and then it just let the guys go and do what they need to do. But obviously like some guys they don't come back and you know and give feedback as regular as possible within escalate as early as possible. So, to mitigate those that would have frequent check-ins like stand ups and again, that's not to micromanage, but to listen to the guys to hear what they're dealing with, what blockers they're dealing with, how I can help them and so on. But I do agree. I do also, you know, tend to be a little bit firm when it comes to you know if you promise to do something, you need to be able to deliver that. And if you don't deliver it, then manage expectations well in advance. I think that's another thing that I've learned in the business that you can promise something, but it doesn't really always go to, you know, deliver promises. It's just not possible, but what's important is to manage expectations and it's in and it always makes things easy in the long run. I've seen a lot of managers in the company that don't do that and then they get to these big meetings and it's a very big fight and it's not good. But if you manage expectations and usually what I've actually picked up is that I'm managing expectations. You don't manage expectations in those big meetings. You just keep give the person a call privately and you have a conversation, and it's usually a very good conversation when you have it like that or as you know, you know, in opposite of breaking the news in a big forum because you know it's not really good. There's a lot of people don't like surprises, so I also tried to do that with the guys. Like if you if there's anything that dealing with or the problem or any problem that dealing with that you need in my help with just come to me, let's have a quick conversation about it. Don't let me know a day before you were supposed to deliver this thing that you know this.

Participant D: They have been having these issues because possibly we could have found the better way to deal with the issue.

Participant D: So in short, I think I'm fair, but I do take timelines and promises and all of those things very seriously. And that's why in the beginning, we need to understand the roles and responsibilities of everybody. When you pick up a task so that there's no confusion, and then it just let the guys execute and then support as and when required. And because I think particularly for my team, the guys are very junior, a lot of the guys are junior. They just started their job, so I picked up that a lot of times. They need guidance, but many times they're not going to ask the guidance because they think that you expect them to know everything. So those small check-ins just walking around and checking with people actually goes a long way because you, you know, you, you give them an opportunity to, to, to, to open up and tell you what the problems are without them. Actually, you know, stepping out of their comfort zone and coming to you. So, I think those are very important things for young people, especially in a high-pressure environment that we work in. I think it's important for this.

Fanie Mordaunt: It's interesting because I mean my next question is going to say it was going to ask you how you adapted your leadership start to a virtual setting, but you, actually your leadership style was developed in a virtual setting. But I just want to confirm that of the forty-nine odd people do they work remotely? Are they hybrid? Are they all in the same office? Are they split up? Like, what does that look like geographically and work? Do they work hybrid fully in office? What does that look like?

Participant D: So almost half of them I think, let's say 23/25, are in the same office as myself. So, I see them every day, but obviously it's the hybrid model. So, they I'm in the office every day, but they're here three times a week. So, I see them in those three days and then another 25 is spread between 3 off. One in Gauteng and then two of them in Western Cape and also, they work on their side they work hybrid. But what I what I do now because. As part of this virtually, they should think I picked up very quickly that in many, cases and it's and it's actually very evident in the delivery and the and the maturity of the way of work because as a manager is sitting one office that office tends to excel in so many things because you're sitting in front of the guys and then they can come in and then you can talk about stuff with them. You make changes, you know, or those for the guys that sit in that particular office without thinking about the impact of the other ones, and you expect the other ones to just, you know, to just you know get on the train as well and then and move on with everything that you're doing and I mean I set up meetings as soon as I took this role with the guys to understand what they would like to change in the team, what, how they would if they were in my shoes. What they would do, or rather implement differently, and that came across a lot not in many words, but you can pick it up and in between, you know the conversations. So, what I do now is that even though I sit in this office, but I try to travel as much as possible to the other guys, just to sit with them so that they see me as well as often as possible. It's not always possible to be there all the time, but just as much as possible so that they see a lot of me and they can build those relationships because there's also that element that if you're not in the same, you know building then the relationship is very virtual.

Participant D: And it just ends there. But if you are sitting there, then you can go have a cup of coffee and we'll talk about another thing that's out of work and you can pick up things that you know that you can help the guy with this so that they can actually be more productive when on their work. And so, on the other thing is when I go to the office then I look at the other thing I and I look at things that they do better than the other than the office I sit in and then what I do when we have those check-in meetings, then I put them on the spot and say listen, I saw in your office you do this thing better. Can you just give us a presentation of that? Let's see what you can learn from that. So, I almost create that whole Community thing. Let's work. Let's learn from each other. Let's not push this change and then then mature it to from one aspect. Everybody should be involved and we should push him in the right direction. So just to summarise, I think when I started again a few months ago, I created something structure similar to the Manco. So, I took all the leads and then we sit on a weekly basis and we would do exactly that. So, we strategise together we tried to figure things out together so that it nobody feels like no pushing change to them unfairly would try to understand how the environment works and see what you need to do. Obviously, my drive for the year, I told them very clearly that it's standardisation because and that that's another thing I picked up minutes. It's a new team that we are in and we've been trying to find our feet for couple of years and I think wait and write place now where we can start you know putting down standards for across the board for everybody and that's been the drive and the standardisation then will come all of those complaints around you standardising because that's how the other businesses doing it. So, we have those difficult conversations there, but when you leave that meeting, then everybody's on board and everybody understands why we need to, you know, go after that, that that you know the change that we need to get to.

Participant D: So I think those are very, very important to also keep the guys motivated and make them feel like they are part of the conversations. And part of you know of developing the team into what it needs to be.

Fanie Mordaunt: That's very interesting. It’s almost like you read my answer full and the next question that I was going to, you know, ask you because I was going to say what were some of the things? What is one of the things that you struggled with and you spoke about how if you're not physically there, one team advances faster than the others? So that's very insightful. Another thing that I'm picking up is that I'm when I speak to, I've spoken to quite a number of different leaders from different financial services organisations. The ones that have been managing People pre-COVID, long from long, long the old days. Let me call it the old days. They've had a massive mind shift to adjust to these virtual settings, almost like they've struggled right, whereas with the younger managers, it's almost seeming more natural. I don't know if it's a generational thing or if it's if it's the younger people's ability to manage technology better, but they they've, they've almost, it's almost been intuitive if, if I can say that which is actually very interesting. But just on that note. You know when we're dealing with managing people in South Africa, it comes with additional complexities like water cuts, load shedding. So, when you've got people working from home and you know there's power cuts or these water cuts, or how do you manage under those conditions, you know, just the political instability in this country as a whole and how, how do you manage?

Participant D: I think, I mean there's no right answer to that and I think it's a very difficult one. But I think for me. I made it clear to the guys because I remember in my time when I was grad it does not, does not very clear but nobody said we shouldn't do it. So if you working for mom and then there's a, there's a there's a power issue or something like that. You wouldn't think about. Okay, I can go to the office at 12:00 o'clock, because it seemed like working at 12:00 o'clock. Walking into the office at 12:00 o'clock might not be a good thing. And so on. And you know, all of those kinds of things. And its small things that actually doesn't make sense, but a lot of people actually think about such things. So, I made it clear to them that listen, if you have issues, I mean, do we have load shedding and if you have your backup power supply then it's good work from home. But if it’s prolonged and you run out of power and so on, and you still need to get things done, then there's nothing wrong with coming to the office. It doesn't matter what time it is just coming to the office. Sit down. We have an agreement between me and you that when that in that particular day you were supposed to work from home. So, if you come in at 12 or 1:00 o'clock in the afternoon to complete your work, there's nothing wrong with that. Just come the thing. That's very important. And then for water, I mean I'm that one is a difficult one because you can't really come to office for water. But you know it's something that you just have to manage with the guy to understand what is what is no. What's the best way to deal with it? What are they comfortable with? Obviously, if they don't have water then surely, they shouldn't expect them to come into the office. Because now you do.

Participant D: You know you giving them a lot of things to think about around where they're going to, you know, take their shower and so on. They need to ask for favours and so on. Rather, just let them work from home. I think it's an easier thing It's and it's a very quick decision to make. You don't have water, must work from home. Let's don't even try to make things happen and try to find a place to shower. Just work from home and let's monitor it and see what we what we do with that.

Fanie Mordaunt: And how do you develop trust with your team members?

Participant D: That is difficult. I'm online particularly for the guys that are starting out. It's grads and have a kind of a couple of guys that actually struggled with and which cards to particularly working from home because that's where problems start when you're in the office, everybody seems busy. I know some of them. Sometimes are not that busy, but the fact that they're in the office, so these they do doing something. But at work I picked it at home. I picked up some of them actually are not working the hours that everybody else needs to work and that's a challenge because, it means two out of the five days of the week the person is actually not doing work and you know they're doing their own things. And obviously I mean the with the work from home thing, it doesn't mean what you work from home. You need to sit on your table. Eight hours and not do what needs to be done. I mean, you can go out and get, get quick lunch, can run a few errands here, and they because we could do the same in the office as well. So that one is has been particularly difficult very difficult. But what I do is I drive it through the team leads because they're the ones who actually picked these things up quickly and then we start putting down measures down. So for example there's, there's two particular individuals that you picked up that they actually do this. So, we said I said to the guys, let's as a lead or as a team leader because your objective is to manage delivery and if this person doesn't deliver then it reflects bad on you. So let's put measures down to sort of nudge this person, but to know that when they are home, they need to do the work. So now they started putting down things like, you know, stand ups on a daily basis but or work for more stand ups for example. So that as a team leader, I understand that you as an employee, you are going to do 5 items today will deliver 5 tasks today and I'm comfortable that that's enough for the day. And then tomorrow we need to go and assess whether you completed those five tasks or not. Yes, it might mean the person is not going to work for half of the day, and they might, you know, work the other half and then push through the night. But the important thing is that those five things that we that needed to be done in that particular day were done then at least then then at least we would good from that from that aspect because if you don't have that structure, then the person is actually not going to deliver anything that they need to deliver that day. They're going to push the following day, which means it's going to mess up the plan for the following day. So I push it through the guys that are close to the to the people that are doing this and then and they need to have those stand ups and they need to have an agreement of what you need to do today. And then as soon as you get that done, then it's fine. Then then at least we know that you completed what needed to be completed on the particular day and then which is just going to be similar in the office as well, because as soon as you finish work and that thing and you have nothing else to do then you know you go and have coffee or whatever. So, it's that's how I'm trying to deal with it now. And it seems like it's working because at least we're seeing delivery on a daily basis five days a week instead of those three days. And I think obviously there might be other ways of dealing with it, but for now we're just trying it that way to see what you can do there. And I think where I want to get the team to is, we need to start looking at delivery more than you being in the office 8 hours a day. What do we set out for you today? Have you completed it? If you completed it then that that you worked is complete.

Fanie Mordaunt: Outputs driven. Yeah.

Participant D: Yeah, then it's done.

Fanie Mordaunt: And, how do you integrate new joiners? Like if somebody new joins, you're here and they maybe in the Western Cape. Do you do to make sure that they integrating into the team?

Participant D: I always make it a point every time we have a new joiner I go to that office; I need to be there to welcome them.

Fanie Mordaunt: Okay, so you go, yeah.

Participant D: Yeah, it gets tricky when it's two people in different places, then that's what I do.

Fanie Mordaunt: Okay.

Participant D: Then I I'll just plate it and might not be there for the first day, but I'm surely going to be there within a week or two to so that I have a sit down with them and what I do is when I meet them on that very first day, I just sit down with them and they take them through what, you know what it means to be in this team, what they need to expect. They talk them through the KPIs because that's another thing that I picked up though in the businesses and maybe you've seen it as well. It's managers. Yeah. Picked up. They don't actually in many cases didn't discuss the KPI's up front with the times, yeah.

Fanie Mordaunt: And it's critical.

Participant D: Yeah, yeah.

Fanie Mordaunt: It's actually the first conversation, actually, when? Yeah, when I get new joiners in my team within days, we've really discussed the KPI's. It's very important and have you ever managed like a conflict situation in in your team?

Participant D: Yes.

Fanie Mordaunt: And how did you deal with that?

Participant D: Yeah, that has that is a very strange time of my life because my manager was on maternity and then I had to deal with this thing. So okay bit of background. So it doesn't grad, but a grad that had Masters then Cape Town. So, they were doing really well. I mean very sharp guy, very doing very good. But his team leader left, I think March last year and now we needed somebody to fill that role. Right? So, we decided that we actually going to look for somebody outside because we had somebody in the pipeline that we wanted to look into for, for, for that role. The person is the person that we've been interviewing, so we got that person they came in but because we, you know was not part of the decision, but they decided that they going to give this person a junior title because they wanted to try this person out for a few months to see if they're going to be a good fit and it actually. So, what is one person that we that we that we employed is a is a junior instead of a grad. So, it's actually not 100%, it's 99%, but intake, right? So, they joined, but now because the grad was so sharp and they were already in in the period between the team leader leading and this one starting, they were actually running with a lot of the team, you know, management, staff and all of that. So they're an expectation that they were going to be they lead in the team was sort of get those responsibilities even if the titles are not going to change. So in this new person comes, then everything just got you know and negative. So, this person started to, you know, bashing how he thinks that the team is not is not efficient to we shouldn't be working the way that we working and then talking badly about this other person. Obviously just nasty comments that are just, you know the things that are just not so direct, but the guys could pick it up that actually this was directed to this person so. And obviously this was new to me. I mean, I've never been in this before, and such a big team when I was taking care of the team, so I made it a point to fly down. We went to see to the guy just to understand where his mind is at and he told me what he's thinking. And actually, at that point, they started complaining about salary as well, that he doesn't feel like he's being paid enough because he's doing this kind of work. So, any conversation with him and he told me I know what his problems were, where they didn't come, they didn't. It was not clear, or rather honest, about not liking the fact that he was not taken for the job, but salary wise he was very vocal, he told me. And he told me that he wants to, he would want to move out of the team and so on. And all of that! So no, okay, cool. I'm going to take it. A caretaker manager, so I don't really have much power to do anything about this. But what? What do you want me to do with this information? I have one person that I can escalate to, which is the big boss. But I don't want to do that without the permission. So, what do you want me to do? And then he said no, he wants me to take it all the way up. Well, Okay, cool. I'll do that then, and then I escalated it. And then HR got involved. The big boss got involved in a little bit, but were got me to a point where I thought now is where I draw the line is when this person started being negative. Now to everybody in the team and in the in the projects and so on. It was very, you know, negative and toxic environment at that stage. So, then I called my boss at that time and like, listen, this is not yet for the team and I don't think we should tell you that this way. So, I suggest that you have a conversation with him, but I don't think this person is, is going is going to rehabilitated to be part of this team going forward because you can see that they just don't want to be part of it and they they're extremely negative about it. And then yeah, the big boss had a conversation with him. And it ended up being that the guy is going to leave because he just didn't feel like the business is the right place for him and that that to me was tough because I didn't understand how to deal with it. But it actually came at a good time because I was doing my junior management program and we actually talked a lot about conflicts there. So that helped me a lot because it helped me become grounded and not try to understand the situation, assess it, listen a lot more than I comment on what this guy says. So, I listen to him, I let him rant and tell me all of these things and didn't comment. I didn't express my views and anything like that because I wanted him to just say what he needed to say and if it was not for that program or probably would have, you know, tried to give him my comments and this and that and that could have negatively impacted the whole situation. But I just listened to him. Just gave him my ear. And then he dealt with it. And I think he felt like a dealt with it in a very professional way. He was there when he left. He actually talked to me about it. And yes, he sent me a very long email about how it he didn’t want to he didn't mean to cause issues for me in the team and so on. This was very personal for him and all of that and yeah, so that told me that actually I handled the situation in the right way in the professional way and even though it turned out that that he had to then give the business.

Fanie Mordaunt: That's very interesting. Yeah, conflict is one of the toughest things that you'll ever have to deal with and you’ve touched a lot on managing your team on performance, but I think I've got a clear understanding of how you as a team manage performance and where you're trying to get to. But you know, if you had to summarise and just think of like a couple of words that you could use to describe, you know, the competencies that you think are critical, if you're going to manage a team that is co-located, virtual, what, what do you, what does a leader have to possess in order to manage that team effectively?

Participant D: One think it it's actually a skill that I struggle with. I just struggle with because I'm an introvert, so I don't like talking much. And when I joined the team, when I when I joined to the 18 that year was a very difficult time for me, very difficult because I got here. I mean, I studied computer science, so I always thought I was just going to sit in the corner and then just write code. And actually, didn't like writing code, so I wanted something different. So as soon as this opportunity came, in fact, when I applied, I applied for Dev role and then I got interviewed for this one as well. So as soon as that came on, like, okay that's why I want to go but I didn’t understand what it meant. And then I came in and I realised it's actually a lot of people management. Some things don't think I'm working soft skills and so on. It was never really about technical skills, more than soft skills. I think technical skills were just the requirement you need it to be technical enough, but in order to be to be able to make a difference where you needed to have the soft skills and then and then be able to manage people. And so that was tough for me, but mostly between then and now, right? I had to get out of my comfort zone and now I'm very comfortable too. And it's it doesn't come naturally, but I'm comfortable to raise things and to manage people. In fact, in the in the project I was in they said I become very talkative. Now I raised things even in within the big forums and so on. That was like 2 years ago and then and I took that as a compliment because back then I couldn't even do that. But I think for a leader that is coming into kind of environment and environment like this because you managing people virtually need to be you need to be very good at people, people skills right, which is communication. And then I think communication is key in more than any other thing, because if there's something going wrong in the office that you're not sitting in, if there is no communication that is flowing and you're not sort of pushing that culture of communication and being open to the guys. I mean the guys there; I think they have very open to me about their problems and I know they might see me as a manager now and they might not be as open as they need to. But a lot of things like actually, I learn a lot of things quicker because the guys are, we open those lines of communication and I have the check-ins with them a lot of times and we build the relationship and I think that is actually giving me a lot of advantage. People skills, communication, building their relationships with the guys because again, as I said, virtually and Virtual relationship is different from a you know and in personal relationship and you need to sort of find a blend between those two. The, they might have a very good relationship virtually, but seeing the person once in a while we're, you know, face to face might actually bring it different element to that relationship. You might get them a little bit more comfortable because it's one-on-one because with teams that I don't know who's recording, why do you know whether you're going to use that way? I mean, there's all sorts of things that people might have. Trust issues around, but if it's one on one then I know that it's a safe space because I'm sitting right in front of you. There's no recording device. There's nothing too I'm telling you what I'm telling you then I trust that you going to take what I'm telling you. And I'd like to do something about it. So that's a very important one as well now and that's from Leadership side, I think it's just to be open and listen to the cards. It's yeah cover.

Fanie Mordaunt: No, I was going to say I agree with everything that you've mentioned and its similar feedback that's actually coming across. So definitely I think I'm just in closing from my side, a lot of organisations promote very strong technical people because they believe that you're doing a good job. So, which means that you can manage people and they forget that actually sometimes the person who's not necessarily doing the best job technically, but has the best leadership behaviour, is a better manager as long as they've got strong technical people working with them because the technical skill is in the team.

Participant D: Yes.

Fanie Mordaunt: If it's in the team, it's in the team. But what you can never do is substitute technical skills for leadership behaviour.

Participant D: I agree.

Fanie Mordaunt: It's especially in a virtual setting because there's a lot of room for things to go wrong.

Participant D: Yeah, I mean, we interviewing now for another team, for the data science team. And I told the team lead the that list it's because they want to technical person, for me when I employ graduates. So, when or other, when I interview graduates, the fact that they have a degree that's good enough because it means that they manage to go through university and that's the requirement. But what I look for more than anything is culture, and maybe that you look at all the line of questions that I asked. The graduate is all about culture and because I'm trying to portray how our culture is and how they would receive it. That's how I asked my questions just to see if this person is going to be the right fit or not. Then obviously below that, then you can look at technical to see if you feel the culture then are you going to be able to deliver? Technically, but I always go for culture because I want people that are going to stay that are going to understand how it works. They going to be loyal then technically needs not that strong, but it's something that we can teach. That culture, it can be a make or break.

Fanie Mordaunt: It can.

Participant D: It can come in and then we just realise that this is not the right place for you gone. So, it starts from there for me. And then as you go, then you start developing that you know that that positive culture and make sure that everybody's taking.

Fanie Mordaunt: Ask them. Thank you so much. This was so useful, I really appreciate it, and basically, I'm going to talk everybody. I’ve spoken to about 10 leaders so far, but I'm not going to really speak to more than fifteen and then I'm going to take everybody's input almost like mix it into one where we're just going to carve out some of these. It's almost like we building our competency profile for Virtual leaders and my research supervisor is also supervising the head of people for the South African Reserve Bank, which is actually very interesting. She's now developing a psychometric tool. Where we can actually now start assessing people who are applying for leadership roles. But it's a hybrid or virtual team, which is actually very cool. And so yeah, we're all working together on this, but I just appreciate your time so much. And yeah, I just remember that I'm not going to use your name or the company, but it's more around just your leadership journey. So, I really appreciate you just giving me some of your time and your input.

Participant D: I think that's good. Thank you so much.

Fanie Mordaunt: Okay then take care. Have a good weekend. Bye.