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The manager-coach's roles and skills as needed to optimise the work-life balance of working women.

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Interview 11

Date: 14/9/2011

Respondent: Manager

Level: senior management

Interviewer welcomes the respondent and explains the process.

The meaning of work-life balance

Question 1

Explain if you think there are any similarities or differences between the concepts of work-life balance and work-life integration, are they the same or are they different?

Work-life balance – no, I think they are different. Work-life balance - I think the one fits into the other, work-life integration will ultimately be work-life balance. So, how you integrate your work-life with your home life will ultimately lead to how you have a balance between home and work. It's how you integrate the two to achieve the balance in the two.

Question 2

OK perfect. What does work-life balance for woman mean to you as a manager-coach?

Work-life balance for woman, to me, is achieving what they need in their career whilst at the same time fulfilling their obligations in the home. And I think that is always a dilemma, for most people they have to work, they need to work, some want to work but they also want to have a family. But that is almost obligated – to look after your family. Sometimes people think, because of that obligation, you need to sacrifice your career over that. I think psychologically, they think your family is more important that your career, so if you sacrifice

your family for a career, people will think there is something wrong, if you achieve something at work. So I think, getting work-life balance right - you need to be able to fulfil that role as a mother or wife and at the same time you need to not give up trying to achieve in a career. And finding that balance, for most women, is difficult. They either spend too much time at work and not enough with the family or too much time with the family and not at work, there is never a balance because you are either giving up too much on the family side or you are giving up too much on the work-side. You know what I mean. And it's finding the right balance, most woman compromise and it shouldn't be about a compromise, it should be – how do we structure this thing to maximise efficiencies. There will be sometimes that you have to make a compromise on one side but ultimately you need to achieve 99% of what you are trying to achieve. Ultimately for me it's a mind set thing. There is inherent, old stuff that we need to break - you need to start on a clean slate and say this is what I want to do – both are important, obviously my child is going to be a bit more important than my job, that's normal human behaviour, but too many times, people have this perception that the one is more important than the other. And the other thing is, part of giving your children or your family a great life is, you have to work; so do you sacrifice material things to spend time with them, but sometimes you can't. Your work is as a result of you wanting to enhance your family life. You are working because you want to earn money so that you can buy them stuff. If you want to do well then your family will do well and you can give your kids more. Everybody wants the best in life for their kids no matter what colour you are and most people want the best for their kids, the good school, good education and that's basics. Their basic needs are generally the same. Very rarely will you find a mother who wants something different for her kids - it's just the means of how they achieve it.

You mention that there's a mind set and a lot of old stuff that we need to move away from. Tell me about that?

It is years and years of indoctrination. Each culture's mind set is different. In the Indian culture, they are against the woman working, family life is very important, the mother should be spending time with her children and looking after them. That's good but does that mean that she should sacrifice everything else and not do anything. I think they should be given a choice. It's a personal choice. My wife, it was her choice, 'do you want to go back to work or

do you want to stay home?' She said 'no, I want to stay at home' and it was her choice, it was her personal choice. And she now has the opportunity to do things with the kids and that's what she wants. I think a lot of the time, it is not the woman's choice. This is what you have to do. Another key thing to this whole work-life balance for woman is the balance they have with their partner or spouse. They need to come to some sort of consensus on the roles and the responsibilities. If the man says 'I'm going to work and you sort out everything to do with the house', that becomes an issue. So it's very hard for woman to achieve work-life balance if her spouse has not bought into that concept.

Absolutely.

So I think work-life balance for woman also depends on her spouse as well. Coming back to the mind set thing, a lot of the older people are just set in their ways and that's the way it is without looking at other ways to make it work – so that's the way it's going to stay – there is no way they challenge the status quo.

So, not challenging the status quo - is in the families or in the workplace?

I think in the families because that's where it starts so you almost don't even get to the workplace, or you get there for a while and then you are out of it.

<u>Question 3</u>

Based on that, in what way do you think work-life balance is important to woman?

I think it's for self-satisfaction and personal gratification. Any man who wants to achieve something and any woman also wants to achieve something - it's a sense of achievement or gratification and that you can achieve what you want to achieve and enjoy what you do. There's no reason why you can't enjoy having to do something that you need to do. It mustn't be a means to an end, that's the main thing. You will always find certain people in the workplace where it is a means to an end. They have a job and will do what they are doing and they seem happy to be there, they are not ambitious to go anywhere but once

again, it is their personal choice.

Question 4

OK, you've touched on it but maybe to go into it even more - what are the challenges that you think woman experience in achieving work-life balance?

It's the pressure of work and the pressure of family life. That's the biggest thing for woman – it's the pressure. Am I spending too little time at work and too much time with my family or too little time with my family and too much time at work? And I think that is the biggest pressure for women. It's like their conscience - I want to get ahead in the company but in order to do that I need to sacrifice certain things and is it alright if I sacrifice it? Do I sacrifice my work to be with my family or do I sacrifice time with my family to get ahead at work? And then your conscience pricks you because you are neglecting your family. One of the challenges for woman is you need to decide upfront where you are and what you want to achieve. So, if you start at a junior level and you want to be the MD, then make a decision and then you need to have a plan on how you going to get there. The dilemma for woman is that when they start working they are not married or they don't have kids. And then, they have pressure to get married, they are doing well in their career and now they are going to pass it all up – I think those are challenges for woman. And you start to see the women who were getting married at 24 are now they getting married at 32 - now they want to work and achieve whatever they have to before they get married and have a family life. Women don't get married at 24 and still achieve both things. They have to do the one and then achieve the other. So they will work from 22 to 30 and then get married and be a wife and a mother. Lots of people think like that now.

So it's an either / or

Yes.

The working woman's reality in attempting to achieve work-life balance

Question 5

So, building on that, we are going to look at some of the realities facing woman in the workplace. So what do you think the realities are that face woman in the workplace today?

Realities in terms of what?

We have touched on a lot of it already, so any of those challenges of finding their niche in the workplace and what enables them to do that and what makes it really hard?

It is still a man's world so unless women are willing to behave like men, they won't get ahead; so unless you are willing to give 100% to your work like a man, without having to worry about it, you are generally going to find that you are not going to get ahead. There are obviously some women who do get ahead, but they are faced with a choice again - am I going for this now and committing and sacrificing family life or am I going to give it up and take a lower position and just being content to do that and looking after my family. So those are the realities in the workplace. Those are the rules of business, you either commit or you do what basically fits in with what you are trying to achieve. And that's as far as you will go.

Question 6

Alright - those realities - how do they impact on the achievement of work-life balance then?

They ultimately end up sacrificing something or settling. It's very rare, but it does happen, there are times when people achieve what they want in terms of career and in terms of family life. But I think that also depends on the mindset of the person and the mindset of the organisation.

Question 7

What do you think provides working women with a sense of meaning?

I think achievement is one. Self-fulfilment. If she is a family woman, being a good mother, a good parent and a good wife. And recognition, both in the workplace and in family life.

Question 8

What do you think brings them fulfilment?

In the workplace or generally?

Generally.

I think you get fulfilment by success in your career and by having a happy home life. Fulfilment is being able to work and spend time with your family and where neither one suffers because of the other.

Anything else related to meaning and fulfilment?

It's what any human being wants. Women don't want anything different from what men want. Men want to have a great job and a good family life and women want the same thing. I don't think their needs are different. They have different responsibilities but I don't think they want to achieve less than anyone else. They shouldn't have to sacrifice more than the other person. But it should be a personal choice. But, if you want work and you want a family, you shouldn't have one at the expense of the other. And the other thing you need to remember is that you are going to achieve perfect balance every time. And that again it comes back to the mindset – things are set up in a certain way. You need to first change mindsets – you have to first change the way companies operate, the way people do things. There are certain realities that are there. But the other thing that I always wonder is, and woman are part of the group of the previously disadvantaged, and in certain companies

woman do well but I wonder if those companies do it because they have to do it or whether they really want to do it.

And what's your opinion?

Some companies do it purely because they have to do it and they have no choice in the matter but I think other companies give everyone an equal opportunity in terms of their need to achieve. But the dilemma always comes in - they get to the point where they have to starting choosing what's more important and that's a reality and that perception needs to be changed or the companies need to find serious alternatives and ways of thinking or doing things to achieve the same result but on a different path.

Question 9

Alright, so based on that and you have led into it, what support do you think could be provided to optimise the balance for working woman?

I think the biggest thing is flexibility but I think the other thing is that people have a personal development plan for your career. As part of women's personal plan, I think they need to start addressing, in your personal development plans, where they want to go. It's not all just around work, where do you see yourself in 5 years time in work, and you might need to study, or next year I want kids so how are we going to plan around that, or you want to get married in the next 2 years. So what effect does that have on your life and then in the next 5 years you want to have kids - what do you want to achieve in your career? People need to be open and honest upfront. If you want to be a CEO or do this, then it's just not possible. Or you can be the CEO and these are the roles and responsibilities but maybe you can do this or this, we can work around it and you can still achieve what you need to do, but you need to start thinking about those things. So what usually happens is, you study for 2 years and then you have a kid and everything comes to an end. Then what do you do? And usually the other thing also is if you plan around things, then you can fit in what you want up to a point and then change direction to a point and then come back to the first point. You don't have to stick on this path. If you start your career here and change the path and then later on you can

go back to where you started. Ultimately you can achieve what you want but it may not be in 3 years but in 7 years. But then you get the right balance, so you can do what you want, branch off for a while and do what you need to do and then come back to it again.

OK perfect. Any other areas of support. So it's around flexibility of careers and almost being able to move laterally and sideways and flexibly. Anything else?

I think there needs to be support at home as well. So you can sit in the workplace and say this is what I am going to do and then hubby says forget it, this is what you are going to do. That becomes a dilemma. So that whole personal development plan needs to take into account other people and the key players, what their thoughts are, what their sentiments are, what they subscribe to. Your company can subscribe 100% to what you are doing but if your partner or spouse doesn't, then you have a problem.

Absolutely.

So you can't do one without the other. You can't achieve work-life balance and home life balance if the two are not talking to each other. They are not totally independent of one another.

OK.

Initially, it is individualistic because you worry about yourself, but it becomes a collaborative decision between work, yourself and your family, all those things.

So it becomes a collaborative decision between the family and the work. Right.

And I think also woman would need support in their decision that they making. Or that they want to make. Most people want somebody to reaffirm the decision they make. As long as it is an informed decision, someone will reaffirm it, but the moment they are on the fence then they won't subscribe or buy in to what you are trying to achieve. It's nice to say 'I want to do this', but what is the reality? People might say 'you want to achieve this' but these are the

facts – that's being open and honest and saying, 'yes you can achieve this' or the fact of the matter is 'no, it's not possible'. And that's the other thing, there should not be unrealistic expectations on anybody in this whole process. Because the moment there are unrealistic expectations, someone is bound to be disappointed somewhere and then it becomes a blaming exercise. I wanted this and you said you were going to do this but you didn't do this and you promised me I could have flexibility, but you haven't given me flexibility - upfront someone should say 'yes, you can have flexibility to this degree'. So there are no misaligned expectations.

Are those workplace conversations or at home conversations?

I think they are both. Usually your home conversations are probably less misaligned than your work conversations. And in general what tends to happen, in the workplace, is it becomes an exercise of appeasement as opposed to sorting out the realities of it and trying to find a solution around it. So basically everybody ends up appeasing one another for the sake of friendliness.

So it's appeasing it rather than looking at a solution?

Yes, finding a proper solution, so everyone compromises - then it's like you concede this and I concede this - or it becomes a conflict situation.

Question 10

So, based on all those support mechanisms which need to be put into place based on the discussions between home and work, what do you think the organisation's role is in optimising work-life balance for working women?

The first thing is that the organisation needs to understand what your 'modus operandi' is with regard to women. You don't take things as they come. Either, all employees commit this level of time or energy or this is what we demand, the not negotiable things we demand from any of our employees but these are the things we are flexible on. So the organisation

needs to have a clear understanding of what they expect from their employees. Some organisations are very straight and you need to start work at 7am and you leave at 7pm, those are the work hours and they are not negotiable. I think organisations needs to have a view of what they expect of their employees and to what extent they are flexible, and more so with women. So they shouldn't be so strict when it comes to them because that's where it usually becomes a problem. Or you end up losing good people because you weren't able to come to a successful solution. Coming back to what I said, it's having a plan and plans change, they are not static and maybe you do this in a year and next year you want to do something else. An organisation needs to know upfront whether they are flexible in their approach to things or whether they are going to be rigid. So if the organisation is going to be flexible, then you need to be flexible. You can't say you going to be flexible and then, when the times comes, you are rigid. But I think the biggest thing comes from your organisation's mindset of what space they play in and how much flexibility they are going to give. Can you work from home if need be and come into the office when you need to? Or this is what your job entails and you need to be here. At the end of the day no matter how flexible an organisation wants to be the market dictates certain things. So you can't go out there and say we will be as flexible as possible and you can work from home and suddenly you lose half your clients because things are not done and they expect that person to be at the office and not at home. So there are certain realities and you need to look at the whole picture. So no matter how flexible, maybe this is what you want but the market looks at that and says there's nobody working there, so they must have the wrong people working there. So certain rules are dictated by not what you can and cannot do – they are dictated to you by the market in which you operate and you need to be aware of that kind of thing. Maybe a good example would be if you have a client of yours and they want to see you, then you have to make a plan to see them. That's a reality and you can't say – 'I don't fly to Cape Town'. There are certain instances when they need to see you. And that's where your home life balance is so important. And that's why I think if the rules at home dictate what you can and cannot do in a work environment, then you may not be able to fulfil the job. If you are woman and the husband says 'no, you can't do it', then the reality of it is this job demands this but I can't do it. So, you need to be upfront because there are certain things that are not in your control and that you can't influence and that the market dictates.

The roles and skills of the manager coach

Question 11

Alright, looking - based on that - specifically then at the role and skills of the manager-coach in this context - the way the questions are structured will look specifically at you, so what you do that helps working women and then what you could do; and it looks specifically at the relevance of the manager-coach conversations and then the relevance of those conversations to work-life balance. So that's the process. So what do you do that helps working woman?

I try to be as flexible as I can within the bounds of what she needs to achieve from her job perspective. I think I'm pretty upfront. I interact with the ladies that report to me. I interact with the other ladies, but probably not on their daily lives.

So just the ones that report to you?

Yes. Generally you try to be as flexible and accommodating as you can, within reason, and we have good employees who don't take advantage of the situation. Like I said, I try to be as upfront as possible to the people and say yes, you can be flexible but these are the things that need to happen, so you need to be aware. If you can't, you need to say and we need to make a contingency plan around those things. We have a lady that works half day and goes home and spends the other half day with her family and I have no problem with that, she needs to achieve her work and that's her choice.

And she works half day?

Yes. So as long as you aware of what that does for you and you happy, then that's fine. You just need to be upfront with people in terms of what the demands and expectations are.

Question 12

OK. And what can you do to help working women. Is there anything else?

My big thing is around having proper personal development plans that don't just incorporate what you are studying and where you see yourself but take the realities of family life into account as well, because they often don't. If you sit down and do a personal plan and see - I need to study this and this, but they don't take into account family issues, pregnancy plans - so does everything stop now or whatever? This is what I want to achieve in 6 months time or whatever and I have a plan. So people generally plan everything in their lives.

So you say people plan everything and you want a forum to be there so they can share it?

They don't have to share in detail. But these days are not like before. You need to plan things, so you need to have some idea of the timelines and what you are trying to achieve, when and at what stage, especially in the woman's life. So they might have a baby and then they go off for 5 months and then you come back and what can you do? What do you want to do? There should always be alternatives. Like I said, the biggest thing from all sides is that there should not be unrealistic expectations or misaligned expectations – if one party is expecting this and one party is expecting that, if the expectations are misaligned, there are going to be problems.

OK, so you said unrealistic expectations.

And the other thing that makes life so much easier is technology. Technology is a big factor. Previously you had to come to the office to do your work. You had to be there, you had to be at your desk, everything was there. Technology allows you a lot of freedom, a virtual office. People talk about the virtual office concept but how many people spend time looking into it and to what extent it works? And that goes for anyone - and it can work. I can sit in London and issue my credit limits there. Technology gives you a lot more flexibility now than it did 10 or 15 years ago and we need to start seeing what role that can play, for woman in terms of what they are trying to achieve. Depending on the role, a woman can have a baby and then

she doesn't need to be in the office to do what she does. She can do exactly what she used to do and work her normal hours, so that type of stuff.

To what degree as a matter of interest would that model work for you in your division?

It would work for certain jobs but not all jobs. (Role) managers have to be in the office. You have a degree of flexibility but if you have to see a client, then you have to. But if you were a researcher you can sit at home and you never have to come into the office, maybe on the odd occasion but you might never have to come into the office at all. You can still get the information that you need at home. But if you are in risk management, you might have flexibility of being able to do a lot of it at home. But that also depends on the demands. Within certain roles, there is flexibility, but in other roles there is less flexibility because the market dictates.

Question 13

What relevance do you think your manager-coaching conversations have to the women who report to you?

I think it gives you a pretty good idea of where people want to be in life and what they want to do. Usually, most of my coaching conversations are informal. We don't have many formal conversations where we sit down because of the fact that we usually see clients together and there's usually an opportunity to have a conversation there; and you probably get more information there than in a boardroom. But I think, and that's what I say you don't talk specifically about work issues – it's about the softer side of work, are you enjoying the work, are you enjoying the people in the workplace, what are you planning to do in the next year from a personal perspective, just to get a feel for where the person is in life and where they are going to – what people want in life, where they are, where their headspace is, whether you have any role to play within that. It boils down to needs and wants. There are certain things that are needs and certain things that are wants – if you can achieve the needs successfully and some of the wants, then you will have a happy person. You will never get everything that you want. But if your needs are met and you have some of the wants, then

people are generally happy. If you meet the needs but not any of the wants then people become demotivated because it becomes a mundane, routine thing and they are just going to be doing something just because they have to do it and they won't be stimulated or excited to do more.

Question 14

Right, looking at those conversations in the future, what role do you think manager-coaching, coffee conversations could have in the working world of the 21st century?

I think probably everything that we have discussed. If we can start planning around what people's wants are, as opposed to what their current needs are, then we can achieve more. I think these coffee conversations, whether you sit down and talk or do it informally, it's a conversation. It's about the conversation, having those conversations about where people see themselves, in what space, and what they are trying to achieve. And you can help them by trying to align as much as you can. And if you can't align, then at least be honest enough in saying we can do that or we can't do that. And that's the biggest thing for anything in life. Be upfront with what you can do and what you can't do. I think another thing is to start challenging the status quo if you really want. It's never going to change overnight. And start thinking of alternatives. And the more you start thinking about what women want you realise that your understanding is of what they want and their understanding of what they want might be two totally different things. That's why communication is so important because, usually, if you have miscommunication then what they want and what you think they want are two totally different things; or what you want and what they think you want are two totally different things.

OK, so that communication is so important?

It's very important.

Question 15

Alright, so bearing that in mind, what effect do you think your manager-coaching conversations, formal or not, have on the work-life balance of the woman who reports to you?

They will either make her happy or they will make her miserable.

Tell me a bit more?

It's all about getting the right balance, you need to see how you can be flexible and I'm very upfront about what is not flexible and there is no misalignment of what we are trying to achieve, but at the same time you need to keep in mind the overall objective of what you are trying to achieve in this business. So, often people try to achieve their personal objectives and forget the business objectives. So all these things are not in isolation of one another, you have to take a holistic approach to everything – in your personal life, in your work-life, in your business and colleagues and that's it. You can't operate in silos. You have to think what impact you have on other people, what impact does that have of their perception or their morale, on their ability to deliver and perform. Like I said, the conversations we have - you get a lot out of talking to people and I always think that people don't talk to one another enough, it's always by email. People don't talk to each other and that's where miscommunication comes from. You might write an email and the other person reads it differently and you expect them to do this and they end up doing that. People don't talk to one another enough, it doesn't cost you anything. It might be easier than writing a page long email, although some people find it easier to do that.

Question 16

Right, a couple of these next questions are pretty much covered, but I will give you the questions and you can see if there's anything you want to add. What could you do more of or less of to support working woman in achieving work-life balance?

I think we have discussed that a lot because it goes around proper planning and proper processes and knowing where the organisation is and what your stance on this matter is. If your stance is this, then that's the plan and if your stance is different, then that's the plan. But it comes down to proper planning and I don't think a woman's work-life balance is reflected in her PDP – it is not discussed, you don't see it there, it doesn't come in to it. It is such a big impact in someone's life, surely it should be there?

Absolutely. Based on what you said there, as a matter of interest, the stance on work-life balance and flexibility - has that been articulated here or is there a stance?

I think half and half. I think that is the problem is it's around miscommunication and misaligned expectations – you are selling something to people that you can't achieve in reality. You know what I mean? 'You sold me this' but, 'I don't know how I could have sold you that because this is what the job needs'.

And that's what the job needs.

I can promise you the world but it comes down to what the job dictates. I can say, you can have it but you need to do this and this, you need to do this to achieve this. We are up there in flexibility but also, when you are at the higher levels, it needs to be clear cut so that there is no misalignment. And the other thing is, we concede things purely for the sake of not having conflict. But ultimately, that ends up being a problem. You know what I mean?

I know exactly what you mean.

As a manager you may say, do this and you don't think why. Then the manager comes and

says you need to do this and you say 'but that's not what you told me'. You need to be upfront and be open and honest and say if you want to do this, these are the things that we can be flexible around and these are the things that we can't be flexible around. And if you want to achieve, then you need to do these things. Or, if you can't, we need to look at some other alternative. But don't go half and half because it usually ends up in problems. And the other thing, people sometimes have unrealistic expectations. They want everything but they are only willing to give half. You need to have a clear stance both from the organisation and the person. These things are not negotiable in this particular position. In this position, you can do whatever you want. You can sit at home and come here when you want, you don't need to be here all the time. Give people alternatives.

Question 17

OK, you can add here if you want to. What could you do, that you generally do not do, that could optimise work-life balance?

I think we have covered that. That's the plans and stuff. It's more than just a career for women, their lives become more than a career. But there's a reverse side to this point in that people only look at work-life balance for women, there needs to be work-life balance for men as well. How come the mother always goes to watch the child play soccer, why can't I go and watch the child?

Exactly.

And I think work-life balance doesn't just attend to the mother. Why is it that the mother always has to go shopping, take the kids to soccer etc. Why don't you do it one week and I do it one week? It should almost be a family work-life balance.

That's a nice concept.

Question 18

Anything you want to add to - what support do you think you, as a manager-coach, might provide in optimising work-life balance?

You need to understand properly and unpack it. And truly understand what's important in life because if you don't unpack it properly, suddenly you provide the wrong advice or support, then it can become a problem. It's like employing people - there need to be certain rules and guidelines, not in terms of what to do, but what are we trying to achieve out of this and let's unpack it properly before we start doing it. If you don't do that, then you are on one path here and they are on another path. Then you can't help them to achieve. You can only help if you have a better understanding of where they are trying to get to. You can only have a plan when you know where someone wants to get to so rather unpack it than assume what you think someone wants.

Question 19

Alright, describe if you think there is any connection between manager-coach conversations and the retention of woman in the workplace?

There definitely is. It comes back to – too often you lose good people because you can't find a suitable alternative. And that doesn't mean the person doesn't have any value to add except for the value that you want from them. So, I think it's critical. And if you each have realistic expectations in terms of what you can achieve and what you can't achieve, you are more likely to retain people than to lose them. And the other big thing goes around realistic expectations. Sometimes you have people who want to work for 3 hours a day and earn what they earned for working 6 hours a day. And I say upfront, you need to be realistic, you can have as much flexibility as you want, but I can't say I can pay you for 6 hours a day if you only work for 3 hours. I'm not saying I don't want to pay you, but there is give and take from both parties and that's when I say I need 6 hours a day and they don't quite work 6 hours and then the problems start. So say I'm going to work 3 hours a day and get paid for 3 hours a day. Don't say I'm going to work 6 hours a day and then I need to go and fetch my kid and go here and there. And at some point, that is going to be a problem. The argument is often that my job is done – then say upfront, I'm willing to pay you for doing this and whether you do it

from home or do it from here, this is what I need. This is what I am going to pay you regardless of how many hours you work. I need this output. Too often people don't determine what the output is and they say let's see what happens and then it becomes a problem. Define the playing field - indicate what we can do and what we can't do and play anywhere in this zone.

Question 20, 21, 22 and 23

OK taking all that into account, I need to get to a list of skills. So what skills do you utilise well, what skills do you think you need to display to optimise the role - so where you think you need to develop further - and the final question is what would help you to become a better coach, and that could be anything. So first of all, what skills do you utilise?

I think you need to have empathy. Sometimes you need to be empathetic, not sympathetic, to what the person is feeling. You also need to be flexible and I am always upfront and honest. I will tell it like it is. I would rather you be upset with me and you know where you stand. There is no hidden agenda or miscommunication in terms of what you think I think, I will tell you what I think. The big thing for me in terms of learning is you need to start with unpacking this thing a bit more. Each woman is different in terms of what they want and need - you need to see what they want and what they need – they might have no intention of getting married and having kids and then, in five years time, they meet someone and everything changes. That's life - life is not static, it's not cast in stone. It's dynamic, it's changing all the time and any organisation or any person – the ability to get it right is how well you adapt to things, how flexible you are, how agile you are. So I think, from a learning point of view, you need to have a better understanding, you need to unpack what work-life balance is for women. Don't just assume what you think it is. And don't paint everyone with the same brush. You need to have a career plan for each person and you need something like that around their work-life balance as well. There is an opportunity to develop everybody in this.

OK so that's around sort of what we need to develop further. Can I put that as question 23, what would help you to be better. Does it fit there? In terms of the skills that you utilise or

the skills that you need to optimise more, is there anything that you want to put into that specific question. This kind of fits into both?

The skills that you use, it's hard to say what you do well yourself. I try and be as flexible and accommodating as possible, but not accommodating for the sake of accommodating. But the most important thing you can do is develop the level of honesty and trust. Having open and honest communication makes a huge difference. I would like to spend more time on HR and I just don't have the time to spend on HR and that's my feeling. I need to spend more time on People Development (HR) but right now we are in a phase where we need to settle down and once that's done then I can spend more time chatting to you, I need to speak to every single person, understanding them.

Good, anything else you want to add?

No, that's it – are you happy?

I am happy, thank you so, so much.

Interviewer thanks the respondent and closes the interview.