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We are The Leadership Trust. We're an organisation with 46 years experience in leadership development. We're based in Hereford with a worldwide client list. So our clients span most of the countries in the globe, which is amazing. Our flagship programme is a five day leadership in management programme, which is recommencing this July, after your lead a year long COVID hiatus, and today we're joined by none other than the Paulina Tenner. And apart from being my old boss, she is an entrepreneur and angel investor and author. TEDx speaker, founder of grant tree, which is an organisation started with a purpose to help tech startups navigate the complex world of government funding. And since two since 2010, the team have grown organically from two members to 50 and raised over 200 million pounds for more than 600 technology startups and scale ups using solely government funding schemes such as the r&d tax credits, and innovate UK grants, and poetry. Interestingly enough, it's also an open culture company, which pioneered a self set salary scheme, and an empowering culture governed by holacracy. I'm sure how can tell us a bit more about that in a moment. So welcome, Paulina. Oh, it's lovely to be here. Thanks for inviting me. Thank you for being here. So okay, part of me wants to start at the last bit. I've heard about you being a burlesque dancer. And maybe because I don't know how, I don't know many people who are trained in burlesque. And I definitely think you're the only one I know who the CEO? And how did it come about? And how long have you been training and practising in the arts?

Paulina 1:55

Sure. So it doesn't really require any formal training to start performing, you can, if you're trained in anything else, like circus arts, or another type of dancing that you feel comfortable to incorporate into your burlesque acts, or stand up comedy, or they're just burlesque encompasses such a variety of possible acts and expressions. It's a little bit like theatre, but it involves more movements typically and dancing. And a bit of stripping most of the time, but not always. And so it helps to do a bullet Bella's calls course course. And I've done a few with a school called the cheek of it, which is run by a friend of mine, Zoe Charles. But there are a few burlesque schools in London these days. As I say, it really helps to do a course because there is a group setting, everybody's working on their own art, or you're working on a group back together. And that just gives you a bit of momentum. And so yeah, I would definitely recommend that it's a lot of fun. And particularly if you have some sort of experience with dance, any type of dance really could be ballet could be classical dance could be, I don't know, jazz or hip hop. Or you have some experience with acting stage experience. There's just so many things you can incorporate into burlesque art. It's so versatile. That's why I love it.

Leadership Trust 3:29

It's amazing. What a hobby to have as well. Yeah, I know, right? Because there's a balance between what's very serious, you know, running a business and having something that's more of a creative outlet as well. Absolutely. Yeah. Amazing. So you founded grant tree along with your partner. And yeah, so glad tree as I said earlier, it operates as an open culture and has always supported remote working. So you weren't one that had to kind of really pivots last year, it was something that was kind of ingrained within your business. Did you always know you wanted to have a kind of a non traditional way of working.

Paulina 4:06

I think Daniel and I, Daniel is also my partner in life, we kind of knew that we wanted to create a different workplace as compared to the kind of workplaces that we used to know off. So we had some frustrating experiences, and we wanted to create something different, but we didn't know how different it would end up being. So we didn't know back then that we'd have a workplace where people end up choosing their own salaries and where, you know, there were no individual commissions, but just team bonuses or like, company bonuses. We had no idea what it would look like in practice. We work that out as we went along. We just knew that we want to create something different, that's for sure. Amazing.

Leadership Trust 4:53

And what exactly would you say open culture is what's the practice of open culture?

Paulina 5:00

Very good question. Because open culture can mean so many things. I think it's the fundamental like what it means to us. It's a kind of fundamental attitude of trusting people as adults, and creating the kind of culture where information is easily accessible. So in most companies, particularly cup Corporation, these days, information is treated as a power tool. And hence, there are kind of many watercooler conversations and political situations. And some people have access to some information, whereas others don't. And we see open culture as a kind of culture where information is easily accessible, and where people are trusted and treated as adults. So that's how I would sum it up. And you know, it makes some sound simple, people are trusted and treated as adults, but it has far reaching consequences, actually. Because we will we kind of empower people to take control over their own energy, resources, how they organise their working day, where they work from, what hours they work from, and even what they're being paid.

Leadership Trust 6:12

And I guess it's, it goes so much against what we're taught from a very young age. But you know, there's this hierarchy, and there's this way of doing things. And then suddenly, I don't know how you find how you found it. But obviously, with me coming into the company, I'd worked in many places before, and there was always some sort of hierarchy. So then, it was very exciting for me to hear about open culture, but then in practice, it's still very unnerving. It's like, okay, yeah, go in order 10,000 pounds worth of computer equipment. And you don't need sign off from, you know, six levels of management to do that. Is it really is this exercise in trust.

Paulina 6:50

Yeah, yes. So I would agree with you that it sounds like heaven until you actually end up in the middle of it. And there are quite a lot of challenges to deal with, in terms of, you know, it requires a lot of self responsibility, and ownership, a sense of ownership of your own work, because in our company, would open culture means to us as well, is that there are no managers, as in people might self manage manage themselves. Yeah, as you said, unless there is some kind of policy around for example, spending, which there will be, but you have quite a lot of freedom to spend the money that you can spend, however, it benefits your role. Yeah. So that does require quite a lot of self responsibility, and quite a lot of maturity actually. So it's not, yeah, an open culture such as ours. And this kind of workplace is not always the easiest. workplace to find yourself in.

Paulina 7:59

Yeah. But it's a very exciting one. And you will challenge yourself while being. So as a female founder, this hobby hates in saying that, you know, we have to differentiate, you know, found the female boss, girl boss, female founder, but yeah, as a female who is also a founder. Yes. any differences in the way that you are perceived? So in ways that maybe if you were to, you know, have a client and go to them at different times, or, you know, just being in the same room? Do you find that the way you're treated or the way you're perceived, differs, or the way they talk to you?

Leadership Trust 8:33

Yeah, good question. I mean, the thing is, I've never really focused on the negative I've always focused on, even if I felt awkward, so in the very early days, even before grantville started, I used to do a lot of networking with tech startups. And I always was always the odd one out in the room who was a woman, Eastern European, and not a programmer, not technical. Yeah. And I actually turned it into my advantage, the fact that I was different, so I never kind of framed it in a way oh, wow, I'm being looked down that I was always like, Okay, if they're paying attention, then maybe it's a good thing I'm standing out. So, yeah, I think I'd be lying if I said that. It was never an issue because most tech founders are male, back investors are mostly male as well. So I must have felt at some stage in my career, as you know, a little bit out of place, perhaps. But that was, in a way an exciting thing for me. And these days. As there are more and more female founders and female investors, even in male dominated spaces. Yeah, I think I still find it an exciting thing to be in the minority.

Leadership Trust 9:59

Awesome. I love that. You turn in my next question is going to be how do you can can can you do advantage? And you clearly did find a way to do that?

Paulina 10:06

Absolutely. Yeah. Yeah, I think being in the minority can be a good thing. And as long as you learn to be comfortable with the fact that you stand out to a degree, then that's fine.

Leadership Trust 10:21

I've got a awesome question. And I know that I know, I know for my in hindsight that you have a good answer to this. So it's from di and it says, I understand the idea of treating people as adults, but not having clear rules, boundaries and expectations, we've been at benefit those who might be better at self presentation, to the detriment of those who might not be as confident regardless of how good they are. So because often this would benefit men who are culturally trained to put themselves forward and present themselves more positively, regardless of actual competency, rather than women who are culturally trained to be modest. How does this not turn into a Lord of the Flies situation, if there's no one managing the situation?

Paulina 11:00

Very good point. Thanks for raising that. So it may sound before I kind of dwell, a little delve a little bit deeper into how the company is run and made it sound like it's kind of chaos, which, which it's not, we have a structure in place, we're governed by a structure, which is known as holacracy. You can Google that. It's alternative to hierarchy. But it's a way to organise and manage companies. On

an operational level, and on the governance level. And there are very specific rules and expectations out of every role. And there are very specific policies as well, which, you know, we

have created within that holographic structure, which say, for example, that people are expected to update the salary or to do some research to their salary every six to 12 months. So which you know, change according to what we see works and what doesn't work as well. So, of course, we've figured out that there's going to be people in the company who are more comfortable with researching what they're currently worth in the workplace and putting forward a proposition for a higher salary. And there are people who are going to be more or less comfortable with that. So we've got policies in place to compensate for that. And in terms of the male to female balance, I think we've done pretty well. So at the moment, we've got more women in the company, even though it deals with is, even though it's a financial services company, it gets grants for technology startups and scale up. So we operate within the tech space. And we have, on average, women actually being paid more, because we've got a lot of women in senior positions. So we kind of, I think, evolve the company to up to a place where women are quite comfortable, I have to say, standing up for themselves. At least that's what evidence suggests, which is brilliant. And we've got a lot of brilliant women on the team. And I think it's but it's never, you know, within what's great about holacracy is that there is a constant drive to update those policies and to make sure that what you have in your governance actually works in practice. So if you see evidence that particular policy doesn't work, the there's pressure to update it or to make it reflect reality, which is, which is what we do. But thanks for issue, I think it is true that we women are culturally trained to be kind of meek and gentle and beautiful and slim, ideally, and I don't know, good cooks and whatever else. That that's true, you know, within the kind of patriarchal structures that we have. And so it is very important to make sure and to be honest with you, not just women, but even those from disadvantaged backgrounds, those who haven't been trained to stand up for themselves to create systems and policies which empower those people, to all people who are in a sexual minority or ethnic minority, to empower those people to be as assertive when it comes to making sure that they're being treated fairly and not just fairly, but really well in the company as a Rails. Yeah.

Leadership Trust 14:53

Thank you so much. It's really well thought out answer. Thank you. And one of the things we ask Everyone who's come on to this series is about leadership myths, and what leadership myths they've kind of come across in their lifetimes. Do you have any myths about leadership, but you know, you were taught to you grew up thinking, as you're talking about, you know, the patriarchy and the way that we're, you know, we're meant to believe certain things was anything that you were made to believe that you kind of had to knock on its head in order to go forward? Well, there's

Paulina 15:27

loads of myths about women as leaders, for example. So, for example, women don't take risks, which is so untrue. In my case, though, I'm actually bigger risk taker than my partner. And I just enjoy dealing with risk, and I think it's inevitable if you're going to grow so or if you're going to kind of magnify or expand your wealth or, or your you grow freely, it's inevitable, that risk will, will come up. So to a degree of thrive on risk, I think. There's also the, the stereotype that women don't make good leaders, because they're moody and emotional, which is again, so so stupid, because again, it's something that I, you mentioned, I'm an upcoming author, I've written a book where I talk quite a lot about feminine and masculine forces within us leaders. And I've actually known in my time, plenty of women who have a very active masculine centre or quality to their leadership. And I also have known many amazing men who have had very active feminine side or the Yin side, you know, it's

called feminine, but it doesn't mean it's the domain of women, it just, it's just called that way because I don't know, traditionally, it was referred to in the tantric arts, for example,

is the female side. And that's more the nurturing side, the being as opposed to the doing the surrender as opposed to action. So. So yeah, I think women make great great leaders. I've seen plenty of women that have had a very balanced, feminine, masculine side. And I've even seen a woman seen women that had a very an app that used to be the case for me, I used to be very much in my masculine and not enough in my feminine centre. And dancing burlesque has helped me kind of get in touch with my body get in touch with that side of you were just playful, creative. serendipitous. So again,

Paulina 17:54

what is the domain of the feminine? So that would be one stereotype. Let me think if I can think of anybody anything else.

Paulina 18:15

I think an interesting one is female founders can't, won't be able to raise funding, because there is not enough female investors. And same is true for the people of colour, that it's impossible for them to raise funding, because there's not enough investors of colour. While statistically, that's still true. Again, I've seen a lot of female founders that have raised funding and have done really well. So I really believe that at the end of the day, if you're fantastic at what you do, if you make it clear, out there in the world, how good you are, and if you really dedicated and if you answer those questions that investors asking you, and if you kind of press on, if you're kind of assertive enough when it comes to asking for for that funding, it will come. It's definitely not the easiest thing in the world to increase finance for your team, particularly equity funding, but it's definitely possible.

Leadership Trust 19:21

Do you think the fact that you know, people is kind of, you know, there is research to show as you said that it is the fact to some extent, but do you think the fact that we kind of share this, oh, it's harder to be funded? If you're female, it's harder to be funded, if your ethnic minority stops them from even trying? Because they're coming over? What's the point? You know, really? No, it's harder to do it.

Paulina 19:40

Yeah. I think that that would be the case for the proportion of for proportion of founders, that they think okay, it's going to be such a tough ride. I'm not going to get on this train at all. But on the contrary, there are founders who are working extra hard because they You know, the odds are against them, and they end up getting that funding or they end up costing the company or whatever it is. That's their, you know, chosen objective.

Leadership Trust 20:10

That's very true. Yeah, I guess it's that same thing about turning it on its head and pivoting isn't that you can even look at it as I'm going to give up, or I'm gonna try extra hard. The same way you said, you're gonna look at a situation when you're the only female in the room is, am I going to shrink away? I'm going to use this to my advantage. So it is about? Absolutely. So keep an eye

Paulina 20:32

out for those questions, then if there is from the audience because you know, it's great that we have engaged listeners, I'm really enjoying this.

Leadership Trust 20:41

By all means, yes, everyone do feel free to, to ask your questions. Don't there's no need to wait to the end. If you do have a question about anything Pauline has mentioned so far, do feel free to pop it in the chat or the q&a section. And I will keep an eye out for you. And another question from me while we wait to be able to have been shy. So I don't want to get I don't want to give, I don't want you to give too much away as we still want people to go out and buy your book. But I'm interested to know what kind of lessons you feel you learned from the left, which you can then apply to business leadership? And would you say that can be the same for anything that was your particular hobby that you brought, you know, and applied in? But should we be all taking a look at our, you know, our personal lives and our hobbies and finding ways to bring that into our lessons into our

Paulina 21:28

very good question. So I'll start with the second part, I think we should all be looking at ways to bring our whole selves to our working life. And that does mean hobbies, that doesn't mean creativity. That doesn't in particular, any kind of embodiment practices that you have. You don't have to be dancing burlesque. You might be doing yoga, or poetry or even meditation, and how can you bring that quality of presence that you get from practising something embodied into your leadership, and you may find out as I have, that it, for example, helps you get in touch with your feminine side with the more kind of receiving surrendered, embodied, creative, juicy, sometimes rebellious, naughty, quality within you. And what it helped me how it helped my leadership in my kind of business persona. So for example, it really taught me to stand out and to be comfortable with with sticking out so as a burlesque dancer, the most ridiculous, bombastic, flashy, sparkly, glittery your costume, the better. The more doshas you are on stage, the bigger you chutzpah, the better. And as an entrepreneur, you really need to be comfortable with standing out as well, and having your voice heard. And as my friend puts it, being a giraffe, in the world of business, you know, really kind of sticking out Really? Yeah, that would be one of those those lessons that I that I planned, but there are plenty of them. And you know, in my book, I start every chapter, and I'm actually just going through again, as I'm starting to record the audible version of it with them before it before it's all released in November. And what I find is, yeah, what i what i what I've done, I've proceeded every chapter where I talk about company culture, and our evolution as grant tree and kind of my thoughts about the world of business with a little story from the burlesque world. And yeah, and I find just so many places they relate. It's, yeah, it's, it's just such an enjoyable thing, writing this book, and just finding those kind of little nuggets and how one translated to the other.

Leadership Trust 23:51

And it just goes to show isn't it that you have to take inspiration from everywhere?

Paulina 23:56

Absolutely. So take a look at your hobbies, at who you are outside of work that you think you can never potentially, you know, incorporate into your work self and just have a ponder Is it possible that that part of my personality would would actually really helped me at work in the context of

Leadership Trust 24:17

Yeah, yeah, exactly. I comment from Beth and she says, it takes practice to be confident if you're the only woman or minority group person in the room for Don't be hard on yourself if you can only speak up some of the time now might be Tommy's telling everyone to, you know, not afraid to talk. And I would say that it's very true. And I was trying to make sure you understand it's a safe space to talk here. We are all is mostly females on the call are often men but they are allies if they have met the journalists, so it's definitely a very informal, very safe space to talk and you know, any such bullying or anything, you know, they will be kicked off. So you know, do fall speaking

Paulina 25:00

And I love that comment, I think it's totally the case that if you're the only person in the room it will take, you need to find that confidence within yourself, which is where it really, really comes into play. If you're, for example, the only woman at work, make sure you've got some support networks in your personal life where you're supported by other women, maybe your girlfriends, or maybe professional networks, there's this fantastic mailing list called Adas list from Ada loveless. And there are amazing women, they're all based in STEM. And it just really helps to have those support networks to be, you know, on top of your game, or to be able to find that confidence within you in the context of work or in the professional context, but yet was altered, I think it just definitely takes a lot of gentleness and kindness to be able to develop that confidence. For sure,

Leadership Trust 25:59

thank you for the comments. And thank you for answering. And one of the reasons I was keen to interview you is because I feel a lot of what you believe in aligns with Leadership Trust. So at Leadership Trust, we you know very much about, you know, there's not one way to do leadership, there's not, you know, it's not read in a book instead of one now leader. And we encourage people to kind of, you know, learn to link by winning the hearts and minds and so embrace your own self awareness and tap into your own, you know, personal leadership qualities. And I've seen firsthand, working for you that you do the same, you know, you encourage people, as you said earlier, to bring their whole selves to work. And I like that is a phrase, I hear it more now. But it's probably the first time I heard that I was, you know, was at gantry bringing your whole self to work and to develop as individuals. And yeah, this ethos come from Was that something that you started from the start, or was that something that kind of grew as the company grew? And

Paulina 27:00

I think it grew as a company grew. But being honest about it, I think, from the start, Daniel, and I have a kind of relationship in our personal life, where we adjust that honest about who we are, what our needs and wants are, what our dreams are. And we just believed in that kind of radical honesty and professional space as well. So I think that's where it potentially grew from that value that we have in our personal lives of really putting everything putting all your cards on the table. And so yeah, I think it evolved from there. And then we just named it as bringing your whole self to work.



But because we just really despise that kind of thing in a corporate culture where you wear a mask, and then you slowly but surely, if you spend enough time at work wearing that mask, you become that mask, and you kind of almost lose who you really are yourself, you know, outside of that space, because you're afraid that if you, if you drop the mask, you're going to be exposed, and you're not going to be like, liked and accepted. So we really wanted to create the kind of environment and culture where it's safe for people to be themselves. And that doesn't mean that you have to bring everything in if there are areas where you want to be private. You want that to stay outside of work, absolutely. Nobody's going to force you to I don't know, talk about your dating life, even though many will do your grant tree, but to talk about your dating life, about your health matters, or anything else that feels very private to you.

Leadership Trust 28:45

And we have another question. This one's from Amy. And Amy. And she says she says that, she finds that the response that men get from embracing their feminine side. So that being more empathetic, more receptive, etc. Seems to be more positive than women being more masculine. Because when I'm at my most assertive, I'm always being labelled as difficult when subordinates etc, etc. negotiate that better?

Unknown 29:12

Yeah. That's a really good question. I think I've seen both. I've seen men having trouble because they know kind of being as masculine as the society expects them to be. Particularly if they're, you know, of heterosexual orientation. It's more accepted to be more on the feminine side of things if you're gay or queer. So I've kind of seen both, but I totally hear you that it may be a challenge to bring your more masculine, assertive, action driven, logic driven side to the workplace. Ha, I think it might take, it's a paradigm shift also probably for your managers and for whoever's in the leadership space in your workplace to embrace that within you. So give them a little bit of time. I know and maybe frustrating on your part, but give them a little bit of time. And maybe, if possible, have a frank conversation, but relax one and just say, you know, I am really, you know, a very ambitious woman, I'm embracing my competitive, action driven side. And it's important to me that those qualities are welcome here as well. And what thoughts do you have on that?

Paulina 30:46

Yeah, and if you're being labelled insubordinate had to think you know, what's making that person judge you as that? Is there something that you're doing that you could maybe tweak? And I'm not saying kind of hide your masculine side? Not at all. But maybe there is something that you're doing that's triggering them, maybe there's something that you can change from your side as well. So it becomes easier to have that dialogue. So it becomes you know, so you have tried to put yourself in the other person's shoes and what what is it that's triggering them? How can we kind of arrive at a place where you can bring your whole self to work, but be there may be a bit less triggered and feel a little bit maybe less frightened or threatened? Because they might feel a little bit frightened that there's a woman that speaks up for herself? And is really confident? So? Yeah, so it's a two sided thing?

Leadership Trust 31:43





Yeah. Have you ever felt personally that you're, you know, you what you see your strengths and attributes of, you know, being very open or telling the truth is ever seen? You know, do you get criticism for that? The things that you see as positive in general, you're too honest. Or you're, you know, you should have said that out loud? Yeah,

Paulina 32:02

I definitely. But I have to say, I haven't always been, you know, sometimes I've been just a bit too bombastic and unapologetic, and you know, I would be the one that, you know, dad's jokes, or rude jokes, I'll be the absolute master of those. And I will embarrass all the guys in the office. And I have, I remember receiving comments like, how did you really have to say that? I'm like, Yes, I really had to say that. And, and then I thought, you know, maybe if it's making people uncomfortable, maybe I don't have to bring that site to work. Or maybe there's something I can do to make sure that people are a little bit more comfortable around me. So. So yeah, so it was a process of adjustment, I guess.

Leadership Trust 32:53

I guess it's sometimes just discomfort, because it's not what they've had before thing before I remember, you know, yeah. You know, some of the cake that you wanted to send things you want to add to the cake for my baby shower cake before and it was like, No, you can't do that. And I knew hilarious when I saw what the cake was. And for those who that it was basically a woman giving birth with a baby crowning. And Pat was told off as not to, not to have that cake. But that wasn't the one for, you know, it wasn't appropriate. But I

Paulina 33:24

don't think I was quite planning on giving that one to you. But I was just showing that. That's what I found that people like, Oh, this

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thing. Exactly. And it's that level of comfort. And again, you know, maybe because I was a mom, I understood that it wasn't uncomfortable, but it made me laugh, whereas, you know, that's a bit much having a crowning head. So it's that balance of finding what makes you comfortable, what makes you know, you feel that you're bringing your own self but also not making others feel uncomfortable. But trial. And then

Paulina 33:55

yeah, I think it's a process of adjusting. And also I think, as we need to find within our own leadership, because everybody is a leader in their own right, I believe we're all kind of leaders of how we want to live our lives really and professional lives as well. And to find in your own leadership space where you can and you find it okay to to compromise sometimes to be like, okay, I want to bring this, this and this to work, but how is it received? Is it possible for me to be authentic on one hand, but you know, in my case, for example, not make people uncomfortable on the other hand,

Leadership Trust 34:32

yeah, exactly. I mean, that's really, really powerful. And, again, Leadership, Trust, believe everyone's a leader, you don't have to run the company or you know, run the country to be a

leader and we all in our own ways and a guest definitely within definitely even grant tree with everyone being self managed. You are you're all in leadership positions. So with that, as well as with everyone being in leadership positions, do you send people in any leadership training What do you do to make sure that they can, you know, maybe when you're hiring, what do you do to make sure they can live within their leadership roles?

Paulina 35:07

Yeah, yeah. So as you know, turn like we have quite a complex recruitment process. And within that recruitment process, we use a framework, which helps us to determine how self aware and self responsible the person is, in turn, also, you know, helps us gauge how comfortable they are on an uncomfortable day likely to be with our workplace. Yeah. So. And then, you know, it's up to the person themselves, how they want to develop and grow, we definitely have and can pay for courses, etc. But we have no specific frameworks to say you need to develop and evolve in this way, everybody has to find that for themselves, also how they want to progress within the organisation, there are no set career paths, we kind of leave it up to people, which can be challenging to kind of curate their own career within the organisation.

Leadership Trust 36:09

So yeah, I've got a bit lost. What was was asking if you have any particular training you do to help me Of course, on leadership? Yeah.

Paulina 36:21

So no, no, not no particular training, I think life is really what trains you and different situations that you encounter within a self managing workplace, like, for example, having to manage your own conflict, because the man, there's no manager that will step in and do this for you while having to manage your own career, or having to, you know, propose your own salary. That is something that will develop the leadership skills with you no doubt. And as I say, we have a recruitment process where we pay special attention to how to a maturity of given of a given individual and their ability to kind of handle this type of complexity. And we are very dead honest with people who are interested in joining us. How, you know, what are the challenges of our workplace, and we help them discern as well, whether that's something that they want to sign up for?

Leadership Trust 37:24

Well, a couple of comments. So the first one was from Beth, and she said, can you be so this was going back to? I think it was in relation to an earlier question about, you know, being masculine as a female at work. So it was, can you be curious and ask the question, could you give me some feedback about that? What have I been doing that makes you describe me as subordinate in subordinates? So, you know, that's, that's probably a good point. Can I just, as you said, you know, just kind of ask the question and find out what it is that anyway is causing people to feel that way.

Paulina 38:01

Yeah, exactly. And tell them that on your part, you know, trying to at the same time, you know, you're not trying to, like, it's a shame that you come across this insubordinate, what you're really trying to do is bring out your fears, goal driven, action driven competitive sites to work and just have a conversation. Okay, how can we do it in a, in a way that supports the company?

Leadership Trust 38:35

Exactly. Got another really interesting comment from di. So they ask us, I've core support bringing your whole self to work conceptually, but at the end of the day, we are at work to do a job, there may be aspects of our personality that makes doing the job easier, and aspects of our personality or way of working, that makes doing the job harder for ourselves and others. To me, I think it's important to judge your situation and modify your behaviour accordingly, as much as you feel comfortable because you are being paid to do a job. Am I sellouts? Am I a sellout? Is she selling out by acting in that way? So and modifying her behaviour accordingly?

Paulina 39:15

No, not not at all. I think it's it's absolutely your, your choice to kind of modify your behaviour and how you show up in the context of work. It's totally your choice to to to be that way. And if you feel that there are aspects of your personality that don't necessarily agree with your work, but you still enjoy the work, you still want to do the work, then you're absolutely a choice to not bring those aspects of your personality. But then again, it might be worth asking yourself, okay, would you not enjoy a role, more work that's more suited to the entirety of who you are, where you can actually be completely yourself? And that's, you know, only an answer that you can give. It could be that you were actually really enjoying the role that you have right now, even though you have to kind of put aside certain aspects of who you are. And it might be that you actually really secretly longing for a role where you could bring your whole self to work. So I think it's up to you kind of to do some thinking there and decide which one you're more comfortable with.