

Episode #219 Healthy High Performance

Sheila Walsh – From the Archives

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[00:00:00] **Susan:** [00:00:00] Today, absolutely delighted to be joined by Sheila Walsh, Sheila. You're so welcome to life. The numbers.

[00:00:08] **Sheila:** [00:00:08] Thanks. A million Susan. Great to be here.

[00:00:10] So

[00:00:10] **Susan:** [00:00:10] Sheila T 20 was a bit of a roller coaster year for everybody, I think. But you work for an organization, a tech company in the travel business.

[00:00:19] So maybe you can tell me what it was really like at the coalface

[00:00:24] **Sheila:** [00:00:24] I can, or I can attempt to eat surely was a most extraordinary year. This, this time, last year. All was good. We were planning our strategy for the year ahead from a people perspective. And yeah, pretty much from mid February.

[00:00:38] We started to hear rumblings around COVID. And then my CEO and CFO had a meeting with the chair and an external ex pharma guy. And basically after that meeting a CEO, got the leadership team together and was like, okay. This is going to be serious. We need to plan. We literally did like a war room the next day, a full day, and kind of [00:01:00] just went, you know, what happens here, what we're going to do, what are the decisions we need to make?

[00:01:03] If this really goes, as we think it may do, because as you mentioned, being in travel tech we get a sense that obviously the impact would be Swift and immediate, which is how it transpired to be so. We kind of just moved to very practical, tactical, operational decisions quite quickly.

[00:01:18] I'm trying to just do very practical things around ordering laptops, enabling extra zoom licenses. Getting people set up at home, preparing for remote working, which was something we'd never done before. One of our USP's had always been all based in Dublin, pretty much over, got to two employees in the States.

[00:01:32] And then it was like, okay, distributed workforce pretty much overnight. So phenomenal bias to action to make that happen really quickly over that couple of weeks and, and pretty much by 30th of March, everybody. Was working remotely. Yeah, so that was, that was, that was just incredibly Sheila, how many?

[00:01:50] So that, that was like the good, so like 450 people. Whoa. Yeah. And also including like we've got a customer contact center and getting everybody set up remotely, [00:02:00] like it was just phenomenal, absolutely phenomenal. And a massive shout out to our it guys. You know, who, who made that happen?

[00:02:05] And there was kind of, it sounds ridiculous to say now with a bit of like, excitement, like, Oh, this is all happening now, you know? And we're all, and we're still, yeah, the novelty of it.



Certainly I think is a piece around, we had sunshine, it was March, April, may it was really people like, Oh God, this is happening.

[00:02:20] Yeah. And, and everyone kind of pivoted to that, , zoom, , there were the Halcyon days of zoom. Oh, what happened to zoom? So whatever, we're all exhausted zoom now. We haven't found the touch of appearance board at that stage before found it since, but I, , I think then behind all of that.

[00:02:35] So there was very much like we were focused on making that happen, but then behind all of that, then obviously there was an impact on our business. And then our COO CFO basically stepped away and said, we're going to, we're going to figure out what we're going to do here. And, and the rest of the LTE kind of managed the business.

[00:02:48] Make sure that we keep things going. And, and to enable us to do that, we actually, we did something. We created like another focus because in a business, which is super focused on, you know, trading metrics in a world where obviously [00:03:00] airlines aren't flying, that has an immediate impact.

[00:03:02] And so we actually, wanted to create a comparity and focus for people because we we're extremely focused on strategic, priorities. And so we just thought, okay, we're going to maximize for the banks for when it comes and really focus on the internal things we've got influence over. So be it, processes things that scalable repost, all that type of good stuff to ensure everybody was focused and purposed and repurposed if necessary for that particular period.

[00:03:28] So I do think that was a, that was a key piece as well about keeping people engaged. And throughout that time We also make conscious decisions around creating rolling out like our mental health at control program. We had trained up back 25 people on being mental health. First aid is a CSL team, played a key role throughout this whole period as well they held strategy for things that were going to happen and plan for.

[00:03:51] Office space. They pivoted immediately to, how can we actually deliver the strategy while everybody's remote? Super sports and social team did the exact same thing. They were [00:04:00] like, okay, everyone's remote now. What, what can we do? And like silly little things that might sound silly, but super important.

[00:04:06] Like, Sending out biscuits, little treats you know, doing things remotely sending out wild, wild flower seed bombs from our CSR committee due to stay at home challenge. And we're really trying to focus on being inclusive for everybody. So families involved because obviously people are perched on the end of bed.

[00:04:23] So kitchen tables, or, the most random places now, their offices never home. It's another gym. It's now where they cook. It's there. The eat like it's. Really challenging, ? So throughout that time , while this was going on. And, and we were kind of making sure everybody was repurposed and, and focused on what we could control throughout this period of quite uncontrollable context and CFO and CEO pretty much went through a sale process of the business.

[00:04:49] So the business actually was sold and we got new owners throughout this process as well, fairly phenomenal. When you think about everything was, was, was remote and, and nobody. To this day, we physically met [00:05:00] our new owners. So real roller coaster city road, a Kosta. And and



then yeah, like then literally we came towards thinking that we could see pickups, you know, you could see certain things cause we can see, obviously further out we can see kind of demand and you're like going, okay, this is looking good, , coming into like end of summer.

[00:05:18] But then like you could just see straight away as there were. Decisions made by governments, quite rightly, obviously, around restrictions and quarantines immediately, you would see demand, move or shifts. So we could see when Spain put in their points and we could see demand move to Portugal, but then unfortunately, then that would change too.

[00:05:36] So these were, these were having real impacts. As a result, as an LT which is leadership team w we to make some kind of hard choices and decisions then towards the end of the year, and basically to right size our cost base for the next 12 to 18 months looking through that lens of. You know, we're confident.

[00:05:53] And we could tell, obviously there was a faxing is coming down the tracks. However, there is a, like here, there is a time lag between the rollout and all [00:06:00] seeing a tangible positive impact from that. So we, we started a process to do that towards the end of the year, and basically by the end of the year, we did have a number of employees exit as part of that process.

[00:06:11] Really challenging. Really tough. Well I have to say, I'm so proud of everyone in the business, the people who are still with us and the people who left the orphan tastic, like absolutely fantastic. People will treat treated with dignity, treated with respect. We did all we could to support our people.

[00:06:27] I'm delighted to say, people left on good terms. We have some open roles and a couple of people who have left have referred people back to us and things like that. So for me, that speaks volumes. So at a tough time, you know, a tough time, we, we limped towards the finish line of, of December.

[00:06:43] Everyone was exhausted and, come back re re-energized and, full of optimism for, for this year. So. Fingers crossed vaccines, get rolled out. And we see the uptick in, bookings and volumes and

[00:06:56] **Susan:** [00:06:56] travel again, because I think it's probably something [00:07:00] most people miss also absolutely the ability to travel and , you and I are both in the UK at the moment.

[00:07:08] And getting back to Ireland is, yeah, this is proving

[00:07:11] **Sheila:** [00:07:11] a

[00:07:11] **Susan:** [00:07:11] problem.

[00:07:15] But it's so it's so different. It's, it's kind of crazy. We would never have imagined life could be like this, but she led, I think the thing that comes out there, you talked about everybody maintaining dignity and so on. So Kartra winner puts people first and I don't think every organization can say that they put people first.

[00:07:38] How does that atmosphere work in an organization?



[00:07:44] **Sheila:** [00:07:44] That's a really good question is such an intangible, When, when I joined cardholder and I'm there five years now it was the thing I was most struck by was, , it's a really people-centric organization, people-centric culture.

[00:07:57]And , somebody said to me a few weeks ago, culture is King in [00:08:00] control. And I, you know, I would never have used that terminology, but it absolutely is. And I think it's just, it's such a team player based organization that it's quite quite unique in that regard. It's also certainly we've, we've worked hard as an LT to, we really adhere to the Lensioni kind of model and framework and the five dysfunctions team.

[00:08:20]We have a team coach who, witches into shape every couple of months and, and, and keeps tabs on us. But we've really focused on the core fundamentals of organizational clarity, communicating that clarity, over communicating that clarity, minimizing confusion and politics. And when that's present, then you have the good stuff.

[00:08:40] And for me, the good stuff is that you're creating that environment for people to flourish and thrive. I think, , role modeling the good stuff too, like as, as leaders across the business, but everybody in the business There is such a collegiate atmosphere. We don't nurture rockstars or Mavericks or the big egos.

[00:08:55]And I've worked for so long, so many different companies, like it's so rare. And I mean, I, I [00:09:00] say this, I, I was, he was sick here. He's saying there's this such a moment in time. Like, it's fantastic. We're so, so lucky to be together. It's like alchemy, it all comes together.

[00:09:07] You're afraid to, it's nearly like the pixie dos. You're like, Oh my God, if I, if I, if I press it too hard, it's not gonna work. You know? It's brilliant. Like it really is. And I think because of that being present and that's, what's celebrated. And so it's kind of like, it's low ego it's humility, it's authentic, but it's credibility through knowledge.

[00:09:25]And they're like our core fundamentals for leadership piece. So then, the big ego, the bombastic stuff, just doesn't wash, you know, it's kind of like, that might work somewhere else. Right? But that's not what, that's not what I was going to give here, ?

[00:09:37]So that's a really, a really core piece. And as an LT, we work hard to ensure we're role modeling the good stuff. I'm not saying we do it every day, but we, we, we done well try But equally we're very much around that whole, peer to peer accountability, holding each other to account, and it's obviously results driven, but the most important piece is that we are, we trust each other.

[00:09:58] We've got each other's [00:10:00] backs and, and it's it's vulnerable trust. So it's about us being able to say she's is like, Ugh, you've had a rough week this week, you know, and being able to lean on each of the, and, and that that's okay. Because not every day is fantastic and not every day you will be on top of your game, and that's cascaded throughout the organization, like, so I think.

[00:10:19] Pretty much anyone, across the business would say they, they love their teammates. They love what they're working on. They're working on cool stuff. They're solving interesting problems. It's challenging. **It's not for the faint hearted.** And I say that to people at interviews, but that's, that's how we, that's for me is how we, our culture manifests itself, , and maintaining that in a remote and moving to a hybrid world is definitely going to be our challenge going forward.



[00:10:43] **Susan:** [00:10:43] Definitely. Just because I suppose it's, it's in a way when you're together, you can pick up on body language and things like that as well, which is so much parts of our communication. They've made zoom kind of doesn't allow for that as much. Does it?

[00:10:58] **Sheila:** [00:10:58] No, it's I assume it's very one [00:11:00] dimensional.

[00:11:00] And like you spend so much time looking at yourself like a tradition. I mean, if you're in a meeting room, you go, you know, I mean, soup is, I mean, it is fantastic. Obviously it really, I mean, it's incredible when you think about it, but equally you do have to keep out, for me, the nuances, looking at people.

[00:11:23] Figuring out what's going on and tuner chops. Yeah. But it's really hard because you've no spontaneity in a remote environment, you have to schedule everything. And so it's about how do you create those opportunities that you would have had exactly. Or you're going up and down to, we've got a restaurant at work and you've been up and down and you meet someone for coffee.

[00:11:41] Oh, well, let's look, you know, so that's just not happening. So that has been hard to replicate or to create the opportunities for that. But. I'm confident we'll get there. We'll figure it out. But it is you're right. It's that trying to have those kind of impromptu moments or those kinds of connections is it's more challenging.

[00:11:56] Well, it's part of

[00:11:57] **Susan:** [00:11:57] the pixie dust that you were talking about.

[00:12:03] [00:12:00] it's not very professionalism. It conjures up a great image of something that it's all those like. Wow. I'm so lucky to be working in an organization that's like this. Yeah. And, and even that carries you through, I guess, because there is an end in sight, as you say, with the faxing and all of that. So hopefully get back to, but also I think what you say is very important to that, about the leadership team, walking the talk and not just expecting the rest of the organization too.

[00:12:35] So you have a team coach and what's

[00:12:38] that

[00:12:38] **Sheila:** [00:12:38] like. Well, it's just brilliant. I mean, yeah. Cool. Cool, man. I'll see. Yo, when he joined us, he came from Australia and. Certainly I would, I think, and I know from my conversation with Coleman would be a few years ahead of, kind of just thinking and, and that type of thing.

[00:12:56] And he he'd been on his own journey, which you can, you can find a new , and he, and he, [00:13:00] you went down like it hadn't been a CEO previously and, and, you know, over seven or eight years that he was on his own journey and kind of learned the value of. Investing in your LT and actually, really driving that cohesiveness.

[00:13:13] And so when he arrived, he brought that with him and, , quite quickly was, , he didn't wait, he didn't delay. He was like, this is super important, ? And and has been just pretty much religious about it. So the what, so when I joined the team as a, in, in my role at the moment It was, it was just different, but I mean, as a coach myself, and I've done lots of team coaching but it was different to be on the other end of it.



[00:13:36] It was, it was really interesting. Our coach is fantastic. He's absolutely brilliant. And obviously he's built relationships with all of us now as well, but I think the really, the really great thing is, and he calls us out. He doesn't let us get comfortable. And in fact, he's like, you will get a bit too comfortable now.

[00:13:53] And then he'll just throw in a bomb. You're like, Oh my God. And it's, it's fantastic because, , it's like anything it's like any sports [00:14:00] coach like any sports team, they don't wait like, , every six months or two years we've done something that we want other revisiting it.

[00:14:06] You have to, and, and for me, that's the key difference about the team that I'm working with and, and what you know that I'm in at the moment is. It's the bar is, is constantly being set and it's, it's fantastic and challenging, but in a good way. And so, yeah, I mean, it's, it's great to have that resource.

[00:14:21] It's super to have that investment. It, it makes us a better team, ? And also, I mean, it gives you credibility with the business, and, and we, and we cascade it, so we call it organizational health and, and we always had this kind of premise that we wanted to be high-performing.

[00:14:33] And then this year we were like, well, actually it's healthy. High-performing so it's not like performing at the cost of something. Yeah. So we, we, we actually, it may only be one word, but we inserted it into our org strategy when we did our review. And we're like, well, actually it is about healthy, healthy, high performance.

[00:14:52] And And then really focusing on cascading that the organizational health piece and, it's very practical stuff. So it's all about like [00:15:00] meetings, how you run really good meetings and what meetings do you need when stuff like that. Just the cadence, the cascade , just being super focused on your strategy, your priorities and, and.

[00:15:09] One thing our team coach is brilliant at is really ensuring we ruthlessly prioritize. And that we're constantly that we don't just sit and go, Oh, these are, and I'm not saying we would, because we're not that type of team, but equally. And it's just ensuring we don't get comfortable. We don't get complacent.

[00:15:25] And that we don't fall into the roots of friendship or whatever within the team that we're kind of like, well, what can't say that to that person now, , so it's about that peer to peer accountability is a really key piece whilst being focused on the results, , So

[00:15:38] **Susan:** [00:15:38] Sheila if you had to describe in one word, what's the difference between another leadership team you've been in and this one, what would this one bring to life for you?

[00:15:50] **Sheila:** [00:15:50] Ooh, that sound

[00:15:53] On a woman of one word. Okay. Give me

[00:15:56] **Susan:** [00:15:56] a couple of them. Go on, give me a sentence. [00:16:00] The word that was coming up for me

[00:16:02] **Sheila:** [00:16:02] was it sounds very refreshing.



[00:16:05] It is refreshing and it's it's I was going to, to be honest, you, the widow going to say was challenged, but sometimes challenge has a negative connotation, but I mean, in this respect that it's, it, it makes you want to be better and be better.

[00:16:17] As the challenge is a great word. It it, you know, and it's also but you're right. It is refreshing. I think each of us each of us are completely at ease with each other. We can also certainly be certainly, I can speak for myself as well, like vulnerable with each other. And with that, you know, be happy to pick up the phone to any of them.

[00:16:34] Like, I mean, we've, we've gone through a fairly tumultuous 12 months. We've seen each of us soft underbellies and kind of, you know, I mean, there was days last year and, and it was strange. We went into the very first lockdown. I felt quite separated from the team and I was surprised at how much it impacted me.

[00:16:51] Cause I, I headed West to my mom's and Sligo and I was super emotional and I really felt that, I wasn't pulling my weight on [00:17:00] the team. I felt that the restaurant Dublin. Doing all the good stuff, saving the business you know, all that and really felt quite removed from it.

[00:17:08] But this was all a construct in my own head. And we actually had a session with our team coach and we talked that out and it was just really interesting and it was just like, well, none of us saw that or whatever, and it was just fabulous, but I'm saying all of that now, the worst knots and tears, and it was really like, Oh my God, I've been emotional about this, but as soon as the cried, it was fine, but I can't, I can't say it's just, yeah, I just, it is research.

[00:17:31] **Susan:** [00:17:31] So there's an openness and

[00:17:33] **Sheila:** [00:17:33] honesty.

[00:17:34] Very much so like, absolutely. I mean, I do feel sorry for comics, sometimes my boss, because, I'm sure he's times he thinks, I wish he wasn't quite as honest, but it is fantastic. It is fantastic. And it is, it's strange to think. We haven't seen each other for such a long time.

[00:17:51] But it's I mean, we'll see mutual sorrow, but not, not in the flesh, but it's yeah, it is refreshing. It's challenging. I just feel super lucky. Cool. [00:18:00]

[00:18:00] **Susan:** [00:18:00] So she like, like you've what? Over 20 years, 25, years now in HR longer, probably. I don't know. How has the world of work changed?

[00:18:15] **Sheila:** [00:18:15] Gosh, you

[00:18:17] **Susan:** [00:18:17] must have winter.

[00:18:17] It's massive shifts in how employers and employees engage with

[00:18:21] **Sheila:** [00:18:21] one another

[00:18:23] huge shifts. And I think You know, I mean, I started working, I was 17, but I mean, that was just all the regular regular stuff. All kinds of family businesses and, and, and all the usual kinds of things. And my first, what I would call proper job was when I started to work for Henkel which were massive German, multinational, and I had five years there.



[00:18:41] And that was my first exposure to HR, Susan. But it wasn't called HR. It was personnel with, he was in on the finance and, and I think that was my first exposure, but it was actually great exposure because Henkel. Being being the big, huge multinational that, that it was and still is [00:19:00] was actually really far advanced.

[00:19:02] When I think about it now, there were very much interpersonal developments very much into have really good structures, , progression opportunities. Very, like a very kind of predictable and immediate in the nice way you know, just salary compensation kind of bonus or that type of thing was very much just.

[00:19:19] You know what they did. It was the first time I got exposure. Not that I was on one myself, but I understood around leadership programs, identifying talents. And that was my first inkling into, Oh, this is kind of interesting, ? And, and the role I had, there was a complete smorgasbord, which was brilliant.

[00:19:32] And I think that continued for so long am I am, and I want to say career, I just, the sequence of jobs, I never looked at it as a career as such, but, you know, it was the word that's used, but what was very broad generalist, I do credit control there. I was, I was a personal assistant to the DGM who was still a mentor to me to this day, but that was my first exposure and it was personnel, it was in finance.

[00:19:53] And I think th th the biggest changes, I've seen have been HR or personnel w w used to [00:20:00] be very transactional. It was corporate off the, it was the hiring. And it was paying people like it was just a real basic kind of transactional, the hygiene factors, which are super important, but equally it is, that is just the, the contractual piece.

[00:20:15] I think as time has gone on and what I've witnessed has been just an absolute, like pivot that people understand depending on the business, obviously, but, , and the operating model, People are centric to pretty much any business. I, I can't think of really any business that, you know, people don't matter.

[00:20:32] And and I think then people started to realize and an employer started to realize and businesses start to realize actually, There's more to this. And also people need more people need meaning and purpose. Like, when they rock up to wherever they're rocking up to every day, no matter what they're doing.

[00:20:48] I really believe in the dignity of work. And I, I do find it ironic that in the last 12 months, the people who have come to the full our, our frontline staff, as we know, [00:21:00] but equally. The people who stock our shelves, the people in supermarkets have been men like, , people that who just, just make sure still happens normally in the background.

[00:21:09] And, , there, there is, there is a, I think there's a learning in that for all of us that, and I think there is that piece about that, you know, that humility about us knowing where we are in, in the grand scheme of things, ? So I do think there is a huge pivot towards, employers recognizing that.

[00:21:24] There's more to this than just paying people, their monthly salary, walking, talking out. Yeah. You know, and also you're in work for such a length of time, it's about, it's about creating that



environment for people where they can thrive and, and get that meaning and purpose, and generally speaking, I've worked in some organizations that maybe weren't terribly purpose led.

[00:21:44] However people would finding that purpose, whether it was through, they loved their teammates, they loved what they were working on. Things like that. Cause I think people seek meaning in different ways. So, you know, if they're not, if they're not finding it, maybe from an organizational perspective, they find it in their immediate group, , and things like that.

[00:21:59]And [00:22:00] that's why you have such. Strong connections at work. And, if you have a really good manager, wherever you are in the organization, to me, that's always such a critical relationship. And yeah, so I think the, the main changes have been people realizing, moving from the, just paying people, their salary, looking after holiday record.

[00:22:19] So, , those basic things and really recognizing that investing in people, developing people, , give them stretch and test all that type of good stuff. Is, is, is a huge piece. And I know obviously the most, one of the most fundamental changes has been that mindset change of jobs for life.

[00:22:36] There just isn't any more. And It wasn't anything I necessarily bought into myself, but loads of people did about her age group? She was just like, Oh, , this was the big kind of thing to, to search for. But in reality, I just see this just, we will have many roles throughout our lives.

[00:22:49]And so for me, that's why the fundamental skillset that you bring to each of them. Is the key bit. And if you deepen it in certain area, that's fantastic, but actually building out and broadening that skillset just really [00:23:00] strengthens you as you go through, rather than maybe getting into a rabbit hole of a particular area.

[00:23:05] But yeah, I think they're the key changes.

[00:23:08] **Susan:** [00:23:08] Mm. And so that's interesting the rabbit hole, because people definitely go into rabbit holes

[00:23:13] **Sheila:** [00:23:13] and I know I've done it

[00:23:14] **Susan:** [00:23:14] myself. How do you recognize you're in there?

[00:23:19] **Sheila:** [00:23:19] Good question. I think the thing is some people would like it to be in a rabbit hole. That's fine.

[00:23:23] That's true. That's true. I think the worst thing is to try and to force someone to do something that they, , so some people are happy out deepening their expertise in a particular area. And that's, that's great, or being where they are. I'm happy with that too.

[00:23:37]But I think equally. , if you start to get comfortable. And I think if you're, if you, haven't learned something new in a while, or if you haven't been challenged, if you find that you've actually, you've got a year since I've actually, I think, I think having that growth mindset is just one of the key pieces too.

[00:23:51] Staying alive, staying engaged even if it's learning some new skill outside of work or something, I think it's really important. And it just keeps things fresh because [00:24:00] everything's changing all the time, even if it's just to make a commitment, to read an article in something every month or whatever.



[00:24:05] But how do you recognize it? I don't know. I think sometimes people get a bit of a shock. I think sometimes it's one they might look across and they see the teammates like, Oh, why did they get that? Or I haven't, but I, I do think there's a personal responsibility piece here that people own their own development.

[00:24:20] And I think we, as an organization do, create a lot of opportunities and we're actually, we're going to be creating more. We're launching our own thrive for development program in, in the coming weeks, which I'm really looking forward to. But equally that's just something we're launching.

[00:24:33] We're not going to be asking every single person in the business. Oh, by the way, have you done, there is a sense of you, you own your own development, your own, your own career. And I think we definitely maybe have enabled employees at times to think, Oh, we're handling these things to you on a plate.

[00:24:47] That's just not, that's not how it is. So if you want it, it will be there. Oh, it guesses exactly. I mean, get it and, and own it, and be accountable. So I definitely think there's, I think providing those [00:25:00] opportunities are key, but equally people then come and go, okay, I want this.

[00:25:04] Rather than just here it is on a plate, you know? No,

[00:25:06] **Susan:** [00:25:06] totally. Because if you're self motivated to get involved, then you're, you'll keep going as well.

[00:25:12] **Sheila:** [00:25:12] Exactly. Exactly. Yeah, absolutely. Yeah.

[00:25:15] **Susan:** [00:25:15] And what about Sheila managing work life balance? What does that mean to you?

[00:25:22] **Sheila:** [00:25:22] And work life balance, not so great on the balance now.

[00:25:27] That's okay.

[00:25:28] **Susan:** [00:25:28] I many different things to everyone.

[00:25:31] **Sheila:** [00:25:31] You see? I think, I think you can chase something and And maybe feel kind of dis this, I dunno, disgruntled or something that you don't have it. I mean, I look work. I always have loved worked no matter what job I've had, I've always loved it. I'm just one of those weird individuals as my sister's whole calls me.

[00:25:47] And, but I also have a great boss. Yeah. I work. I do look work and I've always been I've. I've just I've I always have to And, but I have a great life too. My family as everyone's family [00:26:00] is, is, is, is just so important to me. My niece and nephew is the best job I have has been an antique.

[00:26:05] Absolutely love my niece and nephews. I have four, 12 from 30 down to seven. So I've got like, from all kinds of random stuff, to deal with on WhatsApp and God knows what else. But, like, yes, it can be challenging for sure. On occasion, but equally, I definitely know at this age, how to mind myself to look after myself I bought everyone at work by telling them that when the time changed last October, that I started to go for a walk at lunchtime and love walking.



[00:26:33] And it's just, it's become this thing now that I'm just obsessed with. And what's the most annoying thing I'm most ashamed of is like for years in the office, I never did this cause I was too busy. You know which is just ridiculous, but I work hard. I always have done that. I don't think that will ever change, but equally I do have a re I'm really lucky to have a great life.

[00:26:53] I've got great partner and, yes. Sometimes there's, I'd go, okay, I'm just have to stop working. And [00:27:00] but good diary management. We've got really good cadence of meetings as an LT, We all hold each other accountable on this as well. Like we're very, and it sounds really basic, but we're really good at managing diaries managing, you know, that type of thing is just those hygiene factors are super important.

[00:27:14] And yeah, just working, it's a, it's a work in progress. You know, it definitely is a work in progress, but, constantly striving to to get there. But equally I'm not a person who gets stressed terribly easily. And as everyone knows me, I've got a very loud laugh and I laugh several times a day, which I think is a great stress reliever, to be honest, So yeah, like, I don't, I don't yeah, like just if it's tough times and we've had took days, they will pass too.

[00:27:38] And I, I am quite philosophical about things, so, it's yeah, it's, it's all good, you know? W

[00:27:44] **Susan:** [00:27:44] it's also your, from, from working with you and reading your profile, even you talk about being pragmatic and hands-on, and I think that's part of it as well. You're you're always going to get stuck in aren't you.

[00:27:57] **Sheila:** [00:27:57] I am, even though coma tells me [00:28:00] religiously to sometimes get out of the weeds. Yeah. Learning to be more strategic over the last couple of years has been a challenge for me personally, but Definitely. I am, I do have a bias for action, but I have a fantastic team and they're absolutely fantastic.

[00:28:13] And it is, it's been brilliant to see, to, to, to let them rock on as well. And, and, and I just kind of, guide them. I am hands-on but equally, you know, I have no taste and I've really tried hard to learn over the last couple of years to, to enable and empower the people who are on my team.

[00:28:29] I have to step out, , and that's really important. And I'm trust Isabelle Charleston. And we have, as our coach tells us trust and verify. So you're trusting and you're, then you're verifying that, that the expectations are being met and whatever, and being set and being met. But Yeah, it's it's being strategic can be a challenge.

[00:28:46] Sometimes, the avoidance technique, I, you know, just avoid any, you know, Oh, I'll keep really busy doing the small things which is ridiculous, but but it's been great. I've had a super coach over the last 18 months as well. Myself. Who's just been religious about keeping me on track.

[00:29:00] And I've learned some really simple techniques and frameworks and models to help me do that.

[00:29:04] And that has been fantastic. That has been really good as well. So I've been really fortunate to have had that investment too.

[00:29:10] **Susan:** [00:29:10] Brilliant. Great. That's great. And so maybe what do you enjoy most about working at Carter shoulder? Just to send us off Sheila,

[00:29:21] **Sheila:** [00:29:21] send us off on a afternoon. I'm learning every day.



[00:29:26] I'm learning every day, mostly about myself, but I that's, that's honestly the truth. Like I am learning every day. And I'm just, I love it. Like I am really, it's fantastic. I'm super proud of being in the LT. I'm proud of our people proud of what we've achieved and really excited about what we will achieve.

[00:29:45] And yeah, and that's, and that's what gets me out of bed every day, ? And I just believe we've got so much more we can do and deliver, and I'm excited about that as well. So that's, that's that, that's what excites me. That's what, that's my meaning and purpose when it comes to the controller, which is, I'm super proud of proud of it as an [00:30:00] organization and to be a part of it.

[00:30:01] It's fabulous.

[00:30:02] **Susan:** [00:30:02] That's brilliant. And it's really brilliant. And I hope anyone listening feels the same about wherever they work. Because it's possible.

[00:30:11] **Sheila:** [00:30:11] Oh God, it's so possible. I mean, , I've spoken to lots of people and I mean, obviously I'm a coach as well, and I've coached people and, and like, if people can't find it in the organization, find it within some part of it or within your role or within your team, because it is hard.

[00:30:26] And like a lot of times it's, it's senior leadership just, , might not, might not kind of, , you might not buy into them or whatever that might be, but yeah. Find it within your microbiome of your part of work or whatever that might be, ? And, but I do know how lucky I am. I absolutely do.

[00:30:40] **Susan:** [00:30:40] That's so cool, Sheila. And if anyone wants to connect with you, I guess you're on

[00:30:45] **Sheila:** [00:30:45] LinkedIn. I am indeed. Yes. And yep. I am in LinkedIn. I was going to say that photo. Oh God. When the, when the, when the age, those photos last year, every time I see that photo to my cultural, the photograph. My nephews had aged me on [00:31:00] the app and that's on that photo.

[00:31:01] So every time I see that photo, I just look like, you know, some Haggard wizard, something. So yes,

[00:31:08] **Susan:** [00:31:08] you out now, you know that check

[00:31:09] **Sheila:** [00:31:09] out. I should pull it up. Oh, well, I guess it's just hysterical, but yes, I'm on LinkedIn. I'm happy to connect. And you know, Susan, thank you so much. It's been super to talk to them.

[00:31:19] That's been

[00:31:19] **Susan:** [00:31:19] lovely. It's been a real pleasure, Sheila. Thank you for coming along and for being so open about it. Yourself and also where your work it says for

[00:31:28] **Sheila:** [00:31:28] people.

[00:31:29] No problem. My pleasure. Thanks. A million.

