

Managing microaggressions: leading teams with Joanne Lockwood

SPEAKERS

Joanne Lockwood, Susan Heaton-Wright

Intro 00:00

Welcome to the superstar communicator podcast. Our aim is to ensure you speak and communicate with confidence, clarity, credibility, and impact so that you present the best version of yourself in all business conversations. Welcome to our host, Susan Heaton-Wright.

Joanne Lockwood 00:21

Good afternoon. This is Susan Heaton-Wright. And even before we start, I'm told it's 12:30. So welcome, Joanne, thank you so much for stepping in. At the last minute, to be honest, we have a, you know, ace, an absolute superstar, who's going to be talking about microaggressions the impact what we can do as human beings to be better people. And she is the founder and CEO of see happen change. She is an inclusion and belonging specialist. I love that belonging specialist. So welcome, Joanne. Thank you, Susan, I appreciate the last minute shout out. And I'm more than pleased to be able to be here and join you all today. So thanks so much. And by the way it see change happened, sister, it's there was at all but yeah, See change happen. Yeah, that's the one is fine. Google me, you'll find me It's okay. And we'll make sure that there are links, because I'm sure that many of you will be wanting to link with us. We'll link with Joanne afterwards because what she has to say, is very powerful. And is life changing for people who are leading teams who are managing teams, and for colleagues. I believe, and I know, Joanne believes that the majority of us are wanting to be good human beings, and it might be that we say something that we're not aware, could be construed as upsetting for somebody else and could exclude them. But we're going to talk about this now they talk the name of this particular discussion is about microaggressions. And I know you've got some ideas about microaggressions because we Bandy this word around. Yes, we do. And I've actually been at conferences and where the speaker before me says, "I'm not going to be talking about any of this new wave of woke stuff, like micro aggressions, and all these other words", and I thought, unfortunately, that diminishes the impact that it has on people. And for those who don't know, a microaggression is a subtle, mostly unintentional communication of some sort of form of bias or discrimination towards a historically marginalised group. So generally, someone who comes from a privileged group, communicating in such a way to sort of a marginalised group in a conscious way, communicating something that is hurtful. And the reason it's micro aggressions, because it's so tiny, if you like, that you almost always think what's the boss the big deal. But if you think about it as like a being sort of death by 1000, cuts in a paper cup. It may not, it may not seem like a big wound, it may not seem like something major, but if you're constantly being cut by this paper, and you think it is all the time, it's going to start to really sting and her. And when you've got your finger full of cuts, you can start not be able to function correctly, you can't do things, you're gonna be more worried about his little cuts and pinpricks in you

than you are about getting on the job. So the micro aggressions build up their cumulative, what seems small, can become a mounting pump impact mental health and impact the way you want to thrive. And of course, makes you feel uncomfortable in that environment. All these people are constantly using this negative language around you, of course, you're going to your psychological safety is going to drop, you're going to feel a lack of trust, the people around you are going to be seen like threats to each other. And of course, then you're going to switch off, you're going to disengage, you won't want to be involved. Because you know, if you're going into that space, you're going to be feeling uncomfortable because you expected the micro aggressions. And I think the sad thing is micro vests are actually part of our, the way we talk to each other. We've kind of grown up with banter and humour, and all fashion language and most people as the intent is genuinely good. And I remember, I don't know if you saw it there was on television the other week around which of mainly was interviewing one of the lionesses, and he called her love, live on television. And you may think, "well love that, how could that be a microaggression?" But that's, that's reinforcing power and privilege, patriarchal messaging. It's saying, "there you go back in your box, the little girl love pat on the head". So what words that are meant to like that, I'm sure meant nothing by it in terms of being patronising. But the impact when I think about is often it's not about the intent offence about the impact it has on people. So subtle little words, and the media picked up on it, other women have picked up on it, people have aggressiveness down. So hang on a minute, you can't go on national television, and start addressing women as love is just disrespectful. It really, really is.

And that's that's probably talk about microaggressions subtle, or you see people how you treat people, a talk about people impacts the way they function in society. You know, it's really interesting, because people will often say "Oh, well, it was different in the 70s, it was different in the 80s", but it's still hurt, then. I've been watching the Commonwealth Games, and it was Alexander stadium. What you don't know is that I used to be a county sprinter as a school girl. And I remember lining up on that track in the 100 metres relay, and the person commentating and say, "Oh, doesn't that team look pretty?". A microaggression. It is. That's it, as well meaning comments that impact has on how you're perceived how you perceive yourself, your is putting you back in a box, saying you must look pretty as a woman to be able to be taken seriously.

Yeah. Now we've got a few people that have said hello with Steven O'Donnell, Bernie Davis, Donna. Oh, and Bernie has asked "some of the greatest offenders so to speak our words and tension of the capillary blacklist, Blackboard Black Sunday, etc. What are your thoughts?" And thank you, Bernie. Yeah, and I agree. And again, this is where the anti woke brigade kick in and get "Oh, come on. We call it blacklist, we've used master and slave in electronics for years and radio communications, we've used his word". And yes, we have. But understanding that the entomology is entomologists, that insects as whichever one is about the history of words where they've come from understanding where they come from, is important. And I'm gonna use a word now, which people might find offensive is the word Eskimo, and we use that for years and years and years, meaning people from North Canadian tundra, there's that sort of region. And the etymology of that word is really, really offensive. So they prefer Inuit. And that's the term they would describe themselves by. So when we use these words that we understand where they've come from, and the historical significance of why people find it offensive, then we can start to move on and evolve our language. Because I know most people use it out of habit, use it out of familiarity. And I know that Sky News and sky sport, for example, have now have a list of words they won't use. Because what whether they're offensive or not offensive, is we sort of out for debate, we know that some people find that problematic. If you know that someone finds it problematic,

you have a choice to use a different word, and not cause offence. Because if you use "oh, come on, it's just too difficult to change that word", you know that some people are going to be offended by it. Okay, if you're not bothered about offending people, that's fine. But I'd like to think we all wake up in the morning, try not to be a dick. If you want to put it up anyway, we're gonna wake up in the morning, and be a good person. So if you know that something is problematic, then why wouldn't you want to evolve? And I'm not I'm not in the game of telling you what to think I'll tell you what to say, well, I want you to do is be aware of those words or those phrases, where they've come from, and how they can potentially cause someone else to feel less than themselves because of that word, then you have a choice to adapt or not adapt as you see fit. And then it's your choice. But what happens if you've got a team member? Or you've got a colleague that you might be a bit frightened of already, because then they might be doing that with you or a manager? What do you do to try and stop that? If they are they are saying an offensive word. Let's use some use of recent employment tribunal cases as an example here. We had the Allison Bailey case versus Stonewall and garden chamber that boughs to practice and we also had Maya for starter. In her case against the council, both of these people felt they'd been discriminated against because they their their gender critical beliefs were were told that they were unacceptable in the workplace and the tribunal found in favour in their their appeals in some sense in some part of that instance, and what I think the judge in both cases said, "yes, you're allowed to have a belief you're allowed to have a view, that is protected under law, but what point does that belief become antisocial? It becomes divisive, it becomes obnoxious, it becomes discriminatory". So I think in both cases, the tribunal said, employers need to put guidance out in their environment to say, "what is acceptable language. This is our values. This is what we stand for". And I think both of those tribunal cases were partly one appeal, because each of those employers didn't have a clear guidance on what was acceptable and what wasn't acceptable. We also had the example where I think there was a person working for an estate agents or property consultant in the Manchester area, who tweeted racist remarks after the euro finals with with three black members, those goals. He was dismissed, because he held those racist views, and he made them public on Twitter. So it's important that employers lay down what is acceptable language. I think I see some great examples this company is where they have our view on is, so our view on racism is our view on transphobia is our view on this is and then you lay down very clearly about what you stand for as normalisation. And then you say to your people, "if you don't, if you're if you don't share these views and beliefs, this may not be the best place for you, because this is this is what we find acceptable". Because what last thing I want to do is be working desk next to somebody who I know has far right extremist views, racist views, sexist views, how am I going to feel safe, you know, the microaggression, by the beginning, just sitting next to somebody who I know, has these views about me, they may not be expressing it, but I know they have these views about me. How am I going to feel safe, I'm not gonna feel safe being alone with them. I'm not gonna feel safe, interacting with them, because I know that they're basically looking at me, seeing me as a lesser human being than them. So I think in order to create the psychological safety, ensure that we were allowing people to come into work and feel safe, we need to say what is acceptable, what is unacceptable language without stifling it. Yeah. And that's, that's really interesting, because then if you feel that there is somebody in your team that is expressing is being micro aggressive, and what you've got already got that framework of beliefs and values of the company, it's easier for you to challenge that. Likewise, if you're a manager or a leader. We were getting loads and loads of comments. It's just brilliant. As so, Deborah Henley, Hi, said "wow", Loretta said, "Hi there, very interesting topic and not without controversy". And a couple of people have shared etymology, Thank you. Thanks. Thanks,

Susan. And Joanne, for your thoughts on this. So true language has to evolve, Absolutely. Bareck Ma Malik says, "Wow". Okay, and Bernie Davis recently at the Wales online diversity and inclusion Awards, the presenters were so awesome and apologise for letting us all to let our hair down and enjoy a drink, how honourable have them I had no idea this would be offensive, but they responded favourably to the comment they received about it. There is progress being made. And I before I read some of the others I should say I was at the Commonwealth Games. And every single time the lovely volunteers said moved us on they said "Hi guys, welcome guys go this way guys. That was that was not inclusive". Guys, as being familiar term that people think is gender neutral, but I decided it was gender neutral. And what's wrong with everyone? Yeah, well, if you just got to ask a man or women or non binary person straight, How many guys have you slept with? And they're certainly not thinking about women at that point. Yeah, Amanda's thinking he slept with guys. I'm thinking slept with the guys. At what point does it become gender neutral?

Susan Heaton-Wright 14:33

I've got a question from Z. Razak. He's from SURTEX. Accounting Harpenden. He can't be on the call. But he said, and we've probably answered these. "How do you bring it up with a team member who is acting in a micro aggressive way on what's a good solution to help them with it?"

Joanne Lockwood 14:54

I would just technique technical calling in rather than calling it out. So calling out very much to sort of "stop, no bad language, that sort of creating a barrier". So for me, it's about the education, which is my mantra is "smile, engage and educate". So it's around. How do we have that conversation? How do we sit down? And I would always want to talk about intent impacts and accountability. It wasn't your intent to upset, it wasn't your intent to make that person feel feel bad. But the impact was that your language, your word, your phrase, wherever you used had that that negative intent, or that negative impact? So accountability is owning it, learning about it, "I'm sorry, I apologise". Of course, if the person goes, "well, I didn't get that at all. I really don't see that". Well, at some point, coaching is some work there. And it's important because we've got to be careful that one person doesn't destroy the team culture. Yeah. And if you have someone who's bringing negative, negative and toxicity into an environment, they can destroy the culture of the team culture, the organisation. So it's about working out again, going back to you, what are your views and organisation? You have to decide what is acceptable, what you stand for, what your beliefs are, as an organisation as a culture within your organisation. And then it's about working with people to help them understand why those views are intolerant in the culture. And I think if you if you do, you know, do some research, look at the entire the paradox of intolerance, the more you accept extremist views, because you have to give everybody a voice, the more those extremist views become the view. And that's, that's where you get extremists. That's where you start to. And it's good to have balanced opinions. It's good to make sure we don't we don't close our minds now of groupthink and all these kind of things. But we allow extremist views to take hold, that's where that this paradox of tolerance kicks in. So we almost have to be the oxymoron is we have to be intolerant of intolerance. And so we've got to make sure here we understand what intolerance is or what is acceptable, and we know what's acceptable in our society, we also have to decide what's what's acceptable, we're going off and our culture within our organisation as well.

Susan Heaton-Wright 17:17

Our brilliant now are going through some of these Barack's so "Wow". Bernie again. Wonderful, Bernie, you're commenting "So Right. Joanne, we have a responsible responsibility allyship at work is key". Absolutely. Debbie, Deborah says, "I found myself saying, Guys, I'm guilty". Unless the man is gay, of course.

Joanne Lockwood 17:51

I say guys, as well. And I assume that language, police, language police. It's so ingrained into our kind of language. But it's understanding the etymology of the word, the first of these words and how they're formed, and then we can choose to adapt around it and say, we're not saying that these are, you can't use these words. It just understand when you're using them how they can potentially cause event.

Susan Heaton-Wright 18:19

Yes. So Deborah says "calling it in love it". Bernie says "love calling it in, yes, not responding with aggression". Loretta says "I understand the value of employees setting guidelines on organization's values. But is it possible to manage individual ways of expressing oneself? Eskimo has different connotations in different cultures, for example, by trying to sense a ways of expression, we are denying ourselves any chance of peaceful multicultural society?" What's your view on that?

Joanne Lockwood 18:57

Yeah, as I've been saying, I'm not here to police your language. I'm just saying that if you understand a word is problematic for a section of society, if you continue to use that word, you're doing it knowing you're causing it to be problematic to your audience. If you don't want to cause potential offence, then by modifying the language you use, means you're likely to resonate and be more appealing to a wider audience. And I appreciate that that can be work that that is work that you have, some people have to do. And I appreciate you may not want to do that work, you make out what I am actually happy being me. I'm happy using the language I'm using. And that's absolutely fine. All I asked you to do is just be aware that by not being aware that you are inadvertently upsetting people and causing microaggressions and that's your choice. I'm not here to say don't do it. I'm just asking you to understand the intent and the impact side the impact of your your your best and tend is negative and it's just understanding that and I'm not trying to put this woke agenda you can't talk you can't say anything anymore. You can't tell jokes you can't have banter. I'm not saying that we want, we want the work to be fun, I have fun. I have fun, whilst understanding the impact I can have on people. I don't get it right all the time. I always guys, I miss gender people I miss gender myself. Without without, without thinking sometimes. So it's just being consciously aware, you know, we often talk about emotional intelligence, cultural intelligence. Within leadership, we look at the six C's of an inclusive leader with cognisance of bias. We look at cultural intelligence and right in there, being brave, having humility, all of these great things, if you're talking about leadership here is understanding that you have to be adaptable as a leader, to ensure that you're motivating, inspiring and communicating with the team effectively. If you're not being very person centric, you're not thinking about individuals, then you're potentially excluding people. And then you're making people feel in tolerated, or excluded or whatever it may be. So all I'm saying is if you're coming from a leadership perspective, how do you want to be perceived as a leader? How do you want to grow your team? What is the culture of the team you want to establish? And again, your choice of how you do that. But I will say that the 21st, the 2022 employee is far more cognizant of what they expect from an organisation in terms of how they're treated. And I

think we, whilst we're going through a potential recession, we're seeing jobs being cut. It is still a candidate market, it is still an employee market. Organisations whilst they're laying off, they are still struggling to attract and retain the best talent. So anything you can do to have competitive advantage in attracting and retaining talent means how you treat people is going to be in there as well.

Susan Heaton-Wright 22:01

Brilliant, really, really good answer. Deborah's having to leave she did say that "gay comment was in response to Joe's comment that you wouldn't say to a man, how many guys have you slept with?" She wants to clarify that before she left. And Loretta says "what's the difference between my managing microaggression and censorship?" Really good question. "Wouldn't it be more productive to focus on resilience to what a person may perceive as micro aggression, bias etc?"

Joanne Lockwood 22:37

Is that akin to asking the victim of assault to be more resilient and not complained when they've been slapped? We often say Sticks and stones may break my bones, but words will never hurt me. We're learning we're learning now that words can hurt more than physical violence. And we would never say to a victim of physical violence that they should have more resilience and just roll with it. So I don't think we should be saying the same to people who are experiencing microaggressions or or being damaged through that kind of environment saying you have to go up or man up or or non binary up as a result of that person up.

Susan Heaton-Wright 23:20

Yeah. Okay, so I've had a message from Krishna Lukas Clark, and she has agreed that I can read this. She says "I feel microaggressions can be more hurtful and upsetting than very direct comments, as they can be snide and unmarked, undermining. When I was younger, and due to my upbringing, I put up with microaggressions as they were not recognised as being inappropriate or hurtful. I now feel more comfortable dealing with the situation and have made a pledge to challenge if they're made towards me or others. I'm happy to say I don't hear them often at GSK work, which made the pick his colleagues are more aware and know they are inappropriate. And also, as I've grown older, more senior, I don't appear as vulnerable as I was. Microaggressions can make people feel isolated and vulnerable, as the perpetrator may make a comment in a group setting, and if others don't register it, or choose to ignore it, the person it is aimed at may not want to draw attention to themselves. My response to a microaggression is to say, What do you mean by that? This puts the comment directly back to the person who made it without being confrontational but calls for an explanation. I would also check with the person it was made to afterwards to check they're okay. Examples of comments from from someone with Afro hair, looking like they had an electric shock. That's what she received. About 25 years ago, for acknowledging racism and senior managers saying, "that's what they are like, just ignore him." When she made a comment, when she complained at the time I was vulnerable and didn't feel up to speak up or complain, but did feel very upset about being called "an Astro can Fairy" reference to hair type, and being called a dark horse with full intent of it being a racial slur, or hard to prove but uncomfortable to hear. Also, "the dirt wouldn't show on you". Her question is, "why do people not speak up to support colleagues when they hear a microaggression as you can see from above, allies are needed".

Joanne Lockwood 25:52

First of all, I think thank you for sharing your story. That's very powerful. And one of the reasons I think organisations should look at programmes such as ours training, and this is not around any particular characteristic, race, faith, ethnicity, gender identity, whatever it may be, it's recognising that and I ship goes across the board, it's about being a supportive person to a group who are often marginalised. And I think as your training is really, really important, how teaching people techniques of how to spot a discrimination, how to spot microaggressions, how to call it in, how to educate, be confident, how to add or maybe use, visual stop or pardon, a very forceful, strong voice visible, and say, "enough" or "stop" at this sort of techniques, and many people aren't confident to speak up because often microaggressions come in with power and privilege, the person is maybe committing these microaggressions has a level of influence or power. Because a microaggression committed by somebody who has no power or influence over you probably bounces off is anyone that microaggression is delivered with, with with some sort of a power over you that it has the impact. So I think it's important to recognise that not everyone feels capable of challenging, because they're worried about their job or nobody else is. We've got their bystander effect. "No one else has said anything, so why should I say anything?" So it's trying to challenge bystander effect, look at ally ship, avoid groupthink, you know, "everyone else is okay, I'm okay with this". And the person that isolated when we see it will time where women are talked over meetings that ideas are taken. People who are, are black or brown are often treated as less intelligent in organisations, and not getting promotion. Yeah, we talked about these in the word love earlier, how there's micro petty things or kick creeping in how women are given menial tasks in meetings to do, organise a Christmas party, all those kinds of things build up, and they're not. "Those are not microaggressions?" Well, actually, yes, they are. They're these little things that put people back into a box, and impact the way they're perceived. And how they perceive themselves, limit their career choices limit their opportunities. So it's just being aware that these things, and if we have these conversations, people just go, "Oh, really? I never thought that". Yeah. But if you experience it day in day out, you're you're hyper aware of these things.

Susan Heaton-Wright 28:21

Yes. Now, I am very, very aware. And I know that there are some still some questions coming in. I'm very aware that you have to leave at one o'clock. Because I know there are still questions coming in. And Loretta says, "not exactly just thinking that by focusing on victimisation, we will build a society where 80% of the population vulnerable, who will protect them, then", this is an interesting discussion.

Joanne Lockwood 28:58

Yeah. At what point do we say enough is enough? And I'm not saying there's a saying isn't that you know, nobody can make you feel something you choose how you feel about something. But it's that repetitive nature and microaggressions is the repetitive nature of being pushed down, put back in your lane, put back in your box through words through action, through colloquialisms through well meaning intent. And I'm not trying to say that people are being made a victim because of it. But the impact of it is, is it destroys self esteem, and it destroys how people are perceived by people around them because these words and phrases stick. Their labels stick, language sticks, internalisation and how people perceive you. So I'm not saying that I'm a victim, but I received microaggressions, but I certainly feel that impact in the same way someone slapped me around the face. The words that people use to me, make me feel just as shocked, just as aggrieved. It's like, "well, why did you do that? Why did you say

that?" Sometimes I'm stunned for hours going. "Really? Really did that happen? Am I imagining it? No, no, I can't Oh, no, no, I must be missing missremembering it". Yes, because at that time, you're so you're so blown back by what's by that, that interaction you just go and hours later you, you can't stop thinking about it for weeks and weeks and weeks if that I can still remember microaggressions going back years, because it's sticking to. I'm not seeing myself as a victim I'm just seeing. So I don't think we are taking this to fix but I was using the victim analogy to say, you know, we shouldn't put the responsibility on to the victim, the person who received these to do all of the education to do all of the fighting back, and to have to prove that belief all the time. You know, if you look at the law, but the Equality Act 2010 discrimination victimisation or in as perceived by the receiver, if I feel I've been discriminated against if I feel I've been bullied, if I feel I've been harassed, it's how I feel, regardless of what your intent was. So I think we need to be careful here that we don't victim blame if you like. Yeah, we'll tell the victim that Oh, come on. It's not that bad. Really. Because that's often privileged speaking back, and that's the danger here, we minimise.

Susan Heaton-Wright 31:25

It is part of our society, isn't it that the onus is on the on the victim? "Oh, well, she was wearing a short skirt. She was drunk."

31:37

"She was asking for it. Yeah. Asking for it. And that's why she got what she got." Really? We still believe that do we?

Susan Heaton-Wright 31:45

Yeah. We've moved on from that we know that. No, no, that that that is not a good way for society to act, in my opinion. So Bernie says, "Yes, Joanne. It's like white noise, these experiences". Yeah, I still get you. And sometimes we can get triggered. Because we've had something awful said to us in the past, we're almost anticipating that's going to happen again, or somebody something that someone says, when in fact, it's quite innocent. You're triggered back to that previous time.

Joanne Lockwood 32:25

Yeah. I mean, I interact with a number of people. Yeah, I'm, I'm transgender, and I often get misgendered. But I actually get well meaning interactions that actually impact me as much where I was at supermarket checkout, and the person who was scanning my beans and my cornflakes as they're going by looked at me and said, "Oh, did you see that programme on television last night about transgender people?" I thought, well, "thank you really nice of you to start conversation with me, but can we talk about EastEnders? Could we talk about something else? I don't really want to talk about a transgender programme? Do you ask everybody? Is it is it just me?" So sometimes latching on to a particular characteristic like that, it makes me "here we go again, I'm exhausted, I took took enough about being me in my day job. Can I just by my being into my cornflakes, get out of it." So that it's well meaning and I smiled, I talked to this lovely person about this. But afterwards, I just can't wait exhausted by going, "I've now been redefined by who I am yet again. And that conversation is about who I that part of my life, which I am not ashamed of, but I'm just getting sorted talking about it." And I've been ear held by people who want to talk to me about trans people in sport and okay. "Do I have to be the representative in this field talking about trans people and sport?" It's exhausting. Please, can we

can we talk about something else I'd like to talk about. Other major issues of the day, the entire Conservative Party focused on trans rights at the moment, it seems to be who could be the most transphobic iced tea, I wake up every morning, I see this, it's like, it's exhausting. Just to have to deal with this wind in your face every moment you're looking at the window. And that's just and I'm not saying I'm special. I'm not saying that. I deserve to have extra extra special treatment or kid gloves or anything. But when you have when you've if you've never felt this torrent of pressure on you all the time, and it's phenomenal. It's phenomenal. And I know that many people in society, marginalised backgrounds, people who've been marginalised, feel this a lot, and will be people who are there's a thing on television last night about the lack of NHS dentists and the people there experiencing a lack of dental care. So, we're going off topic of microaggressions but it's the impact that people are having when they have it, they don't have the wealth or the affordability to go private, and now being left and marginalised further by society, and now they have poor teeth, that leads them to feeling less willing to engage with society, more of a burden, they're not able to get employment, their mental health is suffering. So we look at all these things, and whilst they might you make it worse, not microaggression, but the impact is still the same. You're causing people to be marginalised and pushed to the edges, and lack support, because they don't have the privilege or the wealth or the context to make it happen.

Susan Heaton-Wright 35:31

So Bernie says, gosh, it's the one to start off telling you immediately, the black friends they have, and that they do not see colour. Really, I think you wouldn't be saying this to a white person you just met. "So you missed I'm black?" Thanks, Bernie.

Joanne Lockwood 35:50

We want to see people's colour, we want to see people's gender, we want to see people's identity and understand what their superpowers what makes them special, what makes them happy, what makes them laugh. If I raise your culture, your identity, I'm just bogging you down to me and make you like me. And I never would. I don't want people to be me. I want people to show their riches and their colour and their sparkle if you'd like.

Susan Heaton-Wright 36:13

Absolutely. Now, I am very aware that we that that Joanne really will be cross if we go on much longer. But if there are any other questions, please ask Joanne. You've all got her contact details. I'm sure she won't mind you linking with her on LinkedIn, or to leave a message at the end of this live stream. This has been absolutely brilliant, and I'm sure there are people that will say "can we do this again?" perhaps when less people are on holiday because this is the way forward. I'm so privileged to have had you on this live stream. Joanne, thank you so much.

Joanne Lockwood 36:57

I've thoroughly enjoyed being here. It's been absolutely amazing, and please ask if anyone's listening, if you want to have a conversation then please do. And Susan would be great friends for supporting wherever I can. So yeah.

Susan Heaton-Wright 37:12

And vice versa. Remember that. Thank you very much. Until next time, this is superstar communicator. Thanks for watching and listening.

Intro 37:24

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