



THE PODCAST

S2:E12 – Ryan Cheyne | Creating Great Working Environments

Please note this is an automated transcription with minor editing & may contain errors.

Beth Stallwood: [00:00:00] Welcome to the Work Joy Jam podcast. I'm your host Beth Stallwood founder of Create Work Joy. In this episode, I am joined by the fabulous Ryan Cheyne. Ryan works in, and has for many years, as a leader in the HR world. And so many people who listened to this podcast come from that world. And I thought it'd be really interesting to get somebody who's been leading in this area and to consider some of their ideas and suggestions and advice around how to build work joy in to an organization.

[00:01:05] And we come at it from different perspectives and Ryan tells the story about developing some values, which were key an organization he worked with. Here's one for the HR people, but also it's not just for HR people. It's for people who want to lead, you want to engage, who want to do people stuff really well.

[00:01:23] And that, isn't just about the people who actually work in HR that is about people doing people stuff. Great. And that could be your leads. It could be your in the organization. It could be. You're doing, and I think some great advice here. I hope you enjoy this episode

[00:01:47] Hello, welcome to the Work Joy Jam podcast today. I'm so excited to be joined by the fantastic Ryan Cheyne and Ryan is an amazing, , HR leader, people, director, culture, brilliant cool person. And I'm really excited for him to be here with me today. So rather than me introduce him properly, I'm going to ask Ryan to say hello to everyone.

[00:02:15] And can you give us a little bit of your story, who you are and what you do?

[00:02:19] **Ryan Cheyne:** [00:02:19] Yeah. Well, thanks. Thanks for that intro, Beth. That was, that was really cool. I'm not sure. I'm not sure you've got the right Ryan, but Hey, so yeah. , I'm, I've been in HR for far, far, too many years, built a career started in retail and, for the last, 10, 15 years, I was, I was the HR director at Pets At Home, hopefully a, a brand that many people will recognize.

I was there for, for 10 years and, we, we did some good stuff, building a great culture. And we're named as the Sunday Times best place to work a few years back now to be fair. But the guys had carried on doing a tremendous job. They're well worth, looking and seeing what they're doing from a people perspective.



THE PODCAST

[00:03:12] And then, more recently I was with a business called rentalcars.com, which, merged and integrated with booking.com. The platform and basically, basically Manchester we did everything on booking.com that isn't a hotel. So if you're ever on there and you get offered something like a car, hire a taxi or attractions, that's basically what we do.

[00:03:37] And, had a great few years, there, building the team, again, and, doing the integration with booking, I'm currently a man of leisure, which is really good for the last, for the last three weeks, and, fortunately the weather has turned very spring and summer, like, so I'm enjoying being a man of leisure.

So spending my time, relaxing trying to chill out after all these years where, where I've been working, and then of course, keeping my eye out on new, exciting opportunities. So, so yeah, I'm enjoying it. I'm very fortunate to have become a man of leisure just as they started to unlock the lock down.

[00:04:24] So, I think my second week of,, unemployment coincided with pubs opening outside. So it was...

[00:04:34] **Beth Stallwood:** [00:04:34] It was like, it was meant to be at that moment in time.

[00:04:37] **Ryan Cheyne:** [00:04:37] And, and the weather turned good. I mean, it's almost like a plan. Yeah.

[00:04:42] **Beth Stallwood:** [00:04:42] Yeah, totally. I love it. And it's so interesting. You talk about that. Some of the brands that obviously you work with there and being a dog owner, a dog person, the pets@homebran is definitely one that lands with me and obviously rentalcars and booking.com.

[00:04:55] So many people will be using that, although maybe not so many in the last year, with, booking hotels and travel and things like that, but hopefully more and more opportunity to, get out there. And what I'm really excited about today is to talk about the perspective of works joy from this idea of how do we create cultures that enable people to have joy in their work and enable people to be working with their strengths and our places where people really want to go to work and want to do a great job.

[00:05:28] And also how that links then into having great business performance. So it's not just about creating lovely, happy places for the sake of it, although that would be good anyway, but how it really relates to how businesses work really well. And I know that you've worked so so many years, so really hard to make those places happen.



THE PODCAST

[00:05:46] And it obviously. It doesn't just happen by what you do. It happens by a lot of things, but from that perspective of, I know a lot of our lessons come from the world of HR or learning and development, organization development, that kind of thing. I think that'd be really fascinated to hear from you about some of the things that you have done.

[00:06:01] So before we jump into that, I kind of question I'd really like to ask you is around the subject of work joy. So I describe it as it can be those little moments of things that bring you joy in your work. It can be feeling really great about what you're doing. It can be about using your strengths, right?

[00:06:16] It's it's sort of different for everybody. And then I cut the question of, okay, so it's different for everyone from an organizational perspective, how does that work and how do we help people to, to be able to get that? And I've realized I just answered massive, massive, massive, big question. So maybe just your perspective on, I know there's like give to the answer here, Ryan, please now, but I'd love to know about you and just your perspective on organizations from a, a bigger picture and how you start to approach that, what culture or question.

[00:06:49] **Ryan Cheyne:** [00:06:49] Okay, I'll have a go Beth. I have a go. I think the first thing I really love the work joy concept that you've, you've come up with because I think it captures very, neatly something that we should really be, focused on. And I think the first stage in achieving work joy as an organization is to recognize that actually it's an important thing to have because if you don't recognize that you're not gonna have it right. I mean, I think hopefully most businesses have moved on now from kind of like command and control and the workers are there to do the, anything at the behest of the management and that kind of Dickensian type approach. But I suspect there are still firms out there that have that to a certain degree, but, for me, I think if, if the company recognizes that it will perform better, if its employees are happy and want to be there and feel trusted enough and have the confidence that they can do their best work, , If companies recognize that, then that's the starting point.

Because then you can find out what work joy means for the particular population that you're working with, because it will be very different for, I don't know, a firm of lawyers versus. , a building company, for example, you know, that the, the concepts there, but what it means for different populations, I'm sure will, will vary.

And I think it is so, so important because we spend so much time of our lives in work. It just makes sense to me that, It should be as enjoyable and pleasurable and fulfilling as, as it, as it possibly could be whatever that role is, and that's always been kind of at the heart of my thinking and my approach.



THE PODCAST

[00:08:58] And one thing you said there about, , It may not have been about commercial success, anybody that's worked with me at rental cars or booking, I have this, a slide that I talk about fairly frequent, you know, the, the Harvard business school call it the service profit chain, , whereby if you get it right for your colleagues, they'll get it right for your customers.

[00:09:25] And that will lead to commercial success. Yeah. The Harvard Business School service profit chain, I call it common sense. I mean, I know Richard Branson has, sort of espoused this sort of approach, but it's always just made sense to me, you know, if we get it right, our colleagues will do a better job, whatever industry, whatever sector for their customers.

[00:09:52] And therefore the business will be more successful. And, I think, you know, Pets at Home and, rental cars / booking a good examples of where that's happened.

[00:10:03] **Beth Stallwood:** [00:10:03] Yeah, I just going to pick up on a few things. I was making some notes as you talked about that, and you're so right. A lot of this stuff is just common sense.

[00:10:11] It's not crazy. You don't need a label called the service profit chain to realize that if people are enjoying their work, if they want to be there, that they will likely do a better job and be more committed and you know, want to do good things. I'm really interested in this point about the first thing is to recognize it.

[00:10:30] I'm thinking about recognizing it and having the people who are leading the business, if it's like an owned business, or if it's, you know, even if it's shareholder led or if it's a small business, big business, it takes some people to sit there and go, actually, we think this is important. It, that that recognizing a bit is, and, you know, that's the first thing of solving any problem or creating something that's good, isn't it?

[00:10:48] It's knowing what it is you actually want to do. I love that. And then that whole thing about putting into the context of where you're working and you're right, every organization will have a different potential style, different types of people who are working there. And it's understanding the context within which you're working and the people you are working with.

[00:11:08] And that it's not all about necessarily a one size fits all thing. There will be different things that work in different types of organizations. I'm only interested in picking on that.



THE PODCAST

[00:11:19] **Ryan Cheyne:** [00:11:19] Even across the organization, right. Even within the same business, so, you know, if I, if I think about my most recent experience, you know, we had 2000 people in Manchester half of those were working in a call center, you know, helping address our customer's problems, basically when, when challenges cropped up and then a large proportion were software engineers and product people, and those jobs are so, kind of different in terms of their core skills and everything that's that's required.

But you kind of have to find a way of having a consistent approach across the business. So again, you know, this is something that we care about and we want to become a great place to work but then even within that organization find things that are right for those different populations, and, you know, it, it, it, it can go kind of like you can have two or three versions of it across the same business, depending on what you're doing.

[00:12:28] **Beth Stallwood:** [00:12:28] So the, the, the, the desire is the same is that you want people to, you want to be a great place to work, but the actual things that you do to make that happen will need to vary depending on the types of people you're working with. And even down to really, and this is what I think some people find really challenging even down to an individual level.

[00:12:45] So not everyone who works in that product or tech or engineering world will think exactly the same will get the same amount of joy that not everyone who works in the customer service work will think exactly the same. Now there might be some style stuff that kind of works for the whole group. And then it's more about as an individual, as a line manager or as someone who's supervising people, how do you help do that and help create that environment for their individual needs as well.

[00:13:08] And that's where I think it does get a bit complicated. Doesn't it? Because you've got. If you have say 2000 people like you did in your last job, and there's 2000 different ways of doing things. It's not always going to work that way either. So it's, and that is challenging. That is part of what makes it interesting, but also you can't, you won't be able to do everything for everyone.

[00:13:30] **Ryan Cheyne:** [00:13:30] I mean that, I guess, I guess that would be some sorts of, unrealistic panacea in terms of employee engagement, right. Where everybody was completely tailored to their own personal wants and needs. But I think you can find enough commonality. I mean, we are essentially all this, you know, we're we're human beings and yes, there are variations, but we kind of are all looking for that kind of same, hierarchy of needs to dip into the, into the HR textbook.



THE PODCAST

But I think that's where managers play an important role. Right? So you'll set up clearly, you know, you're not going to have individual policies per se, you know? But you, you set up a framework, you set up the core and then managers, that's it. That's the population that really need to get into the individual elements to kind of say, right, what, what, what drives this person on? What motivates them? What are their emotional needs rather than maybe a framework or a structure, or because you're not gonna have 2000 different performance management systems, you know? But I think, and create the framework and the environment where people are encouraged and supported in doing their best work, then. Then have that flexibility with managers and making sure that managers just sit down and talk to their people and listen and react to it.

[00:15:09] Then, then I think you're, you're pretty, you're in a pretty good place.

[00:15:13] **Beth Stallwood:** [00:15:13] Yeah, I, I, I've always said that there is no such thing as like 100% work joy all the time for everybody. It just, it's just not realistic. We don't in our lives, feel joy all the time, and actually, if you don't have those kinds of down moments or the kind of just neutral ones, sometimes you don't feel the joy as much as you would do anyway.

[00:15:33] So there are ups and downs and peaks and troughs with all of these things. And that's why...importance of managers. Yeah, life is life. And, and also I've got a big, big belief that organizations aren't solely responsible for this stuff. So. The organization can do what it can do. And it's great where you have organizations that do you think about this and do want it to happen. But there is also responsibility on the individual personal responsibility to know what is good for them to be able to share and give feedback on what they need to understand what their motivations are and to take some decisions that help them to work in a way. Makes that happen. And I so often think we either think it's the individual's responsibility or the organization's responsibility.

[00:16:19] And I think it's a real shared responsibility to create an organization that works because the people within the organization create the culture as well. It's not just, you know, when you start a policy or, when the leader says we're going to do this, it's about the people within it and making it happen.

[00:16:34] **Ryan Cheyne:** [00:16:34] Yeah, I completely, I completely agree. And I think it's, in, in any organization and I'm sure we've all come across people, like, like this, and it's certainly not, you know, this throughout my career pre Pets at Home and Rental Cars, you know, there's always people who seem very work joy less.



THE PODCAST

[00:17:00] Yeah. And, and, and they sit there and, moan and complain and suck the energy out of, of the people. And it's always struck me. You go, you know, ultimately, as, as, as individuals, we've all got the choice of what we do. And I, you know, I appreciate that, you know, people need jobs and need to earn money, but, if, if the work joy is that less why people sit there and don't do something about it.

I've always, I've always found tricky, but then again, That comes down to managers and having conversations, decent conversations and saying, why are you not happy? What can we do? And ultimately if you end up in a dead end where there's nothing else, then people have to make that ultimate choice either way the organization or the individuals.

[00:17:52] **Beth Stallwood:** [00:17:52] Yeah. I call them the mood hoovers, the ones that kind of suck the life out of the room and who you get the sense very quickly that they don't want to be there. Because so many things appear to be wrong yet are still there and bring, bringing it down for everyone else. But I don't know about you, Ryan, but I've also an organization seeing the opposite of the mood hoovers, the people who you know that they're not always in senior positions or kind of in leadership positions or managers, but people who bring joy and kind of really have that ability to spread it as well.

[00:18:25] **Ryan Cheyne:** [00:18:25] Yeah. Yeah. No, completely completely agree. I mean, and in my early days at rental cars, we were doing some work around, the, the values we were defining the values and trying to articulate what it was like to be part of this already successful fast-growing, growing business. And we did these awards where people nominated their colleagues. It was an entire kind of peer to peer nomination thing and we did the, the rental cars personified order, and every business will have people like this.

[00:19:03] These are, these are the people that if you cut them in half would have the brand logo, running through them like a stick of rock. They represent everything that is. Positive about, about the business. And it was fantastic. Cause you just get those people that said right. If I, if I could fill the business with 2000 of these people, we'd be sorted.

Again life doesn't work like that, but, but it's great and every business will have those, those people who, who, who just represent what what's important to that company.

[00:19:44] **Beth Stallwood:** [00:19:44] Yeah, I love that. And so I do a lot of work in the world of values and behaviors. And what does that look like? And being able to see the people who really show those who demonstrate them, who are the, almost the role models for everyone else is a, is a really, really great thing to have.



THE PODCAST

[00:20:00] So what I'd love to do now, if it's okay for you is to kind of talk about. Some things like that. So thinking about your values or thinking about some of the things that you have done or led or seen happen in your career that has helped to create organizations with those amazing kind of award-winning cultures.

[00:20:18] I just love to know even just like one or two things that you think have made a real difference.

[00:20:24] **Ryan Cheyne:** [00:20:24] Yeah, right. Let me think. Well, if, if I take, if I take that rental cars exercise, as a starting point, cause it was, it was, it was pretty standard stand out really, and it was a team effort. I'm not saying that because it's me.

[00:20:41] It was just, it was just one of the, one of the things that, we needed to do. We needed to define the values and articulate them. And I remember I just joined the business. I knew this was going to be job number one, with the interview process, you know, my, my boss, the CEO had said, this is what we need to do when you get here.

[00:21:04] So I've given it some pre-thought. And of course, when you go out and do, this type of work, as you'll know, you do a lot of focus groups, maybe surveys, interviews, you, you, you gather a lot of data about what is it like to work at wherever the business is. And I have my team together and we were talking about this.

[00:21:24] I'll never forget this. It was one of those, dull moments. So we were sat round about five of us in a room talking about how we were going to do the values. And, one of my team Brian, said, Ryan, this is all very well, but isn't it all a bit ordinary, well not, oh, okay.

[00:21:50] The best things that anybody's, said, because they had this, although they hadn't, they had articulated values associate, they had this, phrase, it was hashtag anything but ordinary. So I was, that was being thrown in my face in terms of this is a bit ordinary. So, so we kind of reset and said, right okay. How can we do something that's a bit special? And, one of those weird moments, I think I was in the car on the way home listening to the radio and they were talking about the upcoming V festival, and I thought that's, it we'll have a, our own V for values festival and we set about doing this. I was only about eight weeks into the role. I lasted six years. So I think, I think it worked, but I was a bit nervous. My first full presentation to the board was about running essentially a music festival in the office to try and get our values and what we did. We, we held a festival over the course of a week and, we had live music, in the office, every lunchtime, the place was adorned with bunting, tents and stuff. Every day there was a main stage event, which was some activity which was designed to give us the values information that you would normally get through a focus group or feedback, or, you know, those kinds of things.



THE PODCAST

[00:23:20] And it basically was the same stuff, but dressed up in a way. And the thing that struck me about that was, it created, it was a completely different thing to anything that that business had done before. So it really stood out. As I say it could have been a bad career move and I might only have lasted eight weeks and had to disappear with my bunting in a bin bag down the road.

But fortunately that didn't happen, and, and then the thing was, we were actually living the values before we'd even define them, so we were kind of showing what was special, even though we hadn't got it in a kind of catchy five or six bullet point thing. So, that really worked. And then I think the thing for me that stuck with that was that anything but ordinary, how do you do something and give it a slightly different twist because that will make it stand out from the, from the crowd.

[00:24:21] **Beth Stallwood:** [00:24:21] So something fun and fresh and different.

[00:24:27] **Ryan Cheyne:** [00:24:27] And also we were launching the values before we'd even articulated them. Cause we were saying, this is a moment in time where things are going to be different than, you know, Yes, we've got a, we've got a band in the canteen at lunchtime, you know, it, it was a very, stand out moment now that wouldn't necessarily work in every business, but it was right for us at the time. And those, those values lasted and were genuinely part of how, how the business operated

[00:24:59] **Beth Stallwood:** [00:24:59] Love it. I'm just thinking there as well. The people who were there at that time, I imagine it's one of those things. They will always remember.

[00:25:08] **Ryan Cheyne:** [00:25:08] Yeah. Yeah, yeah. It definitely, yeah, definitely created a storm.

[00:25:15] **Beth Stallwood:** [00:25:15] So when you talk about, we often talk about hearts and minds. It's like people remember that kind of stuff.

[00:25:23] **Ryan Cheyne:** [00:25:23] And some people didn't like it right. There was definitely, there was definitely a bit of that, but fortunately more people did and bought into it then, than didn't, you know, some people thought it was a bit of a distraction from actually doing work.

And, and that's, that's a cultural indicator and something about how the culture shifted over the, over the six years. I was there.



THE PODCAST

[00:25:46] **Beth Stallwood:** [00:25:46] That's a really interesting point as well. And I know from having worked in HR teams and organizations is the idea sometimes that some people won't like it sometimes stops us doing those different things.

[00:26:03] It's nice to hear that you kind of, you do it anyway, and it's okay. If more people like it then, but some people don't because. Newsflash, not everyone likes everything the same. You can't, you can't

[00:26:14] **Ryan Cheyne:** [00:26:14] do that. What's that old fable, where, ,God, , basically, you know, you can't, you'd have to take feedback and you have to take it in the round, but the reality of life is you have to aggregate it.

[00:26:28] Right. And it's, I guess, which is going back to that you can't have 2000 performance systems to match everybody's personal requirements. Cause you just don't do it. This is it isn't this an old, oh God, I'm going to embarrass myself now. Like an old testament tale where the guy ends up carrying the donkey because he's got feedback, that, from all these different people and he's trying to react to it.

[00:26:55] God, that's going to bug me, sorry.

[00:27:00] Yeah, yeah, no apologies, apologies. Long time since I was at Sunday school. But, but yeah, you can't please all the people all the time that just doesn't work. If you, if you try and do that, you end up, as you say, kind of maybe pulling things down to become something that is almost meaningless, you know?

[00:27:25] So when you've got a journey like that, and you're trying to create a great culture or create, change a culture or evolve it, then there will always be people who liked it the way it was and hanker after the old times, but you even need to work with them and, you know, help them see it and show them, and maybe they'll learn to like it, which is the ideal outcome, or not back as we were saying a bit earlier, but yeah, we, we did have a lot of fun and that was a good, that was a, that was a period of good work joy.

[00:28:00] **Beth Stallwood:** [00:28:00] Great. And I know that a lot of people are in the zone of trying to make sure the values, etc are properly embedded in organizations so that people get it and work with them and work to them. So obviously you had this like big bang, fun, fresh, cool way of starting that journey, which is always great.

[00:28:22] You know, the big bang of this is exciting. Isn't it? I'm interested in. What did you do afterwards when you kind of had those values defined and you're there and you go past and you're actually making it happen in organizations. What are some of the things that you've done or seen work that help make those things real for people.



THE PODCAST

[00:28:40] **Ryan Cheyne:** [00:28:40] I think, well, I think the starting point is whatever you come up with has to feel real and authentic. Yeah. And I've seen kind of values exercises done where they've been exercises done away from them business or in a boardroom or cascaded without involvement. So, so that festival was a high point of involvement, but that was just the start.

[00:29:07] What we then did was kind of gathered all the data and then had a kind of a period of time where I was essentially trying to distill all of this data and information and words that we had into something that made sense and landed, and people would, who were in the business, could look at it and go, you know what, he's done it.

[00:29:31] That feels right. Yeah. Because that's how you get the real buy-in. If it doesn't, then you haven't got the values, you've articulated something completely different. And an interesting example. So our values at the time, after that festival, all, all started with the words we love. So we love being different.

[00:29:53] We love having fun. We love doing stuff together. We love getting stuff done we love straight talking and the amount of debate we had about we love, it was really, really interesting because for me, we love showed the power and the passion and the commitment you could have had those values without "we love". You know, we are different, we get stuff done. We do stuff together. We talk straight, something like that, but it's not the same passion, but that was a real debate that went backwards and forwards for a good couple of weeks to make sure that people were comfortable with it happy, and that we kind of agreed it, but it was involving people to get their feedback and then they automatically feel bought in.

And, I've seen, I've seen values launched where they've just been launched and people have basically looked at each other and gone what's that it's just a list that he has created. Right. It's a list of good words that people that somebody somewhere has come up with, but it doesn't reflect what happens around here and surprise, surprise.

[00:31:05] They don't then, land. But it was interesting because we did have to, as part of the integration with booking.com. We then had to wave goodbye to our, our values, cause obviously we're part of a bigger, a bigger business, but again, we did a separate job of kind of like reassessing the values that were there and restating them.

[00:31:33] And actually it worked, it worked pretty well, but people were involved again, you know.



THE PODCAST

[00:31:41] **Beth Stallwood:** [00:31:41] And I think that's, for me, just one of the real basic things that everybody who works in the world of if anything, to do with people, whether you are an HR or whether you're a manager, what is that involve people from the beginning?

[00:31:54] Don't think that you can create something and deliver it. And everyone would just be like, oh yeah, super engaged, because you've just told them to do it because, well, they, you say it, you said at the beginning, you know, command and control structures, aren't the norm anymore. And I'm pleased to say that. I think in most organizations, they're not fully there.

[00:32:10] When you do things like in a leadership team room or in a boardroom or away from the business, without the involvement and create something that you then want people to do, that's kind of command and control, but in a subtler form.

[00:32:25] **Ryan Cheyne:** [00:32:25] Yeah. Yeah. And, I think, you know, don't get me wrong, you know, businesses need to make decisions and you know, it's not, it's not some sort of, flawless democracy that every decision has to get everybody, every single person in the business involved in it, just that things wouldn't happen.

[00:32:46] This wouldn't happen. So yeah, at some point you need to make decisions and the leadership team and managers need it. But I think that stuff around being close to the business and really understanding it and understanding what colleagues and customers really want. And I think in HR generally, and I've seen this, as well, we go, right, we need a new performance management system.

[00:33:11] We'll go off and invent something that's beautifully, theoretically wonderful, probably quite complicated, but theoretically fully backed up and all that sort of stuff and not think about what's, what's going to happen to the colleague who sat once or twice a year with their manager, having that performance review discussion.

[00:33:33] How does it pan out? And that means that you then invent stuff or create stuff that's over-engineered, and, and then doesn't get used, or if it gets used, it gets used reluctantly. And so people aren't really bleeding. Yeah. Yeah. Here's another thing. Here's another form that I've got to fill out. So I think, I think it's interesting.

[00:33:59] I think, you know, I'm not advocating, some, some sorts of fantasy land, democracy thing at all, but I am saying we should listen to our people and have a real understanding. Where most of that kind of thought is, and what do they need? Not, what do we think they need?

[00:34:26] **Beth Stallwood:** [00:34:26] Yeah, not what does the HBR say we need?



THE PODCAST

[00:34:29] We need this month right now?

[00:34:33] **Ryan Cheyne:** [00:34:33] Don't get me wrong. I do think that, you know, taking stuff, I mean, I completely agree with the service profit chain yet, but I would just rephrase it in a different way, for my particular environment, there'll be other environments that would probably want more. Academic data-driven, where's the facts.

[00:34:53] Let me, let me, let me prod this. Right. It might be perfectly acceptable for that, but it's about knowing your audience, and that applies for customers and colleagues in the same way.

[00:35:06] **Beth Stallwood:** [00:35:06] Yeah. And it's really interesting. I, I can't remember what it was, but I wasn't in a few years ago, I was reading and really interested in the idea that HR teams would benefit from thinking more like marketing teams and to think about understanding your audience, who is there, what are their needs right now?

[00:35:23] What are they interested in? And then thinking about if that is the case, how do we use some of those techniques that marketing people use to be able to really engage people in the stuff that you're trying to do. So if it is a performance framework or if it is values, how do you market that in the right way internally?

[00:35:41] **Ryan Cheyne:** [00:35:41] Yeah. Yeah. I mean, I think from an HR perspective, we've got to have the right products and then, and then we've, we can't just, and I've, I've definitely seen this as well in. Busy, busy organizations. There's like a project to complete and we get the thing done. The project is complete, we launch, and then we move onto the next project.

[00:36:03] But actually the key part of that project is launching, communicating, embedding, making sure it's settled, going back, check, test, and learn, adapt evolve before you move on to the next thing, but we're all busy and we all want to achieve a lot of things. And prioritization is always a challenge for probably most businesses are the thought.

[00:36:24] **Beth Stallwood:** [00:36:24] Yeah. And I don't know about you as well, but for me, and this is where I get stuck on stuff is the shiny new thing that the new project or getting started on. Something is a lot of where I get some work joy from. And I'm not sure I get that much work joy from seeing something embedded into business as usual and that's, you gotta have people who can do both ends of that spectrum. Right? You can't just have people who want to start the new and shiny exciting thing, but never think about how does this really work on a day-to-day basis.

[00:36:52] **Ryan Cheyne:** [00:36:52] Yeah, completely, completely.



THE PODCAST

[00:36:58] **Beth Stallwood:** [00:36:58] And, you know, that's why I do the job that I do now in different ways to think about. But that's also part like your work joy, like understanding where you get your work joy from the stuff you're going to find harder because it's not what is there. And then working and understanding yourself, it then helps you to think about, so where does this take me in my career?

[00:37:16] If that's the stuff I like doing then for me, going into an operational business as usual day-to-day role is not going to be the right place for me to.

[00:37:23] **Ryan Cheyne:** [00:37:23] Yeah, no, I completely agree. And I, and you know, for me, I've been doing a lot of that over the last few weeks, as I think about what do I, where did my career go next?

[00:37:32] And what is it that I like and what sort of organizations do I, want to be working, working for and working with? So you're right. There's a, there's a huge amount of self awareness needed. I think if we're going to get it right. And make sure that we don't as individuals, end up in organizations that are set up to not make us happy.

[00:37:56] You know, we've all got to fit somewhere I think.

[00:37:58] **Beth Stallwood:** [00:37:58] I, no, it's not like they're deliberately not making it up. It's just a, not a right fit.

[00:38:01] **Ryan Cheyne:** [00:38:01] Yeah. Yeah, exactly. Is not doing that. There there'll be making loads and loads of people really happy, but you've got to get that mix and we have different different needs, you know?

[00:38:12] So it's finding that match.

[00:38:16] **Beth Stallwood:** [00:38:16] Yeah. And I think that much is really important. It comes back to the earlier conversation is that if a person like me, if I went and ended up in a role, which I thought was going to be great for me, but I'm sat there and I'm doing the same thing day in and day out.

[00:38:28] Nothing's new. Everything's kind of the, at which some people love and they love getting into the detail of all of it, which is just not who I am as a person or where my strengths lie. I might become that mood hoover. I might be the mood hoover in the room because you know, I'm a square peg in a round hole situation.

[00:38:45] Really understanding that self-awareness of who I am. Yeah.



THE PODCAST

[00:38:48] **Ryan Cheyne:** [00:38:48] I've had an example recently. I was involved in a process for a particular role and it was great great. Yeah. Business and, I met, I met the CEO and the ops director, both wonderful people. but at the end of it, you know, we finished and then the, the head hunter sort of phoned up in that kind of, ah, how did it go?

[00:39:16] And I said, do you watch First Dates , and, for anybody that doesn't watch it, you know, it's basically filming people on their first date and then they get together at the end and it's like, do you want to see each other again? And a lot of time in that first date, they have a really nice meal, but the chemistry is just not there.

[00:39:39] I said, I said, the interview is a bit like that. I had a very nice time, but no, no sparkle.

[00:39:47] **Beth Stallwood:** [00:39:47] No second date.

[00:39:48] **Ryan Cheyne:** [00:39:48] No second date. And I think that's fine. Right?

[00:39:50] **Beth Stallwood:** [00:39:50] That's cool.

[00:39:53] **Ryan Cheyne:** [00:39:53] But of course, it's actually got to, it's got to work for both sides. So, you know, it is an incredibly good business and, you know, on the face of it, but there was just no chemistry. There has to be chemistry.

[00:40:05] **Beth Stallwood:** [00:40:05] And I think sometimes if you look at just what happens on paper, so you kind of do the paper thing, is this the right kind of job? Has it got the right kind of job titles or the right kind of salary? Is it the type of organization I can see myself working for? And it ticks all those boxes.

[00:40:18] Sometimes we fight against that intuition or that chemistry and say, oh no, but look, it's all got all of these things, but actually that chemistry factor is so important. Do you want to spend your day with some people, but you have no chemistry with. Probably not. It's like so much of your life is working and working with people and I definitely would take the chemistry quite high on my list.

[00:40:39] **Ryan Cheyne:** [00:40:39] Yep. Yep. So,

[00:40:42] **Beth Stallwood:** [00:40:42] But then other people might be like, no, it's all about the facts and what I work on. And that's the, that's the wonderfulness of humans?

[00:40:48] **Ryan Cheyne:** [00:40:48] Well, that's fine because in that case, there is, there is chemistry for them, right. That we, we w we're all different. So, so it all, it all works. And, and I am, I am by nature.



THE PODCAST

[00:40:59] I kind of feeling instinct, sort of person. So it's got to feel right.

[00:41:07] **Beth Stallwood:** [00:41:07] Yeah. And being brave, taking those brave decisions and say, actually, if it doesn't feel right, it's not for me. Yeah. Love that. So I am going to move us onto if it's okay with you. I've got some quickfire questions for you. I just love to find out a bit more of what you would say to these questions.

[00:41:26] So are you ready?

[00:41:27] **Ryan Cheyne:** [00:41:27] I'm ready.

[00:41:30] **Beth Stallwood:** [00:41:30] Excellent. So, I want to know for you personally, in your world and your life, what is something that's always guaranteed to bring you a little bit of work joy?

[00:41:39] **Ryan Cheyne:** [00:41:39] I love working with great people and being part of a great team and it's that energy that I get. So, you know, when I, recently when you leave a business, people say some very nice stuff and having a great team and feeling part of something special is, is, is really important to me, cause that's how I, that's how I get my energy.

[00:42:08] **Beth Stallwood:** [00:42:08] Great. Love that. So being around the people that give you energy that you get to work to do great, great

[00:42:17] **Ryan Cheyne:** [00:42:17] Doing stuff together. This is really important for me.

[00:42:25] **Beth Stallwood:** [00:42:25] Love it, what book are you currently reading?

[00:42:27] **Ryan Cheyne:** [00:42:27] Right. So, so this I finished this one, right? So it, but recently, and this is a bit odd. You may not expect this one, but have you seen the book, which is The Boy, The Mole, The Fox, The Horse. I mean, it only takes about 20 minutes to read. Right. But, it was. I saw, I saw a clip from it, you know, a sort of post on Facebook or something like that and just, we got, we got the book, the joy of Amazon next day, and it's just full of little wise moments and I love it. And it's presented in you know, the, the illustration is really nice, but actually it's about the messages and the lessons.

[00:43:19] It's a bit like with the Winnie, the Pooh and piglet type stuff that they, that you see published. But, I think there's some, some lessons in there, but don't, I haven't got it with me. So don't ask me to quote anything.

[00:43:31] **Beth Stallwood:** [00:43:31] I, I, I've got it and I see it and I actually, for a couple of friends, so I think it's really lovely.



THE PODCAST

[00:43:35] And I'm just thinking if I, if I can remember one of the quotes from one of them is it's like the boy asking the horse or something, you know, what's the bravest thing can say, and it's like help or something like that. And I, all of them are just these lovely little moments that if you just think about and you go, oh, that's really, really insightful, really simple and really lovely.

[00:43:56] **Ryan Cheyne:** [00:43:56] They're the sorts of things that I wish I would say to my grandchildren when I have them, you know, they're kind of like just those like really wise moments.

[00:44:05] **Beth Stallwood:** [00:44:05] Yeah, ready for when you want to be a wise old man.

[00:44:08] **Ryan Cheyne:** [00:44:08] I'll just stack them up, hide the book and just reel them out every now and again.

[00:44:13] **Beth Stallwood:** [00:44:13] And pretend it's you and yeah, I've got these wonderful wise things.

[00:44:18] It's a great, I love it. It's a great, great read. And I would definitely recommend it to anyone else as well. Right. Question three. What's the best or most useful piece of advice that someone has given you in your life that you find yourself always coming back to?

[00:44:36] **Ryan Cheyne:** [00:44:36] So, so this year we almost touched on this earlier.

[00:44:39] I thought you were going to say it, but, and I can't remember who gave, who. Introduce me to this first. It's not unique by any stretch of the imagination, but I can't remember it. Might've been a good friend of mine called Chester Elton who's, is an author and speaks on the cultural stuff. He's great.

[00:44:58] Great guy. Check him out but anyway, the, the advice was, , basically don't, you know, there's that saying? Treat people as you wish to be treated. Yeah, which, you know, in retail, my started my career in retail and that was kind of one of the things that was trotted out, quite a lot in customer service, training and stuff.

[00:45:19] Actually, the advice that, the advice that really stuck with me is don't treat people as you wish to be treated, but treat them how they wish to be treated. Yeah, and I know it's, I know it's not sort of like people will have heard that, you know, places, but it really sticks with me because you know how, and we've discussed this a lot during this last half hour or so, you know, it's not what I, how I feel and how I want to be treated.

[00:45:46] It doesn't, it doesn't translate to everybody. So let's try and find out and get, get it right for people.



THE PODCAST

[00:45:52] **Beth Stallwood:** [00:45:52] Yeah. And yeah, and that's the thing you have to find out. If you always do it, how you want to be treated, you're not actually really understanding the other person's perspective and what they're looking for.

[00:46:03] So find out and then work with them on what they need. And as we said, not in this like utopian idea that we can get everything completely right. All the time, because that's not how the real world works, but where we can do let's make that happen for people. This is really good advice. Thank you for that one.

[00:46:20] Final question from me. What is something super practical bit of advice for our listeners, from you that something that they could go and do easily today, tomorrow the next day, maybe builds a bit of a habit that you think would help them, either for themselves or for their workplaces, bring a little bit of work joy.

[00:46:38] **Ryan Cheyne:** [00:46:38] And again, honestly, I had, I had, you know, we discussed this, I had written these down before we spoke, but the conversation is always, this it's a bit bizarre, but, I mean, I think my, my, my thing is keep it simple and think about the end. Yeah. Yeah you know, we, in, in, in HR, we do have a tendency in some areas to kind of over-engineer and over-complicate, and actually the best solutions are often the simplest.

[00:47:10] And, you know, we're talking about getting buy-in if some, you know, I mean, why, why is Amazon so successful is because it's simple. Yeah, so just, just, I mean, I'm sure there's a huge amount of complexity behind me pressing a button and a book turning up 24 hours later. But, you know the end user experience.

[00:47:33] It's simple. So, that, that would be my thing.

[00:47:37] **Beth Stallwood:** [00:47:37] Yeah. I'm always really big on the simplest things are always, or often the best way of doing it, but to get something, to be simple takes a lot of work, actually, over-engineering something sometimes is easier than creating simplicity which sounds counter-intuitive, but I honestly find that sometimes to create the simple you have to go through kind of the hard yards.

[00:47:59] **Ryan Cheyne:** [00:47:59] Yeah, no, that makes, that makes, that makes complete sense.

[00:48:04] **Beth Stallwood:** [00:48:04] Well, Ryan, thank you so much for joining me today. It's been a really lovely conversation and I think lots of people don't find it useful thinking about values and people and how you get things done.



THE PODCAST

[00:48:15] Where can people, if they want to find out a bit more about you or get in touch with you.

[00:48:20] **Ryan Cheyne:** [00:48:20] Well, I'm on LinkedIn is probably the, the easiest way. , Well, my email is, Ryan.cheynhr@gmail.com.

[00:48:34] **Beth Stallwood:** [00:48:34] And we will put your LinkedIn profile onto the show notes so that people can click straight through and hopefully connect with you and, enjoy some more of your thinking.

[00:48:45] And see what you're getting up to. Thank you so much for joining me today on the work joy Dom I've really enjoyed myself. So thanks for giving me some work joy.

[00:48:56] **Ryan Cheyne:** [00:48:56] It's been great. I've enjoyed it.

[00:49:00] **Beth Stallwood:** [00:49:00] Thank you for listening to this episode of the electrode jam with my friend Ryan Cheyne and so interesting, so many great things to take here and lots of bits of advice. I was scribbling, scribbling, scribbling, lots and lots of notes. And I think if we're looking at things from the HR perspective, which is where my head headed at the end of our conversation is around asking based.

[00:49:22] Great questions, which is what does work, join me in your context. So that's in your organization with the people that you have with what you do with your customers, how you service them. Maybe that's a good question to go and ask. What does it really look like here and always say to consider working here, what is it that motivates that inspires, that gets people really excited about doing their job? And if you can discover that you can use it. Falling into the things that you can do to make a big difference. So then what are the products? What are the services? How do you provide them in the best possible way?

[00:50:01] I loved Ryan's story about how they created values and this hashtag anything, but ordinary really gets me excited. And that sounds like a place that I would love to get involved with, but doing it through the involvement of other people, making them really real, making them really authentic and authentic. It's really overview.

[00:50:20] But just think about that. If it doesn't feel like the values are actually lived, it doesn't feel like these things are true. Then that's not really going to land very well with people. They won't be inspiring and it won't get people motivated. So I love that idea. And then finally the one that really stuck with me and when I think, and those in HR, we could probably all learn a little bit more from and remember is to always keep things super, super simple.



THE PODCAST

[00:50:45] I think that simplicity. Sometimes we over-complicate things because it's our area of expertise and there's like 10 steps when there could be three or there's lots and lots of paperwork, or there's lots of different things you can do. And actually people just really appreciate access to staff, to products or services in the simplest way possible because everybody is so busy, let's make it easy and simple for people.

[00:51:07] So huge. Thanks to Ryan for being. On the Work Joy Jam podcast. If you'd like to find out more about create work joy, do you head to our website, www.createworkjoy.com where you can find out more about what we're up to. You can find out more about the work joy way coaching program, which has my 16 week signature program helping people to create and cultivate more joy and also about the upcoming and growing community of Club Work Joy which we'll be launching later on this year. So thank you all for listening. I hope you enjoyed this episode. Do go and have a listen to some of our others thank you.