The Future of Work podcast is a weekly show where Jacob has in-depth conversations with senior level executives, business leaders, and bestselling authors around the world on the future of work and the future in general. Topics cover everything from AI and automation to the gig economy to big data to the future of learning and everything in between. Each episode explores a new topic and features a special guest.

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Jacob Morgan:	Hello, everyone. Welcome to another episode of the Future of Work Podcast. My guest today is Jeffrey Puritt, the President and CEO of Telus International. Jeffrey, thank you for joining me.
Jeffrey Puritt:	My pleasure. Thanks for having me on the program.
Jacob Morgan:	Give people a little bit of background information about Telus International, for those of us that might not be familiar with the company.
Jeffrey Puritt:	Sure. We're a I guess a relatively small business services [00:00:30] company focused on client experience and digital transformation. We grew out of our parent telecom company, Telus Corporation, Canada's second largest communications company back in 2005. From then till now we've expanded from really just a single location in the Philippines providing inbound voice only support for three of the larger consumer programs for our parent company Telus serving its [00:01:00] Canadian customers. Today, to about 31,000 team members and 10 countries around the world, Asia, Central and North America, and Europe. Telus continues to be largest customer, but represents less than 25% of our business. We're serving really well-recognized brands across us growing technology, travel and hospitality, telecom utilities, and healthcare around [00:01:30] the world.
Jacob Morgan:	Usually, I suppose when somebody calls a call center for one of these companies, likely they're speaking with somebody that works at Telus?
Jeffrey Puritt:	There's hundreds of thousands of people in the industry, so I'm not sure I'm ready to yet say. Usually, they're calling someone at TI, but indeed, we have 30,000 plus team members in our call center. We call them contact centers now, because voice represents relatively [00:02:00] smaller base of our business as you know with the proliferation of different channels for customers to use to access their product and service providers. Sometimes it's not a call center, so they're not responding via voice. It could be chat, it could be email, it could be on social media. We do a lot of back off as non-customer facing work as well.
Jacob Morgan:	I actually had no idea you guys were that large 31,000 people. So you guys are quite substantial in size.

Jeffrey Puritt:	We're getting there. There [00:02:30] are some behemoths in our industry that our household names have been around a lot longer than we and are three, four times bigger than we are in terms of team member count. Indeed, we've had some tremendous success over the years. In the last three years alone, we've added 15,000 team members to our family. About 11,000 of that organically, and we completed two more acquisitions February of this year and August of last year, and that added about 4,000 in total between [00:03:00] two of them.
Jacob Morgan:	How did you get involved with Telus? What's your background? How did you get involved with the company?
Jeffrey Puritt:	I'm a recovering lawyer by training, and I had the good fortune to be working for a technology company based in Toronto, Canada back in 2001. I had been recruited only shortly prior there too in September of 2000 to help that company go public. I had a fair bit of experience in my private practice, helping companies access the public markets [00:03:30] through IPOs and RTOs, and the chairman of that company was someone with whom I've done business years before and made me the proverbial offer I couldn't refuse, so I joined the team in September 2000, helped write their perspectives. We were publicly listed in December 2000.
	For those who remember, that was not a great time to go public, and so literally within nine days of our stock being publicly traded, there was no market left for our stock. We went from hoping to be using our publicly traded status to consolidate other companies like ours [00:04:00] to looking for a potential buyer of our business and Telus was looking to expand its capabilities across Canada outside of its traditional telecom base and into internet capabilities, which was really the specialty of the firm, which I was working a company called, "Daedalian eSolutions."
	We sold ourselves to Telus, closed the deal in June of 2001 and I honestly thought they were going to tell me, "Thanks very much. Now that the ink is dry, don't let the door hit you in the butt on the way out," but to my pleasant [00:04:30] surprise they said, "No, we like you. We're going to find something for you to do here." Within two years of being with the Telus organization, I've been given an opportunity to take over their global M&A team. I called myself the "Professional shopper" for the company.
	In 2004, one of the first mandates I got was to go shopping for a contact center capability to support Telus in anticipation of a potential elongated work stoppage. What was originally, really just an insurance policy for [00:05:00] Telus to help manage call overflow in the event that our collective bargaining unit members, thousands of whom, almost 13,000 at the time working in our call centers were on strike. We didn't want to lose the position we had in the marketplace in Canada as providing the best client experience to our Canadian customers and 1,500 managers taking 13,000 seats in the call centers in the event of an elongated work strike.

At a minimum likely disadvantage average speed of answer, never mind [00:05:30] CSAT or NPS, or first call resolution. To avoid that potential outcome, my team's mandate was to go and find a call center to which we could send our overflow volume and to do it in advance of the potential work stoppage so that we could've already extended our carrier grade infrastructure into that environment higher and train up meaningful number of workers that were familiar with our technology and our customer base, so that when [00:06:00] we needed to flip the switch so to speak, they could hit the ground running.

Indeed, my team successfully searched over 47 companies in the Philippines. We looked initially in India and decided back then late '04, early '05 that we probably would have more success on the voice side. In the Philippines, we bought a control stake in this business called, Ambergris Solutions, February 15th, '05. We had the programs ready to be supported in August. The workers went on strike until December, and that was really the genesis [00:06:30] of Telus International. Then over the next two years, we found that we were actually getting terrific value both great service and competitive pricing by leveraging the global workforce.

So, it stopped just being an insurance policy and became sort of business as usual for us as we continue to grow our exposure to that part of the business. Then there was that massive earthquake that severed the undersea cable system between North America and Asia back in '07, January '07. [00:07:00] It reminded us, we hadn't done a very good job in terms of building true network diversity and redundancy into our network topology.

As we were thinking about where else can we have a second offshore facility to provide capability and support for disaster recovery or business continuity, customers that we'd inherited through that acquisition in the Philippines, mostly US, telcos, and technology companies who were pleased with Telus's involvement in that Philippines business, because of our investments in [00:07:30] carrier grade infrastructure et cetera said, "We love what you've done with the company, can we bring you more? Not just in the Philippines, but if you had an onshore US delivery capability, we'd bring you even more work."

By the way, many of our customers in US speaks Spanish not English as their first language. If you had a bilingual Spanish-English capability, we would bring you even more work. So we decided to kill three birds with one stone, and provide that diversity for Telus and take on that incremental work for those customers we'd inherited through the original acquisition. [00:08:00] We bought another company in Latin America operating in Guatemala and El Salvador, and built our own delivery center in Nevada. That really was the genesis of Telus International.

Here was me the professional shopper, recovering lawyer and Telus's CEO said, "You know what Jeff, this is now a substantial strategic asset for Telus. I want a Telus guy running it, not a professional renter executive. You're the only guy

who knows where the offices are outside of Canada, so why don't you go run it?"

Jacob Morgan: [00:08:30] Wow and naturally you said yes?

Jeffrey Puritt: I did indeed. No, admittedly before we went searching to buy that contact center company in the first place, I didn't know what BPO stood for. I've never heard that acronym frankly, but it's been a wonderful education and adventure to be a part of this industry. It really is quite remarkable, the transformation that's taking place during my short tenure and exciting to be a part of both the growth of our business in particular, and the transformation this industry is really a part [00:09:00] of helping to create a middle-class in so many of this emerging economies, and doing knowledge transfer, and providing skills and education to folks who fresh out of either high school or university, and now with skills where they can not just work anywhere in our industry, but frankly in any industry, or even have the skills to start their own business.

Jacob Morgan: What does a typical day look like for you? Not even just when you get to work, but even before you get [00:09:30] to work. What time do you get up in the morning? Do you have certain routines and practices that you do on a daily basis to get ready for the day before you even show up to work?

Jeffrey Puritt: I'm not getting any younger. I'm a 55-year young individual, so I think I'm on the final cusp of being a Baby Boomer. I am set in my ways I guess in terms of my daily routine. I get up pretty early, generally about 6:30 in the morning. I tend not to go to bed until after 1:00 in the morning. I'm lucky so far, still I don't seem [00:10:00] to require all that much sleep, but on those few occasions when I get a bit of a breather, I do find sleeping in until 8:00 or so, a real luxury.

I spend a lot of time on the road, because our team members are really all over the world. I just find that my role is to ensure that I'm leading by example and front and center for all of the activities that we undertake to continue to support amplify our corporate culture. That [00:10:30] means I'm in different timezones all the time, so I think my Ceridian clock is permanently irrevocably damaged. Even if I wanted to or could sleep more, I don't think I can, because I just, my body wakes up after every two or three hours. If I can, I go back to sleep and if it's time to get up, well, there we go.

I spend a lot of time on the phone with my direct reports. I do skip level reviews with my direct reports, direct reports. If I'm in front of my team members hosting [00:11:00] town halls, state of the union addresses, and talking about what's next for the business, and where we're going and making sure we have the requisite level of clarity and alignment around those goals both short and long-term, I spend a lot of time with our customers. I spend a fair bit of time meeting with investors, with regulators, and with our parent company representatives at Telus and that bearing private equity Asia.

I guess 70% of my time is spent [00:11:30] with my team members, and one level of the business frontline will write up to including my direct reports and 30% with external constituents.

Jacob Morgan: It sounds like a very dynamic day. I'm going to cue a little bit, because I'm working on a new book, On The Future of Leadership, and I want to ask you three questions that I'm asking a bunch of other CEOs from companies around the world. Then we'll dive in to some of the other stuff, specifically around Telus International and what you guys are doing. I want [00:12:00] to talk about your culture value chain and a bunch of other stuff there. Before we jump into that, what do you think some of the trends are that are going to shape the future of leadership over the next seven to ten years or so?

Jeffrey Puritt: Good question. I think first and foremost, not just in my business, but I suspect in most if not every business, talent seems to be the most valuable resource around. [00:12:30] I often say in my business that the competition for talent is more fierce than the competition for customers. It's why we, my leadership community, and I spend so much of our time with our team thinking about what we can do to ensure that we are an employer of choice, a destination of choice for talent, because ultimately notwithstanding the proliferation of technology in AI and all of the harbingers of doom and gloom around [00:13:00] robots replacing people in the business ecosystem.

I continue to fervently believe that so long as humans are the consumers, we need humans to provide support as well, but they just need to be better trained. They need to understand technology, and they need to work harmoniously on a realtime basis with all of these exciting new technologies, and at the same time be able to demonstrate the requisite empathy patients [00:13:30] and understanding to provide support when, where, and how customers want it. I think the trend of consequence is really the competition for talent. There's such a diverse spectrum of opportunity for talent how we position ourselves effectively to attract, retain our fair share, I think is going to be one of the ongoing challenges not just in my business, but in all businesses.

Jacob Morgan: [00:14:00] Are you concerned about the AI and automation at all?

Jeffrey Puritt: I guess concern is a possibly pejorative word and has a negative connotations. I don't really see it that way. There's a lot of us I just alluded to this prognostications regarding humans ultimately having nothing to do, because robots do everything for us. As I said, I don't subscribe to that philosophy. My thesis is today, if you hypothetically [00:14:30] take the entirety of every interaction between a customer, business, or consumer, and a vendor product or service, and let's say there's a million of those interactions in totality in the world today, I would hazard to guess that 30% of those interactions are simple, predictable, repeatable.

For example, a password reset, a data plan top up, those kind of things. If you don't automate [00:15:00] those, if you don't use AI and a chat bot, or some

form of automation to make those 30% interactions simpler, easier, less expensive, and frankly more meaningful for the customer, then I think you're going to be out of business in the near term, because someone else will do it for you. Frankly, it ought to be done, because I think it would deliver a better customer experience in the long run. Who wants to wait on hold and then [00:15:30] wait to speak to an agent and worry about making sure they understand you and you understand them? Who knows how long it would take just to as I say, top up your data plan or reset your password.

On the other hand, I think the residual 700,000 interactions using that construct that I described are not simple, are not repeatable, and are not predictable. As a consequence, they are not right for automation. That 30% number may evolve, [00:16:00] and maybe I'm understating it for today, and maybe it'll be 40% in the next day, week, month, year or decade, or higher still. My confidence level is that the proliferation of IOT, connected devices is marked devices gets smarter, cars start driving themselves, your refrigerator tells you when it's time to refill the milk or orange juice.

I think we, human beings, are going to need our own personal chief technology officer [00:16:30] at our fingertips to help us navigate this. Whilst millennials and Gen-Zs are certainly more comfortable working around all of these technologies. Even they I think need help on occasion. Although there's obviously a slightly different dynamic when they reach out for live agent support versus when a Boomer or an X'er does, it's almost on a mission of failure on their part.

I think that growing complexity in our world is going to require [00:17:00] more understanding and support coming from a more highly trained labor force. I don't think AI is going to displace humans. I don't think it's going to render my business obsolete to the contrary as long as we have the awareness, and willingness, and ability to invest in those tools and technology to attract and retain talent that can inter-operate with all of those technologies whilst at the same time being articulate, effective communicators, empathetic human [00:17:30] beings, I think we'll get the best of both worlds.

Jacob Morgan: It's interesting, because if you look at a lot of those reports, and I'm sure you've seen many of them, the jobs mostly likely to be automated, the taxing, accounting, those jobs are in your the top of the list, call center representatives, those are at the top of the list. I've talked to people at organizations like EY and KPMG, and they echo the same thing, the optimism, the positive [00:18:00] outlook, the upscaling employees, the focusing on the non-routine things. It sounds like in your case the same is true. When you see those reports, do you just look at those and say, "That's just wrong."

Jeffrey Puritt: No. I look at them and I say that I think they oversimplify and understate the true state of affairs. There's no question that today, there are literally tens of thousands of jobs that for the most part really [00:18:30] do involve relatively low skill, predictable, repeatable, simple interactions. Every single one of them

sooner rather than later I believe will indeed be automated. As I said, not only do I think the majority of interactions today not fall into that category, but more importantly what I think many of those doom and gloom reports underestimate is the proliferation of incremental interactions activities that will arise as a consequence of this new [00:19:00] world order that is technology centric that is going to be just ripe with opportunity for human assistance support, because of the complexity that is associated with it.

Unless each and everyone of us has our own astrophysics degree, I think we're going to be challenged to be able to effectively navigate that new world without support. The support we're going to want will not always be readily available through an automated interface. [00:19:30] Just by way of example, I spoke at a conference just last week. Although this is not from a common place example, I do believe it's emblematic of the class of interactions that I think will continue to be common place.

We had an agent in one of our centers in Romania who picked up a call. On the other end of the line, he heard a faint voice, wasn't sure what it was, thought it might have been a young child. Then after repeatedly saying, "Hello," the caller hang-up, but [00:20:00] the agent was able to call the number back. Sure enough after multiple efforts, finally got the child to answer the phone, and it turns out the child was alone in a mall somewhere and had become separated from his parents.

Literally, it took 30 minutes with the agent helping to inspire confidence and support the child, and be patient with the child, and ultimately help navigate remotely and direct him to a lost and found, and ultimately back to his parents. [00:20:30] There is no way on earth in chat bot could do that. No AI interface in the world could be trained to do that. While we don't have lost children as the most common transaction that we support in our business, to me, that is as I said, emblematic of the situation where all of us human beings have different capacity for learning and understanding. Not all of us have the requisite capability of interacting with new technology simply. [00:21:00] I think we're all going to need help at some point or another.

I really do believe that's going to continue to be a source of opportunity for businesses like ours to continue to make a difference. If your business is 90% plus, those rudimentary back office, accounting calculations well then you probably will be at a business sooner rather than later. If you have an inability or an unwillingness to invest in AI interfaces and next gen technology, [00:21:30] and digital transformation platforms, well then you probably will sooner or later become superfluous and no longer relevant in any business ecosystem.

I think interestingly, if I had a choice, do I want a empathetic, capable human workforce and then help them to train up, skill up on these technologies so that they can be concurrently providing realtime care and support for their customer base, [00:22:00] or the other way around, have a technology capability but no humans with any empathy or understanding on how to explain things to people.

Now, I would choose the former rather than latter, because I think we have a fundamental headstart in the area that will matter most.

Jacob Morgan: It seems like when most people talk about the AI and automation debate, isn't the big assumption there that we purely just want convenience and responses right away and that we don't care about experience? I always [00:22:30] draw the analogy of like if you were to hail a car for example, Uber for example, and you wanted to take a ride somewhere, there's a difference between simply getting you from point A to point B versus taking the scenic route versus explaining things that you're driving by as you go through a particular city.

It seems like in most cases, AI and automation is very good at in most cases, just getting you from point A to point B, but the whole experience [00:23:00] is removed. Maybe that's where that human element is maybe more relevant. I was talking for example to the chief people officer of McDonald's. As you probably have heard, they're implementing a lot of kiosks in their stores where you can just order via a tablet. When I talk to him about that, he said that they're shifting more towards being an experienced business where they'll bring you your food to your table, they'll ask you how you're doing, and they're going to focus more on creating [00:23:30] those human experiences instead of just convenience.

Do you think that same analogy might apply for you and your business as far as maybe using AI and technology and software just for the people that want to problem solve and then humans can help create those experiences?

Jeffrey Puritt: For sure, absolutely. I think your construct there is spot on. Look at Starbucks, initially selling a coffee experience as opposed to just selling a cup [00:24:00] of coffee, and charging pretty material premium for the product. If you are comparing product to product, I certainly don't profess to be a coffee aficionado, but I don't know if Starbucks coffee in and of itself is necessarily better or three or four times better than I don't know, call it Tim Hortons coffee, one of Canada's stable coffee distribution points. Starbucks was all about the coffee drinking experience. That was how they justified supported the premium [00:24:30] and considering their success, I think they got it exactly right. There is absolutely a customer constituency that is willing to pay a premium for the experience as opposed to just consuming the product.

If you look more broadly, so you'll talk about your Uber car experience, I think more and more there is absolutely not just a subsegment of the market that is more or most interested in cheap and cheerful, or just get me from [00:25:00] point A to point B as opposed to give me an experience touring the Eiffel Tower or whatever scenic landscape. I think even more broadly, across the entire ecosystem, anytime you have a human interaction, consumers where they don't need the human touch are absolutely happy to embrace the AI driven, the [00:25:30] antiseptic just get her done interaction, because there is no need for more.

I think more and more as I said before, we're going to continue to see so many not just opportunities, but requirements for a more humanistic understanding to provide the level of responsiveness that our species are going to require as we all move into this new technology driven age. [00:26:00] The opportunity I think is to really find that balance between digital and high touch. I don't know that it's entirely self-serving or aspirational on my part to think that if you look back over time, the businesses that seem to have been sustainably the more successful one or the ones that have somehow found a way despite the technology to really create this emotive [00:26:30] connection between their customers, and their own product or service.

If you think about Apple by way of example, people are lining up still outside stores overnight for the latest and greatest device. They are selling technology, literally, and yet it's the experience. It's the emotive connection that they have somehow been able to magically create between their product and service and their customer constituents that seems to be driving their continued success. If they pushed [00:27:00] all of their care, if all of their outlets were completely automated and there were no human beings around, I wonder if they would still enjoy that kind of emotional connection with their customers.

I think that same dynamic is true across the board, particularly where you look at the underlying product or service, these days I think customers are connecting with those product and service providers more than ever before [00:27:30] on an emotive level. It's because of how those companies are positioning their products and services, how they're supporting the consumption of those products and services, and the service ecosystem that is built around it to buy them, to interact with them, to get support for them, to repair or replace if it arises, so on and so forth. I think we have a really unique opportunity to maintain that human connection despite the ongoing [00:28:00] proliferation of technology and robotic process automation, and all of the rest of this technology driven ecosystem.

Because at the end of the day as I said, so long as it's human beings that are the end user, I just think it's almost like we naturally crave it. If you remember that movie with Will Smith, I think it was called, "iRobot."

Jacob Morgan: Oh, yeah. Yeah.

Jeffrey Puritt: I really enjoyed the film. I hope you did as well, but the man does that, the [00:28:30] professor, doctor, scientist who commit suicide and the whole film is about trying to figure that out. In one of those recordings, he talks about how they decommissioned those robots and yet somehow when they're all stacked up in those storage bins, they huddle together. It's a bit silly in some respects and yet at the same time, I think it was an interesting observation about the human condition. There is just something about our species in humanity I believe that just naturally gravitates to others of our [00:29:00] own species.

On the simple stuff, we just want it now. We don't want to wait on hold. We don't want to hear your life story, just get it done. Most of the time, it's something more human than that that we want.

Jacob Morgan: What do you think this means for skills that leaders in the future need to have? You talked about some of the trends around technology. I don't know if there's any other trends that you wanted to throw in there, but if so please do. What do you think leaders of the future are going to need to know how to do? [00:29:30] Again, looking maybe seven, eight years out?

Jeffrey Puritt: I think we're already seeing a departure from the traditional command and control leadership style in terms of its effectiveness. I think that's driven impart, because of the changing demographic in the workforce. I think millennials generally speaking come to the office with a different set of expectations than their predecessors did. [00:30:00] If you want to, as I said before, attract and retain your fair share of talent and now the line share of that is in this Gen Y, Gen Z demographic. You're not going to be the destination of choice if your leadership style is command and control.

Just by way of again example, when we used to run recruiting drives to fill training classes, to meet the next requirement for a customer program, if we weren't a little bit more thoughtful [00:30:30] responsive to that unique demographic, the first coffee break, those students left the training room and they never came back. It was as a consequence of recognizing that things really were changing in how perspective employees want to learn, how they decide what organization they want to be a part of that we needed to start changing fundamentally those kinds of interaction. So a lot more multimedia, a lot more interactive, a lot less prescriptive [00:31:00] esoteric, Socratic method training.

Same thing on the leadership front. I think you need to be a lot more emancipated. You better be in touch with your feminine self if you're a middle-age white guy, and you think you're going to be effective leading, inspiring, and engaging today's workforce, because they have choices, and they don't think about their role and responsibility in the workforce the way their [00:31:30] parents and grandparents did. I think successful leadership now and into the future is going to add a minimum, have to be a lot more aware, a lot more mindful of the human element in the workforce, which again I think is ironic. If we're talking about the proliferation of technology, how ironic that you need to be more mindful of people's feelings and their background, and the perspective they have on the rule they want to play in the workforce.

[00:32:00] Then similarly, again, to be effective in leadership now and into the future, I think you absolutely need to recognize and be well-read up on all of these new trends around technology. Because there's no way you can avoid them, they are absolutely going to transform our world, or already doing so. If you think about it as they being a copilot to the live agent pilot for example in my business across the landscape, I think [00:32:30] leadership will require this bifurcated understanding, what role technology will play in the business, in the

world, and in the workplace, and how to properly engage the new workforce to inter-operate in that technologically, savvy environment.

I think it's interesting times ahead to be sure, but not without requirements for a lot of thought.

Jacob Morgan: [00:33:00] I love that you mentioned it's focusing or it's forcing us to focus more on the human aspect, because I totally agree. I mentioned this in a lot of the talks and a lot of the things that I write about is that even in a technology driven world, we still want to work for people. It's this human aspect that's going to be so crucial. I want to shift gears a little bit and find out a little bit more about what it's like to work at Telus International. For people that are maybe not familiar with the company, they've never stepped foot inside one of your offices, [00:33:30] maybe you can give us a sense of what is it like to be an employee there. What programs do you guys have in place, benefits, perks, office style, anything that you want to share about what it's like to be a part of your company?

Jeffrey Puritt: Sure. I guess for starters, it's worth nothing that as I said before, we operate in 10 different countries. Whilst we certainly try to ensure a relatively homogenous experience for our employees whether you come to work in Guatemala City, or in Bucharest, [00:34:00] or in Las Vegas, or Montreal, or so on and so forth. There's obviously some differences. We try to be as sensitive to, as respectful of, as mindful of the unique cultural differences in those cities, in those communities where we operate. We spend a fair bit of time searching for the best delivery partners in those geographies to begin with.

Then once we acquire those businesses, unlike [00:34:30] I guess a traditional acquisition environment where the large acquiring company crashes the will to live from everybody locally and uses the mantra "It's my way or the highway." Rather we, having spent that much time and effort to locate the best delivery partners locally, we think the best thing to do is to empower them to keep them in their leadership positions and to then make available to them our balance sheet, or we believe to be best in class practices around for example, recruitment, retention, engagement, reward, recognition, [00:35:00] tools, technology, process, policies, et cetera.

To make all of those things available to that local leadership really on a cafeteria style menu and hopefully over time at their own pace, hopefully sooner than later, but at their own pace, they will avail themselves of all of those things to improve how they do what they do, and to help us grow the business in totality. That's really been the success. When you start out considering joining the business again by way of a differentiator, we do a lot of recruitment [00:35:30] drives at the universities, because that's where we find most of our talent. Instead of just setting up a booth, or a table with posters and paraphernalia describing the business, one of the things we try to do differently is in the last several years, we actually have built not just virtual videos of all of our sites

from around the world so you can get a firsthand experience of what it's like to go there.

We actually built them using 3D. We actually have 3D [00:36:00] goggles on our recruitment sites, on the university campuses. So, you sit down in a chair, you buckle in because you might actually fall out, and you watch these virtual site tours in 3D to really wet their appetite on what it's like to actually be in one of our centers, whether it's locally or around the world. Once your appetite has been wedded, again, our recruitment centers in our sites try to again recognize the difference between [00:36:30] the traditional call center environment, and the kind of agent you'd be recruiting versus who we're looking for.

We structure our facilities differently. Our interview rooms in many cases look like you're auditioning for a movie or a television show, or it's got bright colors, and plants, and things to again put you at ease, and help you feel like it's a little bit different than normal. Again, no matter what city we're in, we think we have some of the nicest offices in the world. [00:37:00] We're not located out in business parks on the outskirts. It's not some basement hole in the ground somewhere. We are in class A real estate, and generally right in the downtown core. More often than not, our facilities are adjacent to large shopping malls, movie theaters, skating rinks, so that our employees can come to work and whether it's on the way to work, or on the way after shift, can do their shopping and their activities, and interact [00:37:30] with their colleagues and friends and family, because it really is a fairly comprehensive experience to be part of our business, part of our industry.

We want folks to be able to feel like they have the same lifestyle at work almost as they do when they're at home, when they're with their coworkers or family members, and so they almost think of them interchangeably. We work hard to ensure that workplace from the training room, to the production floor are inspiring in [00:38:00] every sense. It's not like it's a dark, dimly lit environment with no windows and what have you, but to the contrary, high ceilings, lots of windows, brightly lit. We have games rooms and every one of our facilities and by games room I mean we have video games, and air hockey, and foosball, and ping pong. We have basketball courts. We have soccer fields right in our facilities, and some of them right up on the roof of our buildings.

We have onsite [00:38:30] gyms that are equipped with the latest and greatest exercise equipment, as well as onsite instructors to lead yoga classes. We have massage facilities in some of our sites. We have daycare facilities.

Jacob Morgan: You have everything.

Jeffrey Puritt: We try to have almost everything. Indeed, we're very proud Google has been one of our longest tenured customer since 2011.

Jacob Morgan: Oh, wow.

Jeffrey Puritt:	When they first came to our office in El Salvador, they came back and said, "We got to tell you that your site [00:39:00] in El Salvador is Googlier than ours in Mountain View."
Jacob Morgan:	Oh wow, that's quite a compliment. Of course I have to ask and I'm sure a lot of people are thinking this. Why bother? Perks and all that sort of stuff, I think those can be great, but would you say that that's like a core strategy for you or is this just something that is an add-on on top of changing the core workplace practices inside of Telus International? [00:39:30] There's a big debate around perks and benefits, and should we give employees all this? Is it too much? Where do you stand in all that?
Jeffrey Puritt:	Yeah, so again I think it's a very, very good question. I really do think these kinds of work style conditions ought to be considered core. I know that that's probably heresy to say these days. I think the conventional wisdom is the most important thing is challenging, [00:40:00] rewarding work in a corporate culture that makes you feel like you're being recognized and rewarded. I couldn't possibly disagree with that. I don't think that's enough anymore. I think that's table stakes. I think there are too many choices out there for the kind of talent that we want. Not only do we support Google, but frankly we compete with Google for talent. So why in God's name would a talented university graduate want to come and work at little old Telus International when the very same [00:40:30] skills they have are the skills that are being sought after by Google?

If I don't recognize that that's my competition for talent, and therefore I need to do as much as I possibly can to be as attractive destination as they. Shame on me if I have any illusions of actually being able to get my fair share of talent. I will lose to them every day. Again, I'm not naïve. I know that Google has, what is it, a million plus resumes on their HR teams desk at any given moment. [00:41:00] So they get to pick at a letter and we're a million miles away from being in that movie. In many of the markets where we operate, we are already the employer of choice. We are the largest BPO provider in the country, in many of the countries where we operate are top five.

I do believe that one of the core drivers of our differentiation has been this euphemistic, having a Googly environment, recognizing that you got to provide all of these things and they are table stakes. You have to provide [00:41:30] competitive pay, right? Again, you hear about these survey results and say, "Pay is not even the top three things that drives employees to join or to leave." Again, I think there's a bit of a false narrative there. I think as long as you're in the top 20, 30 percentile of payors, then I agree pay doesn't matter anymore. If you're paying at the bottom decile, I don't care what else you're providing. [00:42:00] You're not going to attract and retain talent, because they have choices these days. I really- |
| Jacob Morgan: | The context is missing. I think you're right. A lot of people see that and they don't get the context behind this. I think it does make a big difference. Like you |

said, if you're at the very bottom of the pay, the pay spectrum, it really doesn't matter what wonderful things you're going to give people.

Jeffrey Puritt: Yeah. Again, we try to be unique and thoughtful about this. In our Latin America operations in Guatemala and El Salvador for example, [00:42:30] we spent years trying to figure out what we could do differently on the perquisite front be on sort of the usual. One of the things our local team discovered was providing health insurance benefits to our team members, particularly family benefits for their children, didn't seem to resonate. As we delve deeper, we finally figured out why and in retrospect, it seems like, "Duh, why didn't we figure that out sooner?"

The vast majority of our team members are millennials. In Latin America, millennials, [00:43:00] the folks in that age group, they don't leave home until they get married and have kids. Even well into their mid-20s, even though they are now graduated in a work, unless they're married with kids, they're living at home. Offering those employees insurance coverage, health coverage, life insurance et cetera for they and their children had very little appeal.

On the other hand, we also came to appreciate that the vast majority of our employee base came from families whose parents had never had insurance coverage. [00:43:30] Instead of offering general insurance for their kids, which they didn't have most of the time as I said, although that is still available, we actually worked with the insurance company locally, and we were the first employer ever in the country in Guatemala and El Salvador to provide insurance coverage for our employee's parents.

All of a sudden, we had hit on something even better than we'd initially anticipated, because not only was this meaningful to our employees because they had parents who had never [00:44:00] enjoyed insurance coverage before, but when these millennials would be out Friday or Saturday night drinking with their buddies, and the next morning nursing a hangover, and possibly thinking about calling in sick, mom and dad would rush into the bedroom and say, "Hey, get out of bed and get to work. My insurance coverage is at risk."

Jacob Morgan: Completely makes sense. These perks and these benefits, and all these other wonderful things, [00:44:30] it sounds like you guys also do focus a lot internally just on corporate culture. I know you're very big on corporate social responsibility. You have something that I've seen some videos called, "The Culture Value Chain." I think you've been able to correlate culture to performance inside of Telus International as well, right?

Jeffrey Puritt: Absolutely. We worked with Frost & Sullivan a couple years ago, and had a number of case studies to demonstrate absolutely empirically, unassailably [00:45:00] that you can indeed correlate your investments and your corporate culture that drives better levels of engagement, improve levels of attrition, and ultimately drives better productivity and profitability. We learn from our parent company Telus that it's been recognized previously. I think they were the first

Canadian company to ever be recognized as the world's most philanthropic company by the Association of Fund Raising Professionals back in 2010.

I've really [00:45:30] embraced the notion that CSR, particularly in the countries where we, Telus International operate is not just soundbite or a feel good video opportunity whilst it's certainly all of those things. It has really become a foundation, a rallying cornerstone to our business philosophy and to our success. I think more and more, we see businesses with whom we interact or recognize this notion of operating with a social purpose. I think [00:46:00] what was a BlackRock CEO earlier this year put out a statement to his investing portfolio companies reminding them that all of those companies weren't also thinking about their responsibility to give back and to make the world a better place.

They were doing themselves and their constituents a disservice. I think more and more, we're seeing governments on their own, simply don't have the wherewithal to look after their citizen really effectively. So it really requires corporations to step up and feel the gap. More and more [00:46:30] particularly as I said in the countries were we operate at TI, providing a platform to our employees that empowers them to be heroes in their community, to give back in a meaningful way. Really our lines resonates with their own personal philosophy, seems to be quite well aligned with the whole millennial demographic thinking, we rather than me most of the time.

When you're building schools, and homes, and [00:47:00] orphanages, and palliative care facilities and really helping to make your community a better place, the engagement you get from your team members is really quite remarkable and it's infectious. They come out on a Saturday and they work arm in arm with their colleagues helping to make a difference, make the world a better place, give back to those less fortunate. When they're back in the office the next day, they're talking about what they were doing when they were out there together and everybody is smiling.

It [00:47:30] tops up. It refills their reservoir of grit, and passion, and energy. It builds this collegiality that is really difficult to quantify, but you then look at how it translates into in our case, 83% engagement as measured by Aon Hewitt. 50% lower attrition on average in every mark that we operate compared to our competitors. Then when you correlate the cost of back-filling attrition, and then having to spend [00:48:00] money on re-recruiting, and retraining, and waiting for new team members to get to proficiency, the implications on productivity and profitability for ourselves and for our customers is undeniable.

We really have found that CSR is a cornerstone for our business philosophy, really embracing it in our corporate culture. It has been so critically important in every element of our business. It really is this virtuous cycle, the fuel success.

Jacob Morgan: [00:48:30] Yeah, it sounds like it. It sounds like you guys have been doing quite a lot of work on this as well. I'm glad that you were able to use some of these

great organizations to get that correlation between culture and performance. I know we have just a couple minutes left, and I want to transition a little bit to something different. That's how do you deal with tough choices? When it comes to either strategic business decisions, with having to layoff employees, with having to think about AI and automation and that impact it might [00:49:00] have on jobs. How do you go about making decisions that are tough and difficult that need to be made?

Jeffrey Puritt: I guess for starters, I'm fortunate that I'm surrounded by a very talented experience leadership team. I value their input and their views. We have not just at the senior leadership table in my business, but frankly across [00:49:30] our entire organization a doctrine of framework that we use for decision making called, "Fair process." Wherever possible. We try and implement fair process to explore, evaluate decisions that we have to take. Obviously, fair process is not democracy, but it ensures to the largest extent possible that folks have an opportunity to express their view.

For me, having the benefit of the experience [00:50:00] perspective and insight of talented leadership community is critically important to de-risk the decisions that I have to make. God knows I've made lots of mistakes in my career, and I'm sure to make more, but I'm hopeful that I make fewer bad decisions as a consequence of taking advantage of the talented community that I have available to me as a sounding board to guide my decisions.

I recognize that ultimately it may not always get a hundred percent [00:50:30] consensus on any particular decision and it's my responsibility as the leader to break the tie so to speak if we don't have consensus, and to make those hard decisions ultimately. I'd like to think that among other things, my decision making is guided by compassion, guided by longer term thinking. We have many examples where in the near term, the financial implications of taking a decision may not necessarily be the best ones for the business, but longer term I [00:51:00] think they are the right decision.

By way of example, if we're ramping down a program for a customer that could potentially lead to the displacement, the unemployment of many of our employees, it's a relatively easy financial decision to take. Well, no more revenue from the customer. Well then we have to eliminate the expenses, and those employees need to be terminated. In many cases, what we've done is in anticipation of new business coming in the door in the relative near term, we have simply ramped down those programs and move [00:51:30] those affected employees into retraining to prepare them for the next program.

We are suffering near term EBITDA delusion, because we've got expenses that we're carrying with no associated revenue. Our belief is in the longer term not only will be better positioned to support the ramp up of this new programs when they materialize, but our employees, both the ones directly affected at the time when everyone else is well will recognize that the company has made investments in these team members is continuing to make [00:52:00]

investments in these team members, and in turn they will recognize and reward us with higher levels of loyalty, because they knew we were there for them during the tough times.

You can't afford to do that indefinitely. You can't keep folks on the payroll for inordinate amount of time if you have no visibility into future revenue to offset that expense. I think unlike a lot of our competitors, we do take a far more humanistic view of that. [00:52:30] For me, it's not just the right thing to do. I sleep better at night as a consequence, but I think when you're running your business like a family and you expect your family members to feel towards the business and their coworkers like their family members, well then you got to put your money where your mouth is, and you got to be willing to take the good with the bad for some period of time.

In the long run, I believe you will be rewarded with higher levels of loyalty that lead to higher levels of engagement, productivity, and ultimately profitability.

Jacob Morgan: [00:53:00] It's interesting that you mentioned treating the company like a family, because that itself has been a huge point of debate for a lot of people. We've heard of this concept of tours of duty, of not treating employees like a family, and just expecting that they're going to leave after a couple years. There's some organizations like yours that very much do believe in treating employees like a family and not like just transient people that are going to be there and then leave. [00:53:30] You really believe in that kind of, the family mentality. When you hire employees at Telus International, you don't assume that they're just going to leave after a year or two years. You really invest in them while they're there.

Jeffrey Puritt: Oh my goodness, I couldn't be more committed to that concept and more opposed to those other business leaders that think oppositely. I've heard in the last 13 years since I got into this industry so many CEOs in my business [00:54:00] who have said, "We need to have a healthy level of attrition." [crosstalk 00:54:04]

Jacob Morgan: Yeah, I've heard that.

Jeffrey Puritt: Right? I just find that expression so repugnant. If you're thinking about your team members as widgets, as assets, then indeed it's very easy to just churn them in and out. Surprisingly, those are the relationships you probably have not just with your employees, but with your customers as well. Their value proposition from start to finish is your mess [00:54:30] for less. They choose inexpensive locations. They invest little in their facilities. They can't charge a lot for their services, because they don't have a tenured team member to deliver exceptional experiences, so they have to churn and burn the transaction and the team member in order to manage some nominal level of profitability.

Our value proposition, our entire business model is the inverse of that. Although we're 24% [00:55:00] attrition on an annualized basis, that still breaks my heart. That's 24 our of a hundred members of my team leaving the family every year. I want my team to get that down as low as possible and I recognize it'll never get to zero or even single digits. The nature of this industry and the markets in which we operate, who is attracted to the industry of first instance, and the options they have after they've spent a fair bit of time, getting the training that they get, they have options. [00:55:30] We can't afford to pay everybody a million dollars a minute much as I wish we could. I get that we're always going to have some level of attrition, but I don't think any level is healthy. Zero is the only healthy level of attrition. We can't get there.

The more tenured my team member are, well, they may be more expensive, but they deliver better service. I can charge more for those services. I think quite differently than many of the folks in my business and frankly I guess in other businesses as well. The investments we make these days [00:56:00] are thousands, tens of thousands of dollars. If you just knowingly, willingly sit by and watch them walk out the door after three, six, nine, twelve, eighteen months, shame on you, what a squandering of investment.

If you really want talent to not just make its way to you in the first place, but to grow their career with you, well you got to reciprocate. You got to give them a career path. You got to say to them, "Listen, I've invested in you and I'm going to continue investing in you. Today, you're a [00:56:30] call center agent, but tomorrow you could be the CEO of this business, this division or take my job. I'm willing to work with you to help you to get there. In return, you just got to show up, and keep showing up, and keep demonstrating the level of commitment to the business and proficiency in the role."

For me, that's a far more interesting, exciting ecosystem to work in every day. These days, we all spend almost more time at work than we do away from work. Don't you want to go someplace where you feel like you have [00:57:00] a career, you have a future, you want to be part of something important and different, and be part of a family? It's surprising to me that they're still used to the contrary there.

Jacob Morgan: I love that approach, because it almost seems like you take offense to that. It's like, how could there possibly be these executives that are out there, that are thinking this? I love that you're so passionate and such a big believer in this family mentality. Last question for you before I just ask you some fun rapid fire ones is [00:57:30] how do you cultivate this mentality? I get this question a lot whenever I speak at conferences. People come up to me and they say, "You know what? I believe in this, how do I convince my manager to believe in this? How do I get my leaders to believe in this?"

I don't know if you have any advice on that, or even yourself, do you have any direct reports sometimes that just don't align with you on this, and they just

view people as cost, and numbers, and dollars, and cents. How do you change that [00:58:00] mentality to really focus on this human aspect?

Jeffrey Puritt: Yeah, so I can tell you I absolutely have had a front row seat to exactly that dynamic. My own thinking, my own views, my own feelings on these topics have indeed evolved as I've gotten older, more mature. I hope a little bit more experienced and have had the privilege of supporting this business as it's grown from fewer than 3,000 people in one country to where we are today. [00:58:30] I have indeed had members of my leadership team over the years that really didn't see eye to eye with me on this topic and really did act towards their team members in a manner that I found really inappropriate.

I guess my experience has been first and foremost, I think it's my responsibility to lead by example. If I expect people to behave in a particular fashion, if I do as I say not as I do, I shouldn't expect [00:59:00] any kind of meaningful take up of my proposed approach. Unlike with our CSR activities for example, when we host our days of giving and when we're out there building schools, and houses, and what have you, it will be all well and good for me to say how important that stuff is. You guys all get out there and do that, but I'm going to be back at the office, or I'm going to be meeting with a customer or a banker, I have a phone call to take, or I'm just going to be on the site. While you guys are all working, I'm going to be doing photo ops and kissing babies and all the rest of that.

To the contrary, [00:59:30] I love being out there and building, and mixing it up, and getting in there. As I'm getting a little bit older, I realize I can't lift quite as much as I used to, but I still want to be part of the construction team. So I lead by example. Then not surprisingly, folks great from the frontline too and including my direct reports recognize that I am serious about the importance of that stuff and I lead by example, put my money where my mouth is. The first approach to having members of my team that aren't [01:00:00] thinking and feeling about these things the way I do is to hopefully model what good looks like and hopefully they will take their cue when or if they don't, then the next step is to take them aside and point out, I notice that on this occasion or on these occasions you have a continually interacted with your team members in a way that really seems to suggest.

You don't value them as human beings or their opinions, or their contributions, you really regard them more as disposable assets in the [01:00:30] supply chain. I'm not sure if you've noticed, but you don't generally in my experience get the best out of people when you treat them that way. Have a conversation with them about how they view that interaction, why they think that the way they're doing it is better than the way I'm suggesting. Again, hopefully using persuasion, and patience, and understanding, see if I can't convert their thinking and behavior.

Then ultimately, if that's not [01:01:00] successful, then indeed on a few occasions, I alluded to earlier about mistakes I've made in my career. Some of my most heartbreaking mistakes have been hiring people that ultimately turned

out to not share my values and philosophy around people and leadership, and ultimately had to exit them from the business. Because I had AHOs in them in the first place and didn't want to be seen to be micromanaging them, in a couple of cases they were in their roles [01:01:30] for over 12, 18 months and frankly wreaked havoc on the business during that time in terms of the interpersonal relationships that they had. It was heartbreaking to me, frustrating to me to in some cases have to sit back and let it happen.

Then finally, I just had to step in and say, "Listen, this can't go on anymore." Part of the biggest challenge in the role I found is dealing with those issues.

Jacob Morgan: All right, I have a couple fun rapid fire fun questions for you before we wrap up. First one is what's the most embarrassing [01:02:00] moment you've had at work?

Jeffrey Puritt: Oh my goodness, what is the most embarrassing moment? I'll pass. I'll come back to that one. I can't think of one off the top of my head, I'm sorry.

Jacob Morgan: All right, if you were a superhero, who would you be?

Jeffrey Puritt: Another good question, Underdog.

Jacob Morgan: Underdog, okay. What's a book that you recommend? It could be a business or a non-business book.

Jeffrey Puritt: Oh gosh, that's easy. " [01:02:30] Sapiens." I used to read veraciously when I was younger. I love still to read, but I don't find, I have as much opportunity to nourish my soul as I used to from reading fiction. Now, I reserve a couple days over the Christmas break and come hell or high water, I read a book and it had been recommended to me quite sometime ago, and I only just got to reading it this past Christmas. I think it was on the New York Time best-seller list for a few years. It's already I think it was 2014, 2015, [01:03:00] Yuval Noah Harari and he wrote a sequel just more recently, "Homo Deus."

Jacob Morgan: He was a podcast guest.

Jeffrey Puritt: Was he?

Jacob Morgan: Yeah.

Jeffrey Puritt: I just saw something on television the other day. It was an excerpt of some speech he gave I think at Berkeley or UCLA or something, but fascinating. I love Sapiens. I think everybody should read it and I can't wait to read Homo Deus, but I fear it's going to be this coming Christmas before I finally find time to do so.

Jacob Morgan:	If you were doing a different career, what do you think you would've ended up doing?
Jeffrey Puritt:	[01:03:30] Probably teaching. My father was a university professor. When I was a practicing lawyer, I taught part-time at the university. Although it had the lowest ROI in terms of dollars, it probably had the highest ROI from an EQ perspective. I really enjoy the opportunity to be surrounded by students and their appetite for knowledge and learning, their enthusiasm and energy I found quite infectious. That's part of the reason why [01:04:00] I love the job I have now, because so many of my team members are young and looking to learn and move ahead, particularly in these countries where we operate where they really don't take their jobs or their opportunities for granted. There is no sense of entitlement.
	If I wasn't in this industry in this business, I think I'd probably look for teaching role.
Jacob Morgan:	If you could have dinner with anybody, who would you have dinner with?
Jeffrey Puritt:	Do they have to be alive or can I bring them back from the dead?
Jacob Morgan:	You can bring anybody back.
Jeffrey Puritt:	Gosh, [01:04:30] it's a long, long list, but just off the top of my head I'd say probably Nelson Mandela.
Jacob Morgan:	Okay, I had a-
Jeffrey Puritt:	My father met him a couple of times when he was working in South Africa. My dad shares with me a couple of jokes the two of them exchanged with one another and beyond all of the obvious remarkable accomplishments of the man and his life, considering his background. I think I would learn a lot from him and I would get a lot from the interaction.
Jacob Morgan:	Okay, last couple for [01:05:00] you. If you could live anywhere in the world, where would it be?
Jeffrey Puritt:	I don't know that I can answer that in what city or what country. I'm not all that fussed about what city or country I live in. I just want to be with my family. I want my kids near to me and we could be on Mars frankly. It doesn't matter just so long as I got to be close to them. On those few occasions when I actually have time to be at home, we can do really what I find most nourishing for my soul, [01:05:30] which is to watch old movies and to play cards, and boardgames, and really marinate in my family.
Jacob Morgan:	If you could get rid of one workplace practice at Telus International tomorrow, what would you get rid off?

Jeffrey Puritt: The Jeff said game.

Jacob Morgan: Okay, now I feel like there's a story behind this.

Jeffrey Puritt: I don't think it's unique to TI. I think it happens in every company and replace Jeff with the name of the CEO in that company. If it's your company it's "Jacob [01:06:00] said." When it was IBM it was, "Jack said." This are these urban myths that seem to proliferate across every organization and as a result of broken telephone someone somewhere says, "Well, the reason we can't or can, or must or mustn't do this that are the others because in my company because Jeff said." More often than not I find during my focus groups and my frontline leadership forums that I finally surface a lot of these Jeff saids. Since I'm Jeff, I happen to know that Jeff never said that [01:06:30] and get as a consequence of this broken telephone dynamic, what I may have said somehow got bastardized or contorted, or misconstrued to the point where it's now this urban myth that the reason why we don't do this or you can never do that is because Jeff said.

In so many cases as I said, Jeff never said that. So, it'd be nice to get rid of that, but the best I can do is, is I say, "I host these frontline forums as often as I can, everywhere I can," and invite my frontline team members [01:07:00] to surface these situations with me so I can try and dispel those Jeff said urban myths.

Jacob Morgan: All right and the last question for you, if you could implement one workplace practice at Telus International, what would you implement?

Jeffrey Puritt: I'm not sure that I'm constrained in practices that I can implement. I think we're doing a remarkable job, again, the HR team in particular that really enable this for us have done a remarkable [01:07:30] job and implementing a whole bunch of my wishlist around the things I wished we could do in our business. Maybe the one thing we don't do as much as I would like, we do it in part is international exchange. I think one of the unique advantages of our business is giving people in parts of our business, the opportunity to work in other parts of our business, and by that I mean other parts of the world.

I think there's really something quite unique and special about saying to a young lady whose grown up in Guatemala [01:08:00] City that at some point she can actually go work for three, six, nine, twelve, eighteen, thirty-six months in Dublin, Ireland or Bucharest, Romania, or Montreal, Canada. Although as I say we do it occasionally, I'd like to see it institutionalized more meaningfully such that it is every year a hundred or more of our team members get to be part of a program, a high-performer program or something like that where they get [01:08:30] to go and take their career to another part of the world and immerse themselves in that part of the business, in that culture, learn that language, see how other parts of the business work, and then repatriate that experience and knowledge back to their home.

Jacob Morgan: You've been very gracious with your time. Any last parting words of wisdom that you would like to impart on all of the listeners of the Future of Work Podcast?

Jeffrey Puritt: I guess I'm grateful for the invitation to speak with you, Jacob. [01:09:00] I truly am. Your questions have been quite insightful. I'm sorry I wasn't able to answer all of them, but did the best I could. With your support, maybe I can persuade you to come and spend more of your time with my team or teams around the world. I think they'd benefit from your insights as well.

Jacob Morgan: That will be fun, would be fun for sure. Jeff, I know you're super busy, and I just want to say thanks again for joining me.

Jeffrey Puritt: My pleasure. Truly my pleasure. Hope to meet you in person.

Jacob Morgan: Yes, [01:09:30] likewise. Thanks everyone for tuning into this week's episode of the podcast. My guest again has been Jeffrey Puritt, President and CEO of Telus International. Make sure to check him out. Jeff, you're on LinkedIn as well, right?

Jeffrey Puritt: I am.

Jacob Morgan: Okay, perfect. So you can find him on LinkedIn and visit Telus International. I'll see all of you guys next week.