

[00:00:02.180] - Aileen Day

Welcome to the Value Driven Brand podcast, where you'll learn insights on how to communicate with authenticity, deliver genuine value, and create a memorable experience across your entire customer journey, helping your business become a sought after leader in your industry. I'm your host, Aileen Day. Now onto the show.

[00:00:31.630] - Aileen Day

G'day, everyone, and welcome back to another episode of the Value Driven Brand podcast, I am your host Aileen Day. And today, this very day, we are absolutely privileged to be joined with the one, the only the man himself, Sean Spence, consultant to all people important in this country and even internationally. We are going to learn the ins and outs of what Sean has been doing in his career, and he is going to take us through what he believes it takes to create your own value driven brand brand.

[00:01:13.480] - Aileen Day

Welcome to the podcast, Sean. Thank you so much for joining us today.

[00:01:19.040] - Sean Spence

Oh, thanks for having me it's brilliant.

[00:01:20.240] - Aileen Day

I look forward to this. Oh, I'm so excited and I love that accent. And for those of you listening in, you would be right, it is an Irishman's accent. Sean emigrated to Australia about 30 years ago. And lives in Ye old Melbourne, represent. Where he tries to sail and make ceramics, which I love. What a great little hobby between his work commitments. Now, Sean, for those of you who might not know, is a coaching executive, sorry, he coaches to executives all around the country.

[00:01:56.210] - Aileen Day

He's been doing it for over 20 years and helping them through big career transitions. He's held an international career in London, Hong Kong and Australia. But that was before setting out on his own. He was with Russell Reynolds Associates, one of the major global search firms and previously qualified with Price Waterhouse Coopers in London. La, la, la. Tell you what a career. And then today we get to have him on our show. Now he's not going to tell you, so I will.

[00:02:36.560] - Aileen Day

This man is the man who once, several times for a period of time used to consult to Peter Cosgrove, Peter Cosgrove, is it Sergeant General Peter Cosgrove, General Sergeant.

[00:02:56.460] - Sean Spence

Generally, he was in charge of the Army at the time and then eventually went on to all sorts of interesting things.

[00:03:04.290] - Aileen Day

Now, the reason that I think that is so fascinating is because people look at characters and people in positions like Peter Cosgrove and imagine that he must have all the answers when in actual fact, even at positions such as the person in charge of Australia's armed forces, Army Defence Force. Even they need a little bit of help, and Sean was the man to provide that help, which makes it even more special for us here today to listen to what it is that Sean has to teach us about creating a value driven brand, so.

[00:03:50.010] - Aileen Day

Talk to me, Sean. How did. You get to this point, what was it that got you through this amazing career?

[00:04:02.280] - Sean Spence

Curiosity, mostly, I remember I grew up in Belfast, and that was during the troubles, I sort of knew that there was a big world out there, so I wanted to go and kind of do it. So I didn't want to go and just visit places I actually wanted to live in. And so I had the chance to go to Hong Kong and I took it.

[00:04:19.950] - Sean Spence

And that led to all sorts of interesting things. And I because I work a lot with people in their careers and I look back at my own and I realise that at different points I was trying to do something. And then I began to realise that I was actually trying to do something else, which is a bit bigger and then something else a bit bigger than that. And so each each phase of my career has been an extension of the same curiosity.

[00:04:46.620] - Sean Spence

But then discovering what it was that was really more curious about that.

[00:04:51.630] - Aileen Day

Sounds like a rabbit hole,

[00:04:56.790] - Sean Spence

curiouser and curiouser all the way through. But there was a point at which I realised that in headhunting your you're moving people from one place to another, from one role to another. And I became more interested in the person themselves than moving that person. And so I've been doing that longer than I've been doing anything else.

[00:05:15.630] - Aileen Day

Yeah. Isn't that fascinating that, you know, before you kind of move the person, you've got to move the person?

[00:05:24.300] - Aileen Day

Yeah, yeah, yeah. I like that.

[00:05:27.660] - Aileen Day

Good one now. How many years have you actually been out on your own digging for what it is that curiosity is leading you to?

[00:05:39.530] - Sean Spence

Yeah, well, I left home at about 18 and but I remember the day when I walked down the corridor and saw my name on a gold plate that I paid for the brass plate.

[00:05:52.100] - Sean Spence

Yeah, it was it was really interesting because I've been in a nice big firm. That was international, all the rest of it since 1999. I went out on my own.

[00:06:00.860] - Aileen Day

Right. So you've been independent for quite some time now, then we've just been doing remote learning maths, so we're learning maths it's fried my brain this morning. So I'm just going to say it's been a long time rather than exactly how many years it is.

[00:06:20.000] - Sean Spence

Well, yeah, I was astounded when it got to 20, you know, but one thing is that it's so it goes in phases. So every few years you sort of say, well, what am I doing?

[00:06:30.910] - Sean Spence

You know, what actually is going on? We looked on through the client list. You go, oh, I must be doing that thing. It's sort of evolves all the time. Yes.

[00:06:39.730] - Sean Spence

And so that's part of what happens when you've got to when you're driven by your values or by delivering value. You get you get sort of pulled along by what your clients are and pulled along by accidents like ending up in front of the Defence Force.

[00:06:56.350] - Aileen Day

A happy accident, as Bob Ross would say.

[00:06:59.770] - Sean Spence

Yeah, I've learned a lot. The great thing about this profession and coaching and that is that you're always learning something from every interaction you have with a client so that that propels you along as well.

[00:07:11.230] - Aileen Day

Yes, absolutely. I think I couldn't agree more with that. I think that's one of the best things. And we've been talking earlier about not making and being what did we say? What did you say?

[00:07:24.880] - Aileen Day

It was agnostic. Agnostic? I'm agnostic to industry. Agnostic to industry, meaning that we work with any industry. And ultimately what we look for is the value set in the people in those industries and not the demographics or or any of that type of kind of precursors or information. And I think that is what also helps. Like me personally, I learn so much that I would never have had the opportunity to learn had I just niched to one industry.

[00:08:01.410] - Sean Spence

Yeah, I mean, it makes it easier for people to understand you if you've got a niche, you can say I do this thing, but if you're able to say I deal with this one situation, most of the time I'm working with new executives or new CEO's because that little cusp where the terribly interesting point, you've got the job now, what now what, it's a real change of mindset.

[00:08:25.020] - Sean Spence

It's a real it's a real. Some things get inverted, funnily enough, from your previous role.

[00:08:31.500] - Aileen Day

In what way?

[00:08:33.280] - Sean Spence

Well, the to do list goes certainly one of my clients, the to do list went from one hundred and forty small things to three really big things and drove her nuts. So it was actually getting that and getting confidence in that. For example, it was one of the tasks that she had to do.

[00:08:49.650] - Aileen Day

Yeah, absolutely. And in the coaching realm that you take care of, what would you say is one of your favourite kind of situations to to dive headfirst into?

[00:09:04.600] - Aileen Day

Let me read the client situation or just clients, when they when they say, you know, you've got 10 clients that ring up and which one's the one that you're going? Let's get our hands dirty.

[00:09:18.270] - Sean Spence

Yeah. I think the best the best sort of gig I got was a client of mine that helped him prepare for getting a senior role and everything went haywire in the GFC.

[00:09:32.720] - Sean Spence

And then afterwards, about six months afterwards, he called me and said, guess what? I got the job yesterday. Can you be my coach? And so it was it was right at the beginning. And those first literally the first days and weeks are really fascinating.

[00:09:48.170] - Aileen Day

Yeah, absolutely. And would that be consistent across the board, no matter what the industry is, generally speaking?

[00:09:56.870] - Sean Spence

Well, this is the situation you find yourself in sort of what me?

[00:10:04.700] - Sean Spence

You know, I'm suddenly got the job and not just discovered what it actually really entails. And sometimes that literally does mean just discovering something. So you get you get a role or a CEO role on the board suddenly delivers you something that they haven't delivered during the interview process. That can be quite dramatic.

[00:10:24.260] - Aileen Day

Welcome to the deep end.

[00:10:28.820] - Sean Spence

Well, you've seen it actually, I think on the news quite recently, you know. A couple of CEO's have been appointed site within the last within the CEO appointed within the last six months to a year is suddenly dealing with the impact of COVID. Yes. And you know that are you know, they haven't had time to change the risk matrix to, you know, do a lot of the things that one might do to have prepared for that longer run on it.

[00:11:00.300] - Sean Spence

And you know, that's a real test of a CEO.

[00:11:04.830] - Aileen Day

Yeah, they got that crisis management plan sorted. Call me if you don't.

[00:11:14.160] - Aileen Day

Yes. And they are so many interesting facets of that transition going from, you know, from a from a maybe like a senior manager to an executive that really no one has well, maybe they have written the book on it, but there's no there's no really kind of rubber stamp because everyone's different situations are different, businesses are different, expectations are different talent is different. So to have an expert in the field like yourself, I imagine, would make that transition much more comfortable.

[00:11:53.650] - Aileen Day

Or at least less tumultuous than it would be without someone like you by their side. Now, because you are the resident expert in career transitioning and personal branding and business, I want to know what it is, because this is the Value Driven Brand Podcast.

[00:12:17.050] - Aileen Day

What what are the tips and tricks that you would prescribe to our listeners on how they could create their own value driven brand? Now, you and I have talked about this a little bit earlier. We actually have for the listeners today 10 tips and tricks that have been put together. Now, fret not because this wonderful man, understanding that humans need several ways to comprehend information, has also agreed to put this into a document for me. And we will attach this to the podcast.

[00:13:00.250] - Aileen Day

So when you go to the podcast or go to Value Driven Brand and find Sean's podcast, this will be an additional resource for you to be able to go and refer back to make sure you do that.

[00:13:14.440] - Aileen Day

But 10 tips and tricks on creating your own value driven brand. Sean Spence consulting to the executives of the world. What say you?

[00:13:27.570] - Sean Spence

Well, good intro, I'm getting good at it. Well, look, I think the first the first one that came to mind was just ask. Because we I know for myself, I sit and I try to work stuff out, and then I ask one of my clients and I get a completely different answer. I'm probably 50 percent right.

[00:13:50.270] - Sean Spence

But it's it's not just hearing whether you were right or not. It's hearing the client say the thing, in their words, usually with much more clarity. So and the only problem with that is that they're saying something about what they value from their perspective. And you have to decode that sometimes, you know, what is it they're really saying when they say they don't want to spend as much time on it as they did before? Is that because they want to spend time doing something else or so?

[00:14:24.350] - Sean Spence

There's a way you need to decode what people are actually saying based on where they're coming from. Yeah, and that applies particularly for people who are in transitions, by the way, because your best friends will tell you what they think you should be doing, but they're talking from their perspective and they find it that what they're actually trying to say is something they can't quite put into the words you understand. So it takes a while. That is very true.

[00:14:51.860] - Aileen Day

What's the next one you've got for us? Be brave. Oh. As Sara Bareilles would say, be brave!

[00:15:01.250] - Sean Spence

I suppose. Part of the problem, I think, with overthinking branding is that it starts to feel like theatre. You know, I'm pretending to be a brand and, you know, for men in particular, we'd like to say, well, I'm perfect and I'm invulnerable. I'm totally the expert. I know everything. So I can't reveal the fact that I haven't got a clue what's going on.

[00:15:23.130] - Sean Spence

So I find sometimes the best moments when I've gone. Yeah, no idea. Actually, that's a really interesting problem. You don't have a clue and I don't have a clue. So something interesting is going to happen here. Let's learn together.

[00:15:37.240] - Sean Spence

Yes, that's to my curiosity, can get me into real trouble, of course. How's your curiosity get you into trouble. Well, like the cat, I'm not a cat curiosity killed the cat, right? That's the phrase he does occasionally get into a corner where he probably shouldn't be.

[00:15:55.540] - Sean Spence

And when you're in the service to a client or to a customer, that wondering out loud that sort of getting into a corner where you probably shouldn't be is maybe exactly the place they need to get to. You know, where you're both wondering out loud in a creative moment comes up where you find a new solution to something and you think about it. So what's I say being brave and wondering out loud and revealing that you perhaps don't completely know, but you've got a way of edging towards it?

[00:16:29.570] - Sean Spence

That's that's what you're being paid to do.

[00:16:31.790] - Aileen Day

Yeah, I think I do that a lot. Wonder and aloud.

[00:16:37.250] - Sean Spence

That's why you that's why you've you've reflected yourself that part of the fun of doing this kind of work is that you're learning the whole time.

[00:16:43.970] - Aileen Day

Oh, yeah. I've openly admitted that this podcast is just a selfish way to get to talk to amazing, awesome humans and learn things.

[00:16:56.000] - Aileen Day

I was never going to learn otherwise. Well, that's evil. All right. Hit me with your next one.

[00:17:07.580] - Sean Spence

Well, this is actually me doing that, because the biggest lesson for me, which I've always had to struggle with, particularly with the online stuff, is being consistent.

[00:17:16.580] - Sean Spence

Right. This be, be visible.

[00:17:21.020] - Sean Spence

Part of the problem with a lot of the online stuff is you don't always get kind of feedback or anybody telling you what they thought of your latest brilliant thing. So just plugging away. Keeping it going. Being consistent with your with your content. If you're doing a content type stuff or just turning up at groups where you remember, it's that visibility that keeps you in mind with people, but you then come to mind when they want to solve the problem they never thought they were going to have.

[00:17:50.780] - Aileen Day

Yes, exactly.

[00:17:53.540] - Aileen Day

And you walk away delighting someone who never expected to be delighted, which is so nice.

[00:17:59.510] - Sean Spence

Yeah. And you're you know, you're you know, there is yourself, you know, and revealing what it is like to be engaged with you, you know, including this stuff.

[00:18:10.970] - Aileen Day

Lucky everybody else. Yeah.

[00:18:16.490] - Aileen Day

I did use that as a selling point to a potential guest for this podcast. They said, what's in it for the guest? And I said, the pleasure of my company. Apparently, that wasn't the selling point they were looking for.

[00:18:33.770] - Sean Spence

Well, this comes back to this whole question of are we talking about value or money? Well, it's subjective, isn't it? Yeah, so money would be the outcome of delivering value.

[00:18:49.880] - Sean Spence

Yeah, and you've got to trust that process. Right. So and it's also it's value in the eye of the beholder, which may be intangible. So. I always get confused when I ask my clients what they think is going on when we're working, because it always is a surprise, but it usually comes down to something like, well, we end up thinking in ways I wasn't expecting to think.

[00:19:19.860] - Sean Spence

What's the value of that, if you can tell me, I'd be delighted, but it usually means they get comfort that there's another way of thinking that can lead to a new solution to the problem that they couldn't find by thinking about themselves.

[00:19:32.430] - Aileen Day

Yeah, well, and to be honest, I said I said to you earlier that, you know, I value clients who are open to critical thinking. So they might not be practiced in critical thinking. But I would hope that after working together that they if my client said to me, you know what, I realised that I've found a new way of thinking about things, to me, I would be thinking, awesome, I've done what I set out to do, which is to teach you to critically evaluate what you've been taught.

[00:20:10.840] - Aileen Day

If I tell you something and you go, I'm going to do some more homework, that's critical thinking. That's not just blindly accepting unless you my son then you must blindly accept what I tell you.

[00:20:25.920] - Aileen Day

But even then, even he's become very good at critical thinking, questioning what I tell him. But to me that would be a successful outcome for my clients to come back and say, you know what? Yeah, actually I've learned a new way to consider things or to put things on the table and whether or not to take them off or keep them there.

[00:20:50.310] - Sean Spence

The flip side of that is you've got to recognise how terrifying that is.

[00:20:53.670] - Sean Spence

Hugely. I never used to do it. Yeah. I remember when I encountered some people giving me advice I really needed, it was absolutely terrifying. And so you've got to you've got to kind of be careful also about how you're putting your brand across. It needs to not only feel safe, but it needs to be safe. Yeah.

[00:21:14.730] - Aileen Day

And that's where, as you mentioned before, things like consistency and what more people are going to get. And, you know, they're going to get an introspective feeling as to whether or not the the work that comes from you grates them the wrong way and makes them feel unsafe or whether it resonates with them.

[00:21:34.920] - Aileen Day

And they are actually feeling what he feels and getting what he says. I'm implementing some of these activities and things are working out. So I in essence, to me with that in my mind right now, is you're creating trust.

[00:21:52.140] - Sean Spence

Trust is really important, and it's. You know, we we work on the on the balance between difference and rapport and rapport is trust. So there's a feeling like, OK, this, you know, this is going to be reasonably safe, but it's also going to be reasonably dangerous in the sense that it's going to be it's going to challenge that worldview or an idea or a skill or whatever.

[00:22:14.510] - Sean Spence

But that sort of leads to my fourth point, which I'll leave myself in there for you to look at him like he's done it before.

[00:22:22.160] - Sean Spence

And it goes to the point of I was going to make about you aren't always the solution and you aren't always the one that can find the solution with them. So in the question of seeking to consistently deliver value is knowing where they can go elsewhere to find the thing they need as well. So onward referral to the right place. Yeah. Or getting to read the right resource or check out the right kind of YouTube, that that is an area that you know about, but you don't know exactly.

[00:22:57.170] - Sean Spence

So there's a lot of persuasion and influence. Robert Cialdini,

[00:23:02.240] - Aileen Day

I'm reading one of his books right now.

[00:23:05.690] - Sean Spence

What Persuasion really. So it's a good 15 minute explanation. It's a good 15 minute RSA.

[00:23:13.960] - Sean Spence

Which is the animated explanation of explainer a video of thesis, and that's a really nice little thing that gets people over the hump of thinking about what constitutes influence rather than their one track of doing it.

[00:23:29.500] - Sean Spence

Right. Well, I have to check that out, you know. So what's the next one you've got for us, particularly at this particular time, caring works. So more something that comes up in a variety of ways, first of all, when professionals are in high, high intensity roles, I sometimes find that. Feeling cared about and feeling like you're caring about the people you want to care about, through the system, through the profession, through the organisation, through your role, if that goes missing, it flattens you professionally.

[00:24:09.940] - Sean Spence

Yeah. And it can creep up on you. So repairing that's really important from a career point of view, but. I think today, just especially with the Zoom driven world that we're in at the moment, you can't it's not so easy to spot. Someone is a bit more explicit about it. Actually ask how are you doing? And equally, if you need a bit more TLC, ask for it. Yes, so caring's really important and caring is going to be part, I think, more of how people detect, whether you're whether your brand and what you're putting forward is your brand is genuine and authentic.

[00:24:53.670] - Sean Spence

And when you say safe.

[00:24:56.930] - Aileen Day

Yeah, and I think, you know, I know you mentioned that there would be a number of people who have transitioned from, you know, a senior manager to an executive or CEO or whatever that is.

[00:25:14.690] - Aileen Day

But in this period of time where there is no you know, there's no handbook on how to deal with pandemic's per say, if if there really was like one thing that I would concur with sight to anyone running a business or in charge or leading people, you know, that that point five caring, it has to be it has to be intrinsically in you. You know, if people are becoming CEO's or executives because of their their hard skills alone.

[00:25:51.260] - Aileen Day

To me, I think that's a bad decision, because once you get into a position of leading human beings, if you can't be empathetic to human beings, then you're not the right person for the job.

[00:26:07.740] - Sean Spence

Know, this is this is where I think the whole situation has caught a lot of people out. One of the thesis I have is that. The an executive role, particularly the CEO, is circumstantial, so there are usually three key issues that are driving the organisation and the CEO's talents need to align with those those issues that need to be good at those dealing with those three big issues.

[00:26:36.560] - Sean Spence

I'm not talking about managerial skills.

[00:26:38.750] - Sean Spence

I'm talking about the big stuff. Like dealing with the entire stakeholder group. But I'm finding also that caring is a business driver now. Yes, so the hard driving, you know. Technology or tech technician driven approach and miss the caring, and you're not paying attention to that. You're liable to be destroying some of the assets of the business. Yeah, absolutely right.

[00:27:08.830] - Sean Spence

Loyalty, commitment, motivation, all of those things that actually drive.

[00:27:13.990] - Sean Spence

Yeah. The success of the business also drive innovation for the future. Yeah, so unless unless there's a customer at the end of it that you actually care about and they know it. Your brand is being diluted.

[00:27:28.530] - Aileen Day

Work on caring, definitely winning, winning method, creating a value driven brand I promise you,

[00:27:37.980] - Sean Spence

They can be afraid of looking to caring because I think it makes them look weak or something like that.

[00:27:41.790] - Sean Spence

It's actually the opposite. You've got the emotional courage to actually get there.

[00:27:46.100] - Aileen Day

Yeah. It's an important yeah, and, you know, it's the old adage like treat people the way that you want to be treated. Yeah, you don't want to be micromanaged or picked on by a bastard, you don't want to be considered unimportant, you know, you want your voice to be heard. Just do the same for the people that work for you.

[00:28:11.430] - Sean Spence

I once did a program, a massive, magnificent program called the Carolina Program, which is essentially a symposium where you spend the whole time examining the entire intellectual history of the Western world and a lot of the Eastern world.

[00:28:28.080] - Sean Spence

Wow. And it's more a moral philosophy than scientific philosophy or anything like that. So really, it was. Like putting a bottlebrush through your brain, you know, the startling thing, but at the end of it all, you know, all the moral systems in the world basically boil down to treat others who want to be treated.

[00:28:49.230] - Aileen Day

And it's such a basic human philosophy, can we hold one second? OK, so, tell me about point six, what are we looking at?

[00:29:04.230] - Sean Spence

Well, you know, it sort of relates to some of the other things I'm saying, but it it's very easy to feel like if you're the expert, you've got to have the solution and insert the solution, particularly if the client's asking for the solution.

[00:29:19.680] - Sean Spence

We don't have it. You know, workshop it with right there in the moment. And I've actually devised all sorts of really useful tools and approaches and ideas about things because the two of us have to work on a live thing that's going on in.

[00:29:38.530] - Sean Spence

It's a combination I'm usually the other brain for the person that you know is there, so they're very analytical, often go off to the conceptual or the practical, and if they're very practical at from big conceptual, so that means that we're seeing the problem from lots of different angles at the same time.

[00:29:58.180] - Sean Spence

Yeah, and it's amazing what turns up. And this is where you learn while you're helping. And that's deeper and richer, I think, than simply providing a solution because you see that's coming off an experience somewhere else. The client can't necessarily relate to it, you know. Yes.

[00:30:16.480] - Aileen Day

That is such a good point, isn't it? Again, it's no kind of rubber stamp, cookie cutter approach. You know every situation, although at a high level might be similar. When you really break it down, it doesn't necessarily mean the solution should be exactly the same.

[00:30:33.640] - Sean Spence

No. This is where a of all the metaphor is helpful. It's like something else. But right now there's a lot of businesses having to do this in a serious way.

[00:30:46.590] - Sean Spence

Reinvent a solution and in fact. Sometimes break out of the industry they're in and find themselves in another industry, and that would be scary. Yeah, it's happening.

[00:31:00.080] - Aileen Day

Yeah, there's this some transition nightmares. Unless you've got Sean on your side, then it's fine.

[00:31:12.340] - Sean Spence

Well, that's one of those little things where it looks like this other industry is a completely different ship or boat or whatever, but in fact, got the skills on board that match. The skills you need over there is just you've got them configured and shaped and set processes in one industry that if you take the same capabilities and put them over here, they can run off really well. But, you know, you might get a bloody nose in the process, but it's actually that's where we're at survival level for some organisations.

[00:31:45.240] - Aileen Day

Yes.

[00:31:46.200] - Aileen Day

It wasn't before. Look, to be honest, if the worst you walked away with was, you know, a busted up nose, you'd be OK. Yeah. Oh, goodness me. So, number seven, come at me.

[00:32:01.740] - Sean Spence

Forget time. What? Yeah, look, there are two ways of being with time, I think I remember having this conversation with my coach about.

[00:32:12.760] - Sean Spence

Some people are. I think it's called in-time, and so they're conscious of every five minutes, 10 minutes, 15 minutes, they know their deadlines, that they're working with time as a very consistent wind up regular thing. But there's another kind of time where you just in it and you've forgotten the clock because what's going on is too important to be measured by minutes or so, subjective experience of time can be very different from the objective measurement of it that happens in car crashes, but it also happens in really intense coaching sessions.

[00:32:53.400] - Sean Spence

So some conversations just have a natural length of time to reach their proper conclusion. So just a couple of times in the last 20 years, I've had four and five hour coaching sessions that were supposed to last two hours. But they're the turning the turning point, it was the work that needed to be done at the time had a couple of really important stuff has happened in 10 or 15 minutes.

[00:33:20.300] - Aileen Day

Yeah, yeah. And I think that's an important point that you make, that you need to let it run its course to get to the gold.

[00:33:31.610] - Sean Spence

Sometimes, yeah, because their coaching isn't therapy where.

[00:33:35.930] - Aileen Day

Ohhh, that's where I'm going wrong

[00:33:38.670] - Sean Spence

doing a particular kind of task with a particular kind of model to it.

[00:33:44.520] - Sean Spence

This is complex, three way problem solving. So when you're working with a person that's in a particularly serious role, you're dealing with them as an individual. They've got a role which is not necessarily exactly the same as them, the things they've got to do and the role is embedded in the system. And they all have they all have to make pressure on each other. So if you're ignoring any one bit of the system, you're not dealing with the whole thing.

[00:34:12.510] - Sean Spence

And sometimes time you need time to be able to get around that circle. Yeah, yeah, absolutely not actually fully present.

[00:34:23.520] - Aileen Day

Yes, and I think if you are fully present, then you might even find that time isn't really a problem in the sense of if you're in there in the moment, you might actually hit the gold quicker than you anticipated if you were going into a situation and freaking out that you don't have enough time and therefore you're wasting your energy on concerning yourself with time as opposed to a solution.

[00:34:55.280] - Sean Spence

Yeah, so times actually got three aspects to it. One is. You know, that tick tock duration thing, which is..

[00:35:03.160] - Aileen Day

He's not looking about the social media platform, by the way, peeps.

[00:35:08.350] - Sean Spence

Talking about professional services firms. I used to fill in 15 minute checklists, you know, time sheets and but there's also a rhythm to it. So sometimes it feels like things are going quick and sometimes going slow. And the third thing is horizon, you know, the time horizon you find yourself in is really important to your well-being and to the nature of your role. But if you're constantly worrying about it as a side issue, when you should be concentrating on the problem in front of you, it gets in the way.

[00:35:38.960] - Aileen Day

Yeah, absolutely.

[00:35:40.340] - Aileen Day

I have done that myself. And sometimes it's a little bit of a hard habit to break. But I like that time horizon scenario, I think. It gives me this kind of perception that I need to look further.

[00:35:55.780] - Sean Spence

You know, in terms of value, you see the people you're working with will notice you checking your eyes flicked to the clock.

[00:36:06.440] - Sean Spence

You know, it's terribly sensitive. I notice that your eyes aren't on them.

[00:36:09.590]

Yeah, that's a way of thinking about it.

[00:36:13.190] - Aileen Day

Just say I'm not doing that today. I usually end up because as soon as this interview is over, the sooner I have to return to helping my son with his maths homework.

[00:36:26.360] - Aileen Day

Take all the time.

[00:36:27.950]

You need.

[00:36:28.010] - Sean Spence

So as in terms of value. That's again, if you're valuing by a linear model of time as opposed to impact, then and this is where it becomes an issue.

[00:36:43.320] - Aileen Day

Oh, that's so good, you can design your own impact. Well, so what's what's number eight? Where are we at?

[00:36:52.760] - Aileen Day

And it's not only about yourself. So again, yeah, my dad used to say that all the time. Aileen Day it's not about you, I'm like, pffft. It should be.

[00:37:06.440] - Sean Spence

I mean, you've got to be brilliant in the moment. But there's is then a world outside the meeting or the actual interaction that people have with you. And sometimes it's much greater value by connecting them to all the other people that are in your network.

[00:37:18.780]

So interconnection is really important. And one of the fundamental tasks for all professionals is to expand their network. Well, actually, I don't like the word network. I prefer community. Yeah. So it's about helping people make like minded people. And it's there's a reason for somebody to meet, make, make it happen. Yeah. Yeah. Absolutely. Completely nothing to do with the the ostensible task, you know. Yet the generosity of spirit involved with that.

[00:37:51.040] - Aileen Day

Yeah, and I think that that's such a good point as well, that spirit piece, you know, you will get at what you put in when you are involved in communities or networks.

[00:38:02.200] - Aileen Day

And, you know, I've experienced a couple of situations where, you know, people flourish because they're all so giving. And in return, people want to you know it's actually discussed in that influence book, that influence of where we want to reciprocate the help that we've been given consciously or subconsciously.

[00:38:32.230] - Aileen Day

And, you know, and that spirit thrives in the right communities. And, you know, if you can get yourself involved in one of those, then your career. You know, the sky, the horizon is the limit, really well, that's it, and when people are looking for for mentors or, you know, greater connection, it's worth remembering that a community is like for me, a community is defined by unrequited gift giving.

[00:39:05.220] - Sean Spence

Right. So I'm giving you a gift. And I don't have to have something in return because I trust that it'll come around the other way or it already has come around the other way. Yes. I don't want to pass it on. So that's almost the definition of a community. So, you know, giving giving gifts and getting them is part of what makes a community hum.

[00:39:22.080] - Aileen Day

Yeah. And it's such a beautiful thing to witness as well. We're up to number nine. Penultimate. Penultimate. What's number nine?

[00:39:40.360] - Sean Spence

One of the things about the value driven brand is you actually go through a lot of work and trying to understand what the value is and sometimes it gets very self-centered. So, again, it comes back to asking what are the different kinds of value that you can generate? And don't discount the ones that you don't value for yourself, because it's really about what's valuable for other people.

[00:40:06.600] - Sean Spence

Of course, but you don't necessarily need to put a dollar against it. But it's well worth being aware of the value set that you have to offer. Different people will take that in different ways. And that's really important to understand.

[00:40:23.760] - Aileen Day

And if you were to what I affectionately call croc brain me, what would it mean the value set? What does that mean?

[00:40:33.580] - Sean Spence

So I say again, what's the croc brain means, speak to speak to my lowest part of my brain, you say all the different things you think are valuable, like my brilliance, my knowledge of a particular area so valuable, my worksheets so valuable. Good cuts two ways, clients might think that your worksheet is brilliant and absolutely indispensable, but don't value your time. So be careful about what you're assessing as the value and just keep checking what is really important for the other person.

[00:41:07.390] - Sean Spence

The person you're supposedly caring about.

[00:41:10.470] - Aileen Day

Yesss, exactly. The person you're actually there for other than yourself. That's helpful. I like that one.

[00:41:22.160]

Now, the piece of resistance, the finale!

[00:41:27.670] - Sean Spence

Well it's sort of the dark side because, you know, sometimes it doesn't work. What doesn't work? Think I've had three occasions in the last 20 years where it just really was not working and it was like, oh, what the hell's going on? A couple of them, I sort of knew it wouldn't work because one of the problems in coaching, if somebody is allocated, it doesn't guarantee it's going to work.

[00:41:52.070] - Aileen Day

Yeah, of course.

[00:41:54.360]

But the other one was really interesting because we actually got somebody in to help us figure out what was going on, and she had said, well, look, we know it's pretty obvious. You both too similar. Oh, so we were actually using the same word as we had similar values, sort of a similar way of thinking about a lot of different things. Not enough. Not enough.

[00:42:16.050] - Sean Spence

grime, not enough difference to produce a spark or a new idea or a challenge. Maybe I lack the courage to actually be different enough. And there's all sorts of things going on. But there's an amazing amount of value in saying, wait a minute, we're talking around. This has got boring. You know, when it gets boring, that's usually something's going on. Yeah. Or is it going around the same thing, you know, a few times and you're hearing yourself saying the same thing, I'm hearing the other person saying the same thing, and you're not really arriving at a different destination.

[00:42:54.350] - Sean Spence

Step outside the process and look at the process. Yes. So what the process of saying is our process working. Yeah. What's what's not working perhaps in a lot of rich stuff can come out of that.

[00:43:08.180] - Sean Spence

Yeah, or you get fired. I, I think, you know, in what we do now, independently coaching and in essence I as I grow in to my business, I am learning to work with people that I love instead of any one just to get the money. You know, when I first started, I took any job and every job I could, and I was very much a generalist in what I would offer. So your point about maybe you're not the solution.

[00:43:50.600] - Aileen Day

I try to be the goddamn solution to everybody. And I'll tell you what, it was fucking exhausting. Yes. Right, there you go, there goes my not not safe for work word for the day.

[00:44:05.030] - Aileen Day

Sorry itunes, but it is exhausting and you're not in the right energy. Absolutely.

[00:44:13.160] - Aileen Day

And as you just said, it's about having the courage to go. Actually, you know what? We're not a good fit. We are going around in circles. We're not arriving at a different destination. Let's assess our process. Well, the process is rigid and flexible, but it's still not coming out with the outcomes that we looked for. You know what? Maybe we're not right for each other. That takes courage to admit because you don't want to.

[00:44:39.580] - Aileen Day

I see it personally that I have potentially disappointed someone because I've not been able to provide them with the help that they need. But as I get older, a little bit wiser, a little bit more educated by the experts, the people that have been there before me, I realise it's not that I'm disappointing someone. It's just that I can't be the solution every single time. And that's okay, but what's not OK is denying that and trying to continue going around in circles because it just wastes their time and it wastes your time.

[00:45:17.620] - Aileen Day

And there's better things to do in life.

[00:45:19.600] - Sean Spence

As well, so it works, it works in this one on one stuff, but it also works as as a leader in an organisation with a serious role, because you can do this in a workshop with a bunch of people who you think are great and got their expertise. But you may have miss-designed the room. You may not have you may not be in the right room with the right white board.

[00:45:44.350] - Sean Spence

And there may be one person, one way of thinking that's missing in the room. Right. And if it's not working, you have to sit back and think, who do we need to wheel in? And sometimes it might be a really junior person. It just has got a different take on things. Yes. So it's one of the things that's emerging now as well is that you need, if you like, circular leadership, you need to be surrounded by lots of different ways.

[00:46:10.610] - Sean Spence

You can't lead everything at the moment. Yourself as a leader is too complicated and so you need different perspectives.

[00:46:17.860] - Aileen Day

Absolutely. I always actually use that as a bit of a selling tool myself is the fact that I am like the junior, you know, in an industry, in a business, in an industry, because multiple times I've had the opportunity to take on a role or take on a client. And I've been up against potentially someone in the industry who, for example, a home builder, client of mine, was looking at myself for coach and a another coach who specialised in homebuilding or the industry of homebuilding.

[00:47:00.640] - Aileen Day

And I said to the client, well, look, I'm going to throw it out like this. You could get somebody to come in and doesn't understand the homebuilding industry. And is going to ask a lot of questions and make you consider what you do. Or you can get somebody who's going to come in and tell you how to build a house, but you already know how to build a house. And they're not going to question you the way I'm going to question you.

[00:47:31.610] - Aileen Day

So in essence, what I'm going to do is I'm going to act like that junior, who has no experience, who sees things a little bit differently. And in essence, what ends up happening is because I don't have the experience that they all have, exactly that happens, I open their eyes into so many things that they just take for granted or that's just what we've always done it like that. But why do you always do it like that?

[00:47:56.570] - Sean Spence

Well, you see that's that's where you're dangerous and scary.

[00:47:58.610] - Aileen Day

I'm so dangerous. You either love it or you fucking hate it. Yeah. Yeah, absolutely. It's very polarising. Take one look at me and go, you know, and disappear over the horizon.

[00:48:15.060] - Aileen Day

I have been told in previous previous roles before I went and worked for myself that I do ask too many questions. I said, do I ask too many questions or do you just not like being questioned?

[00:48:29.030] - Sean Spence

That's a good question.

[00:48:32.420] - Sean Spence

There you go again. There is that thing that I think that things are so complicated, it's highly unlikely one brain is going to solve it. Absolutely. And getting complementary people in the room is so important.

[00:48:50.110] - Aileen Day

Yeah, for sure. And I really love that, you know, that throw in line, go get the junior. I've just got images of these CEO's walking out into the office floor and going, right who's the newest kid here? He's getting him by the back of his chair and pushing it into the boardroom.

[00:49:10.960] - Sean Spence

I think one of my favourite questions for people beginning the strategic cycle is to say, so who's the who's looking like the most promising of your your graduate intake from, like three years ago? Why aren't they in the room? Because that person is going to live this strategy in five years time and they're going to think about it very clearly in terms of the impact on them and a good perspective to have.

[00:49:40.560] - Aileen Day

Now that kids is a great question. I love it.

[00:49:46.810] - Aileen Day

Do you know what I've also realised? I get so excited by the information that the amazing guests on this podcast deliver that I have realised in my own self-assessment that I say I love it a lot and I'm about five episodes away from creating "I love it" drinking game.

[00:50:13.510] - Sean Spence

You're just listening and calling for the moment to be all right.

[00:50:17.000] - Aileen Day

You know what I say? I love it. You're going to take a shot. No don't you'll be shit faced by the end of this podcast. But that just goes to show how many awesome insights and what a wonderful education that the experts on this podcast deliver us. And for that, I am eternally and truly grateful.

[00:50:39.220] - Aileen Day

And as I said before, you know, ultimately it's just a selfish ploy to expand my knowledge.

[00:50:45.580] - Sean Spence

So was doing all the hard work of setting it up, the lights working.

[00:50:50.500] - Aileen Day

I know, right? But that's that's the small price I pay. Now, those 10 points. I know that's a lot to take in, but if you are listening Sean is going to provide that information into a downloadable document. So when you go onto valuedrivenbrand.com, that is the website where all of these podcasts will be available, the video will be available. So you can see Sean's lovely smiling face as well. He will deliver it to us, a downloadable PDF for you to take that information back and refer to it as you need to, because that, my friends, is some goddamn gold in them there hills.

[00:51:40.870] - Aileen Day

So I implore you, I got told I nagged this morning, I said I don't nag. I implore, so. I implore you, when you do visit valuedrivenbrand.com to also download Sean's PDF for your own resources. Now, if you are a CEO in transition or if you are on your way to to the top job. And you are loving what you hear from Sean, you can also visit Sean at his own website, which is seanspence.com.au

[00:52:21.860] - Aileen Day

dot AU? Thank you. So I hear thank you so seanspence.com.au and there are a multitude of ways for you to get in touch with him from there as well.

[00:52:33.110] - Aileen Day

And. The last thing I'm going to bring up is now for those listening, you will know by now that I ask all of my guests to produce to me one song that gets them ready for anything. Now, I'm not even going to pronounce this because I'm Greek, not Italian. So I don't want to do it any injustice, I don't need any Italian people writing in to me going, you messed that up you Melaka, actually that's great as well.

[00:53:09.990] - Sean Spence

But you know what evs. International standards, what is the song, Mr. Sean Spence, that gets you ready for anything. Well, ages and ages ago, I bought an LP. I like classical music, I used to play the flute and I always loved lots of classical music. So I got an LP of Madrigal's by Monteverdi and this one is stuck with me since the 80s. And it's called Zeffira Turner. By Monteverdi, and there's a brilliant countertenor, Philippe Jaroussky, who won the Grammy, Grammy for this kind of the stuff, the total Grammy, not just the classical one a few years back.

[00:53:56.580] - Sean Spence

So Zephyrian Turner. And it's just a beautiful depiction of them in the music of the hills and valleys and the winds and the zephyrs of wind while somebody is pining for his love.

[00:54:12.650] - Aileen Day

Oh, I'm so glad I didn't try to explain that. I'm so glad you did. Well, you might not be aware, but all of our guests who submit a song that gets them pumped up for anything, that song is being added to a playlist, a Spotify playlist that will be available at my website, valuedrivenbrand.com. And where you find this podcast, you'll be able to download the playlist. And every guest so far has added their own song that gets them pumped up for anything.

[00:54:53.210] - Aileen Day

So, Sean Spence, it is my privilege to add your song to that playlist. Can I just say it is getting to be one of the most freaking eclectic collections of music.

[00:55:10.440] - Aileen Day

I know it is every week, but then every week someone else adds an even more random or different genre of music. It's amazing Spotify is going to be doing their analytics, going, WTF? Who is this?

[00:55:31.090] - Sean Spence

You've got composite personality on Spotify.

[00:55:33.330] - Aileen Day

Absolutely, absolutely.

[00:55:35.430] - Aileen Day

So with that, it will be added to our Spotify Spotify playlist. And I want to say thank you for all of your amazing insights into how our listeners can create their own value driven brand. And thank you so much for joining us today. It has been...

[00:55:54.630] - Sean Spence

I've really enjoyed it. Thanks for having me.

[00:55:56.040] - Aileen Day

My absolute pleasure. Your goddamn champion, Mr. Spence. And I can't wait to do this again one day in the future.

[00:56:03.840] - Sean Spence

I've got another song, by the way, so we'll have to do it again.

[00:56:06.090] - Aileen Day

Oh, there you go. Hellooo, you know what I've decided that we're going to have to do a follow up session on Twitch and make it a free for all where people can come and join into the chat room. And they can ask their questions while you're online. That would be amazing.

[00:56:24.930] - Sean Spence

That'll be fun.

[00:56:25.760] - Aileen Day

I'm locking you in for that till next time. Thank you so much for listening. It is always a pleasure to bring you these amazing tactics and tips and tricks. And I hope that we will hear from you. See you. Make sure you subscribe. Click like engage joining. It's where the funs at. And until next week, make sure you go out and create some value for someone in your life. Until then.