



# Interview transcript

## Series 1: Future of the workplace

### Lachy Gray

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#### **SUMMARY KEYWORDS**

Remote work, people, team, meeting, strategy session, communicate, constructive feedback, work, office, culture, remotely, feedback

#### **SPEAKERS**

Karen Kirton, Amplify HR

Lachy Gray, Yarno

#### **Karen Kirton**

Hello Lachy,, thanks for joining us today and for sharing Yarno's experiences with remote work. Maybe to start off with if you could take us through just a bit of an overview of your business, and more from a standpoint of what your workplace was like before March last year? What did you have to do through the pandemic? What are you currently doing in terms of working whether you are remote, or on site, or you have a bit of a mix happening?

#### **Lachy Gray**

Yeah, well firstly thanks for having me, Karen. So, we are an online learning platform. We help medium to large businesses quickly upscale staff who work remotely. So our customers are around Australia, typically have a couple of thousand staff. We help them to communicate to those staff rapidly changing information, especially I would say in the last 12 months.

We're a team of 12 on the east coast and prior to COVID we all worked from home a couple of days a week. We had an office in North Sydney. We would meet up there. Usually a couple days, definitely on Mondays we try all come in. We try to stack as many team meetings as we could on Monday, and go out for lunch. Then we work from home at least once or twice a week after that. Some of the team such as our CTO, he worked fully remote pretty much from that whole time. Since then, since March last year we've been fully remote. It has been a big shift in many ways.

#### **Karen Kirton**

Did you keep your office off in North Sydney?

#### **Lachy Gray**

No, so we gave up that sublease in March last year.

**Karen Kirton**

Oh wow. So you've really taken on fully into remote working then?

**Lachy Gray**

Oh yeah we're all in.

**Karen Kirton**

And you've moved yourself, right? So you're not even in Sydney anymore.

**Lachy Gray**

Yeah, so we moved my family and I from Sydney to Newcastle in the middle of COVID last year. Which felt like the right thing to do and was pretty stressful at the time that we thought was let's fully embrace the remote model if I'm not needing to commute regularly into North Sydney. Let's look for other opportunities and we found Newcastle and yeah we love it.

**Karen Kirton**

Yeah. Awesome. So why did you decide to make that shift there because, yes we had a lockdown and we had a health order that said we did need to let people work remotely but to actually let go of your lease that's a big decision. So, how did you decide on that?

**Lachy Gray**

It's interesting, looking back on it, it was such a time of turmoil, wasn't it? Things were changing so rapidly. I think in the early marks, late Feb last year, we sort of said to everyone "Hey, feel free to work from home, full time until we know what's happening." Then I think it was during the first lockdown when I thought I can't say these are changing for the better anytime soon. We thought well let's just stay fully remote. Then we thought, realistically, how are we going to be back to the office? The next sort of six to 12 months. We just didn't think so. So, we gave up the sublease, and it's interesting because I think we changed how we work, and the changes that we made in those early days kind of stuck. So it wasn't a huge adaptation for us it was more about optimizing what we were already doing. So, you know, we already used a bunch of tools to communicate remotely with each other, like Slack, Asana and Zoom. So we instead worked on talking to each other about. Well, let's set some boundaries for how we use these tools and set some expectations for what we expect of each other. I asked the team as well, and how they felt about remote work isn't something that they want to continue to do and they said "Yes, it was." So, they were the main reason why we went fully remote.

**Karen Kirton**

And did you have any concerns about moving your life a bit to that traditional office? Have you had any of them popped up since?

**Lachy Gray**

Yeah, for sure. I guess firstly, huge unknown. Ever changing the way that we worked at a time of great change for all of us in our personal, professional lives. The impact on culture was a big one. Culture is really important to us. We invest a lot of time and energy in it. We want it to be a happy, healthy environment for the staff. It was really uncertain. What does that look like, especially for new staff, joining us. That well being and mental health, you know, for me, I realized that a large part of that, of being able to check in on someone is being able to see them. Receiving those signals on their body language and their tone of voice and how they are talking and interacting. So, obviously you don't get that from remote, I don't think to the same extent, so that feedback loop was different. I was little worried about

that. I was worried that if we got into someplace, what would we want to return to the office in six months and they wouldn't be able to?

And then things like, how do we support the team technically with laptops and so on if we don't have a central hub. Who's responsible for all that administration and shipping them around and so on? So, in terms of what was realized I think the culture has probably changed. I think probably in the first few months, yeah, it was hard. It was harder. But I think that we've adapted to it. The well being is a tricky one because, how do I really know how someone is? Something I'm really mindful of and I talk to the team a lot about that I think that we can do that better, where they're being forced to evolve. Yeah, like, how do you best check in on someone if you can't actually meet up with them face to face. Then, not wanting to return. I think it's been okay. We really enjoy working remotely. But you know, I never locked to close the door on something fully, and I think we've done that in this case, but that's not to say that, that won't change in the future so I think it's very much the mindset of we're working fully remotely now, but that won't be the case, always in the future. So, I want to keep that mindset open as well.

### **Karen Kirton**

The culture piece is interesting and obviously that's where my main interest in these things are. I think for those that don't know, from an outsider's perspective looking in, I think Yano's culture is really fantastic. Even yesterday, I had a workshop with another company and I showed one of your job ads to them, which is not the first time. As an example of how you really display, what it is that you're all about and it is really clear to people. I think when they go to your website, and you've got a little animations of your staff on there, and you know, all of your staff write articles, or it seems to me they do, that may not be true! But from from an outsider's perspective, it looks like everyone in the company is writing articles on your website and you know they're putting their own little personal spin to things that they like to do.

So, I think that when you start off with that really great base, but then you go your separate ways, how are you keeping that sense of identity? If you think about the definition of culture is the way that we do things around here".. well what is the "way that we do things around here" when we're not next to each other?

### **Lachy Gray**

That's a great question. Yeah, thanks for your feedback as well and really appreciate it. So, that's something that we've talked about a lot. And, interestingly, one of the outcomes of this one of the last 12 months has been the Yanoer handbook!, where as a team, we've actually outlined our expectations and how we communicate with each other. The importance of communicating with context because I think context can become a casualty in the remote work environment, especially on tools like Slack where really concise and blunt. It's a huge amount of background and context that just isn't included. We talk about focusing on outcomes over time spent, from the beginning. I think going fully remote it's given us a whole new perspective on that. I think we talk about how you set boundaries for yourself. Now, because they're just not there. I think we need an office where a resident comes in at a similar time and goes for breaks and goes for lunch. They were all visual cues that are "Hey, maybe I should take a break as well," and at the end of the day, people start to leave at similar times. So, how does that work when you remote you have to set it for yourself. That requires a lot of self discipline, and I think it's really tough when you're tired. When you're really busy just doesn't happen. So we try to talk about that as a team like what's working for you, what's not working, what have you learned and what can I try. It's a dialogue, I guess, because we're all learning at the same time. So I think that's a mindset for us. We've always had that and now we're relying on that more than ever.

I think it's been interesting interviewing remotely. I try to communicate who we are and get a sense of the candidate as well. But I think there's been some benefits as well like we record our interviews now in Zoom we asked the candidates permission, of course. That allows the rest of the team to get involved in the hiring process where previously it might have been like I don't know only three let's say in total. The other cool thing is that we've tried to remove bias from the interviewing process by rather than necessarily watching the Zoom recording, listening to it.

**Karen Kirton**

That's a good idea.

**Lachy Gray**

And so little tweaks like that, which I've never considered before, so we're trying to make the most of the remote environment rather than just copying what we did in the office.

We've introduced a tool called donut into Slack, which randomly assigns people in pairs every fortnight to have a virtual coffee. You're not allowed to talk about work. That's been really fun. Yeah, that probably won't happen organically I guess if you're in an office, but potentially more likely to always go with the same people. So this actually encourages you to have a chat with someone that you might not normally work with day to day that's been pretty cool. And then, as well, and back to having communicating with each other, we're really trying to move to more asynchronous communication. So, when other than having a meeting say we might write the notes that we want to talk about the discussion points we want to talk about in the meeting, and then going back and forth over a couple of days prior. And then we get to the point where we say well do we actually need a meeting. Like that's really interesting. I think from a productivity perspective, because it gives, one, it gives people who are a little bit more reserved in a meeting the time to digest anything and that's me like I like to think before I speak. And it means that the meetings that we do have. I think a better use of time because people come in prepared. So, I've done the pre work, they come into the meeting. We've got 30 minutes so boom we're straight into the discussion everyone's on the same page. I think that's it that's pretty cool. And I've changed how I communicate with the team as well so I now record a weekly MD update via video. It's just a short couple of videos to communicate to the team of where's my head at. What am I thinking about one of my focuses? I didn't do that before. So, I think. I hope that the culture has actually grown in a lot of ways, we've find of been forced to I guess.

**Karen Kirton**

Yeah, I love that when you're speaking use the word communicate over and over and over again, and with communication, that is the key to communicate, communicate, communicate, communicate, because even if you say something to your staff 50 times they may actually hear once or twice. So, I I've written notes as we're going so I think these are all really important things. I think other organizations should consider the donut idea I hadn't heard of before. So that's pretty cool.

And with the meetings making the notes before the meeting, that made me think of silent meetings, I'm not sure I've ever done that. Where everyone has access to a shared document, and you're just writing, all at the same time, but it's that idea that you can bring people who wouldn't normally be comfortable in a group actually speaking up.

**Lachy Gray**

Exactly. Yeah. And what I like about it as well as then, then you have a record of what was spoken about, or what was discussed in context. So if that turns into a decision say, and someone you start six months later and like oh hey why do we look like this. I'll just go back and look at the notes, and it's all that.

**Karen Kirton**

Isn't that when you say "it's just the way we've always done it"!

**Lachy Gray**

Yeah. (laughs)

**Karen Kirton**

And you also have mentioned about onboarding and I heard you say before you have to change the way that you do things remotely. And, I think that's been a learning for a lot of people is that you just can't take these processes that you used to have and throw it into zoom, and suddenly that's our process. And I know you've started some new staff because I've seen your fabulous job ads. What are you doing with onboarding? How have you changed that?

**Lachy Gray**

Yeah. This is something that I think we've found challenging. Like how do you bring someone into your culture in your business without ever meeting them face to face prior. So, I think, for us, it's about trying to build that rapport as early as we can. And also managing everyone's expectations that it's going to be time consuming. I think we invest more time now, you know more than we did previously. I think, because there's more planning, especially before the new person starts. Like we use Asana we have a full run sheet in there as to who's doing what we plan out the first week. We actually start the onboarding and the week prior, and we call it pre boarding and we use your notes to do that. And it's an introduction to the team, values, some of the platforms that we use our top line strategy, so that they get a sense of who's who. So when they rock up on the first day, they've got some foundational knowledge that they can then add on over the coming weeks and months. We assign a buddy to each new starter as well and that works really well. Their job is to check in on them, I think that's even more important in remote because you don't have the same signals. I think often it's the absence of a signal is the cause for concern. So someone is just going quiet. Like for example, that's the signal that's really hard. So, really be mindful of that and everybody offering support on board, and so yeah it's a lot more time invested. Ironically, we do try to welcome them in person, as well. That's something that I've done a lot of research into businesses that are fully remote. That is a very common theme. They actually try to meet up for a couple of days, whether it's the team lead and the new startup or the whole team. Because I don't think that you can fully replicate that in person rapport building catch up guard to lunch. Really get to know each other virtually so it's a real combination of all those things.

**Karen Kirton**

Yeah, it's interesting because I know there are businesses that obviously have remote workers you know across the state or in other countries, it's much harder to get together but I think if you have the opportunity to get together. The benefits of that are just huge. Human beings are such social creatures, and especially when you're first starting a job. You know people are still weighing you up, they are like "Is this Lachy guy ok? Do I really want to work here?" It's just a lot of benefits actually being in front of someone who's able to show that "I'm okay". Like you know, this is going to be a good place for you to work, so I really liked that idea of trying to get together if you can.

**Lachy Gray**

Yeah. And that was the plan of the three new starters that we did join us a couple of weeks ago but unfortunately, COVID meant we had to change the plans. We planned to fly someone out from Melbourne, that couldn't happen, we were gonna go for lunch that couldn't happen I thought, "we've gotta keep the lunch". We did, and I use zoom and

breakout rooms to give everyone some icebreaker questions. We just use the breakout room and are randomly assigned to us in pairs, got an icebreaker question, a couple minutes to come back and share it with the team. That actually works pretty well. Potentially we learn more about each other because it's a little bit structured, rather than just going out for lunch. So, yeah, we've been forced to adapt.

### **Karen Kirton**

Yeah, and I think when you got to lunch especially now because you can't actually stand up so you're stuck in your seat. You're going to be talking to whoever happens to be right next to you or across from you if you're hearing it's okay. You have to ignore the rest of the table because you just physically can't speak to them so they might actually work better on zoom! I guess takes me to the next question which is, we've been talking about your concerns, but have there been positive things happening in terms of culture and productivity that you didn't expect.

### **Lachy Gray**

Yeah, I mean, I think I mentioned interviewing. I think there's been some big benefits there and getting the rest of the team involved and trying to remove some of the advice from the interviewing process as best as we can. We have got people interviewing that have never interviewed before. I think perhaps they feel more confident in this virtual environment and that might just be because we are a tech business, actually digital is their preference. Maybe strategy sessions are interesting, that is something I run every quarter. We do those in person. They are very interactive and we do a lot of exercises together. We break into groups and work through problems and sharing and so on. We recently were going to go for a two day off site in the Hunter Valley and I had to cancel that because Covid. So I had to rework those strategy sessions to be delivered virtually. So what I did was I was going to present my keynote on the first day in about 40 minutes. I want to present a vision of who we are, where we're going, what our 2024 plan looks like, what 2021 looks like, especially because we had, you know, the new starters join. I thought I can't, I don't want to do a 40 minute long presentation in zoom as I'm going to lose everybody. The CTO had a suggestion of chopping the presentation up into three and then pre recording on loom, which is just a tool that allows you to have that little talking head while you're going through a presentation. Pre recorded and then allowing them to watch them in their own time. So I did that, and I actually think that's superior, in many ways, because, yeah, everyone can watch them in video in their own time, have time to digest it and create a page for questions and feedback, which everybody added to prior. So, again we had this, we had this dialogue going prior to the strategy session. So by the time we arrived at the strategy session, everyone's on the same page we dive straight into the discussion again I actually wonder if that was better. The other thing that we've really leveraged is an online whiteboard tool called Miro. We use that in the strategy sessions as well. So I'll have a canvas and everyone can see it, and interact with it in real time so we're taking notes. We've got your mind maps going on there's posted notes. So, I think that's really cool. It's inclusive. Then the meeting finishes and you've got your meeting notes in a visual form already there.

We use that for, so we even receive feedback to each other we practice giving feedback, once a month. We use Miro for that as well so we actually write down four scenarios prior to positive feedback scenarios to constructive feedback scenarios. Then as a team we work through them and then we roleplay it. So that's another way of kind of leveraging the digital tools I think in some ways to be superior. So the team because I think it's more inclusive, and you've got that record for when you finished you can refer back to it.

### **Karen Kirton**

Yeah, absolutely. I love that idea that everyone is prepared before going in. There's nothing worse than going into a strategy session (although I'm sure yours are fabulous!), or any kind

of team workshop or team day and there's always a part of the day when you are just losing the room. Everyone gets over it and it's usually after lunch. So, at least if you say we have some pre work to do beforehand. Maybe then the day itself is much shorter then you can actually keep that engagement and keep people productive.

**Lachy Gray**

Absolutely. We organized Uber Eats for everyone for lunch as well for that exact reason, because I've noticed that and post lunch is. \*snooze\*

**Karen Kirton**

Absolutely. Now we haven't talked much about wellbeing and mental health and you said it was a concern, and its hard when you can't see people. But I'm also assuming from what you've been saying that you actually have a lot of contact points with the team. So, can you take us through what you've considered or what you've implemented or thinking about implementing in terms of that well-being mental health question.

**Lachy Gray**

Yeah, for sure something that I think about a lot, and I think that we could absolutely do it better. So we've always done one on one meetings between team leads and Yanoers. We've done that from the start and I think that's been really important. In the last 12 months or so, and regular safe space to check in how are you. How's life? How can I better support you? What's blocking you at the moment? I think that's been really important. I do monthly one on ones with everybody that I've done work with on a regular basis to try to give me that regular contact.

As a new starter we have the buddies. I think that's really important. That's a second person that they can check in with. We really encourage everybody to put in daily updates in the campfire channel we call it. So what are you working on, and then you put in how you are feeling. That might just be with an emoji. So, a smiley face, tired, is a common one, sometimes sad. We really try to encourage honest inputs there, and that can be a signal as well to say hi, how are you.

We give two doona days a year. Which is a day when you just prefer to stay under the doona and you don't want to come out. You can take it no questions asked. Just stay in the morning Hey, I'm taking a doona day today and we really encourage that. I think as well, encouraging more time with friends and family for not commuting, being mindful and all that we're not replacing that with more work. So, spending more time with friends and family in getting out of work and things really important. What I am mindful of is still like how I really know. I mean because I can call someone up and ask them, "Hey you seems like you've been quiet lately" and they might say, "everything's okay" but it's really not. So I think just encouraging communication with the wider team to continue to check in with each other. To supplement that compliment for the first time. We're also looking into a continuous feedback tool that I guess gives more structure to, you know, the shout outs, the one on ones the regular check ins, giving and receiving feedback. So that everybody has that as a foundation. There are more, I guess, signals or touch points that we can say, "Hey, I think this person is not Okay." We really need to be checking with them more regularly. So, but yeah, as I said at the start I think it's definitely something that we can be doing better and something that I'm really focused on this year.

**Karen Kirton**

Just what you've been talking about today, and what you do is so much more than a lot of other organizations and it's really clear that this is really important to you - the culture and the people of your organization. I'm not saying you should stop and not do anything else!. But I think that you got such good foundations there, and I love having one on one with

people that you don't normally interact with. I wonder if I can give you a question without any notice but I come across managers quite frequently that aren't comfortable in having one on ones because they don't actually know the questions to ask. So how do you go about that particularly with someone you don't work with on a day to day basis? What's your focus when you walk into one of those one on ones and what do you, you know, what is your purpose? What are you trying to get from that and what are the types of questions that you ask?

### **Lachy Gray**

It's a great question. For me is to get insight into how they are going. Like how they are in their personal life and professional life. Am I supporting them as best as I could be and Yano is supporting them. So, usually my first question is, "how's life?" Because it's very broad, and they can choose to answer how they wish. So sometimes it'll be like, yeah, I'm really good for a swim this morning, I'm sitting down with a coffee now, or I might be I'm really busy at the moment so what they choose to focus on with their answer starts to give me some cues. I might ask, you know what's something that you really enjoyed in the past week. Then on the flip side, "what's something that kind of frustrated you or drained you?" I think they're really interesting questions because we have a lot of insight, especially the frustration question, because I think it's easy for me to assume, but often the answers are totally different to what I would have thought. All I had no idea about. I try to ask open-ended questions you know "Tell me more", "What's important to you about that?" "What's the most important thing that you're working on at the moment?", "What's preventing you from working on that?" or "What's preventing you from achieving success?" "How can I best support you?," questions like that, so I very much, take the role of the listener. If they asked for advice I try to respond with more questions like "have you tried for", "what you would like to achieve" and "What did you try?", "What else do you think you could try?" "Have you tried this?" I think that's really important. I see my role as a facilitator of helping them to dig in and understand where they're at better, rather than me, just giving a solution.

### **Karen Kirton**

I love that. It's definitely the leader as a coach. I'm not managing, I'm not here to ask you what you're doing today and understand your productivity levels, I'm actually here as a human being to see how you are doing and actually help you to succeed in the business. That's awesome. Well done on doing that one cause a lot really struggle with doing it and sometimes it's not even their intent. It's yes I want to be doing it but just don't even know where to start. You mentioned before about sessions you have with giving receiving feedback and no doubt that helps build that space where people are comfortable in having those types of one on ones. Trust is built in very small moments over long periods of time. Which enables it, I would think, you to have those conversations and have them really successfully.

### **Lachy Gray**

Yeah, that's a really good point, and just based on that on the feedback, it's something that I think is super important because I was never taught how to give feedback. But I really need it to grow to learn and to grow. I think it's like that's a travesty if collectively, that's the case that we're not regularly giving specific positive feedback. Specific constructive feedback. But with positive intent like with a view to helping the other person grow. So, yeah, I think that's really important. It's a signal to me, especially constructive feedback. If I don't hear any constructive feedback around the team if I'm not receiving anything. I'm not thinking I'm doing a great job. This is a flag. I can't be doing a great job all the time. It would be something. Yeah. So, for me, what we realized as a team is it's, it's the specific positive feedback that helps build the trust, and the safe space for when we go to deliver the specific constructive feedback have that difficult conversation, because the person is more likely to think that I've got their best intentions at heart and I'm not trying to better my position or

make myself or my ego feel better. It's like, no, no. I think he's genuine when he's trying to help me. So rather than being an adversarial position it actually becomes more collaborative it's like, Hey, this is what I've noticed. Here's what I think the impact is, like, I'd love to hear your perspective on it. So you can understand, and then we can collaborate and align on okay well, what does that look like in the future like how can I help you.

I think that's really powerful, and it's one of the biggest metrics that I sort of keep an eye on near for, you're out for a little bit harder, remote. Just to make sure that it's happening that we give it out and give each other feedback. One of the things that we talk about is always asking for feedback as well. Make sure it's something specific. So, do you have any feedback for me but one of the things that I'm working on at the moment in my presentation skills? I'd love to get some specific feedback on my recent presentation that I gave. So it's like okay yeah look he's working on this. Here's something that I think will help him move forward. So we're really evolving as a team is one of the things I get most excited about because it's not just professionally we're growing personally round as well we talk about it all the time like it helps us in our personal relationships, because often I think the people that were closest to who we sometimes find it most difficult to communicate with because history and emotions and all the things. So having that framework and practicing it regularly. Yeah, it's a massive level up.

### **Karen Kirton**

It's fantastic and I think as an organization that is teaching others how to have consistent learning in their organizations, like you're living that you're showing, this is how we all take learning seriously. We are actually passionate about our personal development as well. That's great.

So my last question is what do you see as the future of the Yano workplace? So you mentioned before, that you haven't kind of put it in the box the idea of going back to an office. I know it's difficult because we're still living through pandemic and Christmas showed us when we were all like "oh by the way back to normal" and then you get into another lockdown. Then suddenly every state starts to close their borders again. We really just don't know what's happening in the next couple of weeks, let alone a few months but what's your sense? What do you think you might do? You have 12 staff right now so you're just getting to what I call that pain point!. Usually at about a dozen staff is when things start to fall down, because it becomes harder to do one on ones with all the staff and it becomes harder to keep good communication because things become more complex. So if you do start to grow and that goes into this whole idea of well what is our workplace? What your thoughts around that?

### **Lachy Gray**

That's a big question. How long do I have? I think it's really good. So something I ask myself every day. I think for me it's a mindset. Right? It's a mindset of how and where we do our best work. One of the things that I've appreciated, from our experience in the last 12 months or so is that what I thought was locked in stone actually turned out to be quite arbitrary. So in the routines that we were doing having to go into an office working nine to five. I thought that was really strange but it actually is not and it's changed overnight. So I always want to be asking like yeah what makes most sense for us now, within the next six to 12, months? What's working, what's not working? So, I don't want to be in a position where it's like oh well we're fully remote and that's all we are, or we only work in an office that's what we do. I think it will probably be a combination of both. I think it will probably remain largely remote but I think that Yano who live near each other will catch up regularly and we really encourage that. Every quarter site will all catch up as a team as well for our offsites in our in person catch ups for onboardings. So I will never be either or. I think one of the benefits of being remote is that we can hire people from anywhere in the world, potentially, which opens up a

huge diversification and introduces different perspectives to our culture into our business and that's something that I'm super excited about. It's a huge opportunity there. Also the opportunity to level out like how we work remotely. So Matt Mullenweg, the founder of WordPress, got 1300 fully remote people in businesses. He talks about a lot of different stages of going remote. He says "One of the most common is about stage two these five stages." Stage Two is where people replicate what they used to do in the Office Online. We did that in the early days like we had tons of zoom meetings because I wanted to make sure everyone was on again, checking. It was a shocker. So instead, embracing remote like just thinking about, which thankfully remote is one way to work in offices, another is just ways to achieve something. So what, so how can we really embrace the model, and make it work for us. So, having meetings asynchronously catching up in person for the team off site, making decisions asynchronously. It's all up for discussion. So I think that's really exciting, and I would like the team to lead that discussion as well. When I asked them regularly. What's working about working remotely, what's not working, what have you learned. So, I think for certain, it's going to be answered. It's going to change. But I think what will be certain is our hopefully our mindset and our perspective on it, to really embrace it and to make sure that it continues to work for everyone and if the team says hey, we'd really prefer to be back in office they are fine. I'm totally fine with that and always want to have that flexibility and I think that's super important.

**Karen Kirton**

That sounds great. And I wonder what stage you're up to have you gone back and have a look at those five stages?

**Lachy Gray**

I think we're heading towards stage three where we're trying to embrace the remote work. I don't think the stage is up from there where you can have people working in different time zones fully asynchronously, there's essentially no interruption to business continuity, and that still blows my mind a bit.

**Karen Kirton**

That's another level entirely, isn't? And then my head starts going through employment legislation. You know how you don't end up on the front page of the Daily Telegraph saying Yarno's got all these gig workers, basically.

**Lachy Gray**

Yeah, exactly right. But if you can get it going. And you've got a worker who produces a 24 hour cycle, which is potentially really powerful. So, it is a huge opportunity and some of these businesses have been doing this for 10 to 15 years. Yeah, so it's not new, it's new for some of us.

**Karen Kirton**

Yeah, absolutely. Well, I wanted to say thank you so much for your time. It's been an absolute pleasure it always is, as I say to you one day I'm gonna grow up and I'm going to be Yanoer because you know, I just have so much respect for everything that you and Mark do, and your organization. I think I've never seen anything bad, so you either show a really good face or know you're doing really good things... and I'm sure you do good things!. Thank you so much and I really appreciate your time.

**Lachy Gray**

Thanks for your time and kind feedback as well Karen and you're welcome to join Yano anytime!