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SPEAKERS

Jacob Morgan



Jacob Morgan 00:00

Today my interview is with Julie golden. She is the co chair of the board Executive Vice President of Strategic Planning and corporate development at CGI, which is among the largest IT and business consulting services firms in the world with over 90,000 team members, so it's a huge company. And as part of her role, Julie is responsible for making sure that all three types of the company's stakeholders are served and represented. She's also leading the company's strategic planning, marketing, communications and mergers and acquisitions functions. So needless to say, Julie is quite busy, she's got a lot of different things that she's focusing on over there. If you are a subscriber to the show, which I hope you are or will consider to be on Apple podcasts, you'll also get access to a bonus episode, where Julie talks about how to create a culture of ownership and how to be an owner yourself, the importance of emotional intelligence, and how to get out of your own way so that you can become successful, you can subscribe on Apple podcasts to get access to this episode, as well as weekly bonus episodes, you can also get ad free listening and early access to new content, I hope you decide to subscribe. And now let's get into this episode. Well, probably the natural place to start would be to get a little bit of background information about you. And about the company in case people are not familiar with it. So what what do you do there? And what does the company do?



01:29

So let's start maybe with what the company do. Basically, we are a global world class into an IT and business consulting services company. We use the power of technology to help our clients accelerate their holistic digital transformation. We have 1000s of clients more precisely 5500 in 40 countries for her different offices. Like I said earlier, we have 99 90,000 employees, which we call members. And the reason we call them members is because they can be owner of the company through our shepherd fund. So for every dollar they invest, we invest \$1 for them. And it gives them the right being an owner it gives them the right to transparency, visibility, communication and be part of take part of the life of CGI, okay. And we also serve our clients through 10 different industries and 2426 about 26 Sub Sub sectors. Maybe I can give you examples of what we do more concretely or that would be great. So for example, in retail, we

help our clients to automate supply chain processes from Order to Delivery. in transportation, for example, we do help them with their reserve research system. For example, in in real company for the space industry. Since the 1970s. We've helped our clients with more than 1000 satellite missions. We delivered mission critical space systems around the globe, we support major navigation, communication, and Earth Observation Program. We share innovative uses of space technology and data with clients to solve key business challenges. And for example, the satellite images and data we produce are used to establish weather forecasts, which is cancelled by more than 3 billion people. We also working with the satellite data for the Europe European space agency to help better map and monitor the impact of wildfires, and so on. Yes, and on financial sectors, we have our clients transfer more than \$21 trillion it sorry, US \$21 trillion US financial transactions every day, including real time payments through our IP solutions, and so on and so forth. Wow.



Jacob Morgan 03:52

So let's talk a little bit about how you got to the executive role. So you are co chair of the board Executive Vice President of Strategic Planning and corporate development, you know, one of the top executives at the company, what was your path like to get to that role? So maybe you could start way back and kind of go over what your career path and trajectory was like, and was it a typical career path and trajectory?



04:15

Okay, it was a good path at all. I actually studied in kinesiology, which is actually a bachelor degree where you apply Exercise and Movement Science to promote health and well being. It prevents manage and rehabilitate, injuries and restore functions and so on. And optimize human performance in the workplace. It'd be it can be also in clinical clinical settings, in sports or in fitness. So that was really my passion. And when you compare it to what I do today, I believe that strong common denominator is really helping people. Yeah. So after my kinesiology, my bachelor's degree, I started to work in what was more common in gyms. Even though I really enjoy the interaction with people and so on, I didn't see myself really growing to that path. So I started to found my co founder and my, my company, which was oxygen, corporate health was promoting health and well being within it within the workplace. So we sell our services, IP, and so on. So I did that for five years. And I believe as a third year when sales, my father, who was the founder of CGI, started the conversation with me if I was if I would be interested to, to work with him in the family business, and be part of the success succession. So that was about the third year, it took me two years to decide not not to convince me, but really, because I had my team that back then I wanted to make sure I do it, right transition and so on. Make sure that I take the right decision as well. So two years after oxygen, my team transferred to CGI and the art today, since then, the global and the global health and well being program with the entire CGI globally. So this is where I started, when I started, sorry. And my first, my first responsibility when I started at CGI was really, in HR, we are a center, we are a center where people centered business. So we thought it was super relevant for me to start in HR to really understand the people, the company and so on. And we started to add after that incrementally, there are some strategies that people use is you do a role for a year or two or three years, and then you jump in another role and so on. But our strategy, and when we we talked to the board as well, and we discuss among ourselves, we thought that the strategy to add responsibilities along the way, was probably the best one for us. So we started in HR. And

then I was given board responsibilities, IT security, marketing and communication, eventually mergers and acquisitions. And more and more on top of that, more and more and more to see I was doing and make sure that was surrounding myself with the best people. And this is how it started. Yep. And now I do have also in the list, what the latest one we added is a global business and strategic IT consulting, as as a function is responsibility globally as well.



Jacob Morgan 07:37

So what was that process? Like? I would imagine it's probably quite intimidating. Or you have your your dad who started this company that now has 90,000 employees, you're doing something totally unrelated? Well, not not directly related to to it and consulting and all that sort of stuff. And you're brought in as an executive at this organization. Did you feel like you were maybe a little bit underwater that you had to get up to speed on things? I mean, how did that feel when you were first brought into that role? Like on day one?



08:07

Yeah, that's a good question. So yes, it was a bit overwhelming at the beginning.



08:14

So you learn how to take your ego and put it on the side. And really ask questions and try to learn as much as possible. Ask questions and try to understand our our offense say to people that I started to be good at listening. When I started that job here being an HR,



Jacob Morgan 08:33

how many years ago was that? By the way? When you started? I was



08:37

2009. Yeah, because other than nine? Yep. So basically, was trying to understand and also be comfortable with the unknown. And be able to say, I don't understand this. So let me go and try to find the answer. Have the conversation as a question you want him to accept as well, that to be vulnerable is not as big of a deal.



Jacob Morgan 09:07

Yeah, well, as you know, I'm working on a book on leadership and vulnerability. And so many people are scared of that idea of being vulnerable, because they didn't want to be perceived as being weak or incompetent or anything like that. Was that a fear for you ever? You know, being vulnerable and how people might perceive you?



09:26

Yeah, I think of course, it was a bit like that. At the beginning, I was putting a lot a lot of pressure on myself, as you can imagine. So I remember that time the CEO was Mike Roach, and I went to see him and by the way, I was not really speaking English really well. Communication was really was really hard at the beginning. So I had a conversation with him and said, You know what, give me three months and after three months, I'll be on top of everything and we can add some responsibilities with both. So yeah, He was working really hard a lot of long hours and so on putting a lot of pressure on myself. And after three months, I went back to him and said, You know what, give me another three months. And after three, after that three months, I went to him and said, I hate Now I understand. It's not something that will will be perfect, I will have to be a constant learner. It's a journey, not a destination. And after that six months, it went much more better.



Jacob Morgan 10:32

Yeah, I would imagine, I would hope. So I suppose there's something to be said there about taking on roles and jobs that make you uncomfortable. Because I think that one of the things a lot of people try to do, whether they're executives or entry, or even mid level employees, is they tend to stick within their comfort zone, things that they know that they can do well at, because things that go beyond that are, I don't know, scary, uncomfortable, uncomfortable, there's a greater chance of risk and failure. But at the same time, if you don't do those things, you don't get the reward. So for you, how did you think about that, that challenge the getting out of your comfort zone to doing something scary and new that you didn't know how to do? How did you approach that?



11:17

Yep. So when I told you, it took me two years to make a decision, I wanted to do it, but at the same time, to your point, I was a bit nervous and scared because there was a lot of things I didn't know. And English was one of them as well, it obviously, but to English as well. And I'm a big fan of music and I one time, I'm going to have to see my ad here. Because when we used to look at CD players, and you had a little like pamphlet and you have the word, the lyrics and so on. I was listening to one of the DJ and she wrote a quote, and it said, between the fear of jumping into the unknown, and the pain of regretting, not to a choose to be afraid. And that really talked to me. And I said to myself, You know what, I'm going to jump, or I might regret it not to so I did it. And since then this is kind of my model.



Jacob Morgan 12:06

It's funny. Wait, so you got the inspiration from a pamphlet inside of a CD case?



12:12

Yep. From a DJ.



Jacob Morgan 12:14

Do you remember the DJ was?



12:16

Yes. Misters. Barbara. Yeah,



Jacob Morgan 12:19

she's, I think she plays a lot of house music. Yep.



12:23

So that that was the it's still one of my favorite quote, actually. Yeah.



Jacob Morgan 12:28

Can you imagine if you never opened that CD?



12:31

Can you imagine?



Jacob Morgan 12:32

Nope. You should get in touch with with her and let her know.



12:38

I can follow her on Instagram. Maybe I should



Jacob Morgan 12:40

say something about this. Should she say guess what, because of you helping lead a 90,000 person company should ever perform at your your next company? Company.



12:50

Oh, we're gonna celebrate over our 50 year anniversary in 2026, I believe Oh, wow.



Jacob Morgan 12:55

Okay, yeah, I hope to see astor's misters Barbra there. So I love that story. And I think there's also something to be said about not to get like weirdly philosophical or anything, but kind of paying attention to the signs that are going on around you. You know, I think a lot of people just go through life with their heads down, and they don't pay attention to things that might be coming their way to different signs to feedback to things of that nature. And they get very stuck in a fixed mindset of, I can't, I can't, I can't, I'm not good enough, I'm too scared, I'm never gonna be able to do it. And they don't pay attention to just the feedback that they're getting, whether it's an inspirational quote, in a CD, whether it's somebody on their team saying you can do it, I believe in you, you can do a good job. So how important is looking and by the way, the signs can also be negative, right? I mean, if you're constantly getting negative feedback that you're struggling, that you're not ready, you know, that's a sign that maybe you shouldn't be moving on, and you need more time to learn and develop. But I think those those pieces of feedback, and those signs are very important, and they can lead you into some pretty cool places.



14:00

Yep, definitely. And it's how you take the risk as well. And to get out of your comfort zone. It's not easy. But I believe that when you accept that you don't, you don't have to know all the answers. Yeah, it's how you surround yourself as well, and how you learn to surround yourself and how you choose people that work with you as well. And this is how you grow. Yep.



Jacob Morgan 14:22

Couldn't agree more. But in that process, did you ever make mistakes? Did you ever have any failures? Did you ever, you know, fall in your face, as they say, or was everything a pretty smooth transition for you?



14:35

I mean, it's transition from when I came into CGI,



Jacob Morgan 14:38

yeah, to get into your current role as leadership, because I would imagine like you said, you were out of your comfort zone. It was there was a lot that you had to learn. What kind of mistakes if any, were you making along the way did you have? Was there a point where somebody was like, no, no, maybe? Maybe Julie shouldn't be here.



14:55

I'm pretty hard on myself. So sometimes I believe that I've made mistakes, but maybe not as much as people think. But and I see failures or felt like there's been more of a learning opportunity, you know, maybe one. One example that come to mind is, when I really started at CGI, in HR, I have a couple of leaders that some of them were dotted line to meet some of them. We're not, we're kind of different, different organizations at that time. And I was trying to have to lead by consensus to make sure that everybody was happy and all good with the plan and so on. And I realized fast enough that that couldn't not work. So I had to learn the tough way. And now it's all about where we're going and why we're going there. And I'll let you find the solution. So there you go.



Jacob Morgan 15:47

That's actually interesting, because lead by consensus, I remember this used to be I mean, even a few years ago, there is a big theme around like, getting everybody on the same page, getting everybody's buy in getting everybody's feedback, getting everybody's consensus. So you find that that's not that consensus is not the most effective way to lead. Can you talk a little bit about why, why that's the case.



16:15

So I believe that we have an approach here that works pretty well. And we call that a shared leadership. And it's not to force people to, to have consensus. But it's really to explain the why and give them the content and the trick for them to understand where we're heading, the vision and so on. Okay, I'm doing this on the same page. But it's not the same as being as having the consensus. So let me explain. So when we do the strategic planning, we consulted three of our speakers did the three our three stakeholders, so our employees were to call members, clients, and also shareholders. And a goal is to make sure that we get their input to build our plans later. So for the clients, we meet with them, last year, we meet 1700 of them face to face. Content was like, an hour and a half conversation on there. It challenges business trends, industry trends, and so on, and so forth. And we gather that information, we did the same thing for our members, we've consulted them to understand if we're doing the job, if the where they believe we should be heading, what we should be our priorities and our growth, and so on, and so forth. And priorities. And last year, we had 70,000 of our member that responded to that, that questionnaire. And also we counsel our shareholders to get their input as well. So we gather all the leaders, the VPs, and up once a year in June, to share that information. And for them to really understand what our clients are saying what their their challenges where they're heading, and so on. Same thing for members and shareholders. And we set the targets as well in terms of financial, so we don't get bothered and what would what would be the financial targets, but really about the content. So then they go back to the organization's there'll be used in business units across the world, and they build their plan around those three stakeholders. And the goal is really to make sure that when we all see, when all the plans are set up, we share all of this with all of our members 90,000 of them. So they feel equipped in going back to their to their clients with the right content, understanding what the client needs, their challenges, their business and business challenges, but also the industry trends. So when they go back to them, they feel that they have the content, have the confidence to have those type of conversations, be more in a in a consultation, consult consultation mode, same thing for our members, we share that with all our leaders, that information so they can build plan around their their team, same thing for the financial aspect, and so on. And the goal here is really to make sure that we have the right balance between our three stakeholders. So it's not really

consensus, but making sure that we share with them as much as as much information as impossible as possible. And for them to act as a unit but not act but more being a unity of action. And make sure that we balance all the interests of our three



Jacob Morgan 19:27

stakeholders. I like that focus on alignment, and that consensus, because consensus, you know, at some point, the buck stops has to stop with somebody. So I think it isn't like somebody needs to make that tough decision at some point if there isn't consensus. So I like that switching of alignment. So that's it's kind of interesting approach. And you mentioned this idea of strategic planning and a lot of people who listen to this podcast or watch it, whether they're entry level leaders or mid level. Planning is a big part of leadership. So when you think about strategic planning? What so first of all, what is a strategic plan? And when you're creating one for your company, what are some of the elements that you think about what are some of the important things to be able to address or put into a strategic plan to make sure that it's, you know, a good one.



20:21

So, I kind of give you a bit of the process on how we do it. But something that I forgot to mention, it's really a three year rolling plan. So we're trying to have kind of a three year outlook, on, on our plans. And it is really based on through our stakeholders, and we redo that plan, where we conduct that consultation that I talked to you about every single year. So we'll make sure that we update our vision and our our plans. So it's a thorough exercise, but it's worth it. And on a quarterly basis. We all the business unit leaders across the world, gathered in one room. And they have to share their results by stakeholders like that by member shareholders and also recorded every quarter. So we're all sick to it, we're all sitting together in a hollow square in a big, big conference room. And we listen to all of them, they present their results. And it's not for us to judge them. But it's really on how we can learn from one another and help each other if people are struggling in some areas. So it's a quarterly iteration. So we looked at their result against the budget. And we'll look at their forecasts and so on and readjust every single time that we meet together to make sure that we are that we are focusing on the right priorities. And on the right things.



Jacob Morgan 21:49

Do you want to learn how to create an amazing corporate culture while avoiding the pitfalls that make for a toxic one? If so, I created a brand new eight part training video series just for you. In total, it's around 30 minutes in length, and you can get it right now by going to [help my culture.com](https://helpmyculture.com) Go there right now, before this training series disappears forever. Again, that is helped my culture.com and get access to this free eight part training series on how to create an amazing corporate culture. So obviously, and kind of shifting gears a little bit, I know that you spend a lot of time in the IT space in the technology space. So I have to ask you, you know, we're seeing a lot of discussion happening now with with chat GPT. There's a lot of conversations around AI and automation. What are your thoughts? And what we're seeing in the world of technology? Now? Is this something that you're worried about? Or your clients asking about it? Any any thoughts?



22:50

No, I'm not worried at all this is this is our business and, and our clients are seeing technology as being a great enabler of change. And we've seen the merger between with business nit. Every company is becoming an IT an IT company. And obviously, technology has helped us make sure that we're focusing on the right thing as well, and not so much on. For example, I remember when I started to work in the CGI or my previous jobs, there's a lot of things that we don't do anymore by human, but really by technology, which is a really good thing. So we can really focus on on the more most important thing or the more strategic things or what really, what really matters. And for me, it's really the relationships and how we engage with our members, how we engage like clients and having the right meaningful conversation.



Jacob Morgan 23:46

Yeah, it's it's quite interesting to see. You know, over the years, there's been so much talk around how technology will replace human beings and everyone's going to be out of a job. And I even remember it was a couple years ago, there was a report that came out. And I think it said by what was it 2025 or 2030, like 1 billion people would be it would be out of a job or something and technology would just be taking everything over. I mean, thankfully, we haven't seen that, which has been, which has been good.



24:13

But how is how you use your people as what you use what how you rescale and train your people as well, in making sure that he continuously grow. And there's so many things that's going to happen or so many jobs that are going to be created over the next couple of years and 10 years from now and so on. It's also our responsibility to make sure that we have the right people in place and we help them upskill and retrain and so on. Yeah. focusing a lot of training them. We've been investing a lot of money since in time as well for the past couple of years. Certainly, when we when we were during the pandemic, so train them We also invested a lot of time in STEM camps, training more much younger people to interest them in, in technology or engineering and so on. So a lot of focus on that on that front.



Jacob Morgan 25:14

What happens when your plans fail? And has that ever happened? You know, obviously, the whole point of a strategic plan is to ideally be able to make decisions and plan for the future. But sometimes, you know, in the case of that pandemic, who ever saw that coming? So how do you make strategic? Or what do you do when a strategic plan fails and doesn't work out?



25:38

So obviously, not while sometimes we make decisions that don't go out, but that don't go as planned. So there are learning opportunities, like I said a bit earlier. And it goes back to taking risks, which always includes the possibility of failure. Maybe I can share with you a story, which

I really liked her and maybe what you're looking for as an answer. But many years ago in 1992, CGI made whenever this first acquisition, the business thing area, there were was a company named Gilman and Hayward. And they were across Canada, about to call them 100 People, couple of hundreds people. And a year after the integration of Gilman in Hayward, which were two founders, the only remaining people were Dr. Gillman and Mr. Hayward. So that was a big lessons learn. So at that time, selja, founder and couple of the executive and Dr. Gillman sat down and really tried to understand what went wrong. And this is when the created the management foundation framework that we have, which is basically the CGI has memory of all our processes and frameworks that we have. And what worked really well in the past. And it's been evolving through for the past, every quarter, we evolve it through our best lessons learned. So basically, it's our processes, the policies, how we create relationship with our three our different stakeholders, our three stakeholders, and how we measure success, so on and so forth. So basically, the management foundation is really our extended institutional memory, and learnings. And like I said, we evolve that on a constant basis. So this is, this is what we use now on a day to day basis to serve our client, and make sure that we offer quality services to them, but also the it's the tool that we're using in doing mergers and acquisitions. And when we when we integrate new people, and we've been using that for the past couple of years with more than 100 acquisitions that we've we have done. It's been really helpful before for us.



Jacob Morgan 27:53

So speaking of mergers and acquisition acquisitions, I would imagine that one of the things that are a part of mergers and acquisitions, which is one of the areas that you lead as a lot of negotiating a lot of you know patience, yeah, patience, getting the right deal. And it seems to me that a lot of us in our personal lives or even in our business lives, we're negotiating all the time, whether you're negotiating for a promotion, whether you're negotiating for more money, whether you're negotiating, you know a different job. What have you learned about negotiating in patients through all the mergers and acquisitions that you've been doing? And do you have any particular negotiating stories that come to mind maybe techniques that you've used that worked well, or failures where people were just screaming at you and said, you know, this is never gonna happen? Get out like any, any font of war stories come to mind for you.



28:44

Let me think about the story. But I think we use the word most often b2b. To have strategic patience. We need to make sure that when we do mergers and acquisitions that it's at the right time, the right price, the right fit. So sometimes you can take a lot, a lot of patience. Here. For example, when we did the integration with logica, it took us many years to convince that company to finally merge with us. So it's how we engage with them. It's how we, we're not really keen on hostile takeovers, we don't do that. We want to make sure that because if we acquire a company, we want to make sure that when we integrate them, because we do integrate 100%. We want to make sure that it's successful. So it's all about the people want to make sure that the transition is smooth. So it's how we are we are engaging in a more human way possible with with them, but let me think about sort of, maybe we'll come up.



Jacob Morgan 29:49

Yeah. And what did you personally learn about negotiating? So I mean, you're obviously

involved with a lot of these deals. And so if you have advice for people out there who are going through negotiating negotiations in there her life. And again, not necessarily through mergers and acquisitions, but it could be negotiating a job, a salary. Is there anything that you've learned from your mergers and acquisitions that can be applied to an individual?



30:17

I think always have to be a win win situation, like to find the common ground for all of the stakeholders and all of the parties. My father always said that the when you started to be angry, you started to lose. So how is you content yourself and how you have meaningful conversation, and it's all about you. It's about the two people become a win win situation.



Jacob Morgan 30:45

I like that piece of advice. The you know, when you become angry, you lose. So the emotional regulation piece seems like is an important element for being able to be a successful negotiator. Yeah. Okay. Getting back to this theme of planning, one of the big challenges I think a lot of leaders are faced with now is how to balance short term with long term planning. So you mentioned that you have strategic plans that focus on the three year sort of rotating plans. But at the same time, you need to still execute in the day to day? How do you balance the longer term vision, or the longer term success of the company with the short term stuff that you actually need to be doing?



31:25

So, yes, we do have three year horizon. But the targets that we set for ourselves is it's a five to seven year horizon. Oh, wow. Yes. So for each of the goals that we have, we have a set of metrics that we make sure that we set some clear targets that we communicate with all the leadership leadership team at CGI, on a day to day basis, remember, when I was talking about reaching the best equilibrium among the three stakeholders, we have a set of metrics for each of those stakeholders, because it's easy to be subjective. And we want to make sure that when we have a conversation and making sure that we make the right decisions, we do it objectively as as objectively as possible. So this is why we have developed a set of metrics for members a set of metrics for our clients and a set of metrics to our for our shareholders. And this is what we reviewed on a constantly on a quarterly basis, with their with their leaders across the organization. So this help us really to make sure that we focus there on a day to day basis, okay. And basically, we have a CSC gy what gets measured and related visit result made visible, get done. So we make sure that we make them visible, as much as possible across all the governance of CGI. So you could get the board, the Executive Committee, the global ops, which is all the big leader, either on a quarterly basis in the different regions where we have operations. So we make sure that we have that transparency, so people understand where where we stand, what are the results, and how they can also help on a day to day basis to improve the situation and continue to be successful.



Jacob Morgan 33:15

Yeah. I think that's a great. I forget who was fired, maybe it was Kelvin. Have he had a great

yea, I think there's a quote, I forgot who was tired, maybe it was Kevin. Here, he had a quote on measuring, I think it was something along the lines of what wouldn't measure it gets improved. Or you can't improve what you don't measure or something along those lines. So the data and the analytics piece and sharing and being transparent with those metrics seems like a good idea. And maybe that's something



33:38

where you really focus data. And maybe if you don't mind, I would like to add something that when thinking about long term, yes, we have that five to a horizon of five to seven year when we set our targets for each of our goals. But we often ask ourselves, we know a lot of companies have been here for 100 years. So why not is guy. And we've been asking ourselves how to do this and how to make sure that we ensure the apparent longevity of CGI. So we've been focusing a lot on our resilience model, what what are the attributes that we have, which one want to make sure that it's stays stays along the way, the culture, how we keep it intact, and how we're, we make sure that we stay in that. So we're planning for that for that as well. And we've been consulting consulting our Board of Board of Directors to understand where they think the world is going as well to make sure that we are focusing on the right things. So this is something that we're looking at, really, really diligently.



Jacob Morgan 34:47

How do you because part of the planning process and you mentioned part of the board, you guys are always thinking about where the world is going. And this is something a lot of people, a lot of leaders are thinking about what What do you use? Or how? What tools, techniques, resources? I mean, how do you even begin to answer that question? So if there are leaders listening to this, and they are leading teams, small or medium or large teams, and they're thinking about that same question, you know, we also want to know where the world is going, and what we should be doing. How do we even begin to answer that question of where is the world going? How do you What's that process like?



35:25

Part of that process is that when I explained to you this strategic planning process, where we consult our, our clients, a portion of that consultation is really have them talk on the macro trends, what they see that our ship that is shaping the future. Let last time we did the exercise last year was really all the supply chains are become more resilient, fight against climate change, demographic change, and so on. So we have them talk about all of those macro trends. And we adjust based on their, on their thinking and insights as well. And we do that with our board of directors. As much as possible. We do that with external speaker, internal, external people, firms, and so on. So we want to make sure that we do kind of a 360 rigorous process, but all rooted in conversation. We don't send questionnaires here and there for people transfer, but really a deep conversation with people that we believe that will help us shape, understand where we're going in what's coming ahead.



Jacob Morgan 36:35

It seems like one of the most important things that you could do is to just talk to people, talk to your employees, talk to your customers. And I think we've gotten so obsessed with doing surveys that we forget the value of just actually having a conversation with somebody because you're going to learn a lot more from a conversation than you will from somebody, you know, clicking a couple buttons on some sort of a survey. So I like that approach that



37:00

survey really miss the nuance that needs to be that that is important when we have that conversation.



Jacob Morgan 37:07

Yeah. Well, what are some of the trends that you're paying attention to? So you know, when you're looking at just the world of work? And what we're starting to see? Is there anything that really jumps out at you? Is there anything that you're concerned about or worried about? What, what kind of keeps you thinking?



37:26

If you're talking about right now, a couple of things I'm looking at, and as a company, not me personally, but all of us collectively, the talent shortage. Definitely, this is something that we've been focusing a lot of time. Overall, we're happy that we're less impacted at some of our other peers or our competitors. But we've been focusing a lot on engagement with people and making sure that like I mentioned, train them upskill them and continuously invest in their in their career. And because of that, we've seen a higher engagement, a lower voluntary turnover, if you will, compared to our peers. And we believe that what really differentiates us is our ownership, mentality, ownership culture. And this, this comes back with what I mentioned a bit earlier, about the shepherd just on how we ask if we give the opportunity for our members to become owner of the company. And also on how we address career opportunities and our culture, we make sure that we make sure that it's understood, we have a really decentralized model by Metro market and by industry. And we want to make sure that people are really accountable and empowered. And it's not something that it's centralized from the core headquarter. But they're all unified by one culture. So culture for us is really important. It needs to be lived across all the organization. And the culture is really embedded in that manager foundation that we discussed a bit earlier, which is our institutional memory, our culture and how we do things at CGI. Making sure as well, that we're focusing on having the right pipeline, making sure that we have the right expertise. We're focusing as well on DNI make sure that we have the richness of DNI in building our teams as well. So this is another area of focus that we have, and one close to my heart, obviously, maybe because of my my education, but social wellbeing in my view, this is a critical one. In the age of hybrid work, talent shortage leader plays an important role in fostering the human connection that's important. So that for me, it's a really important one as well, that we're focusing people can be isolated too easily in this world right now. So we're trying to make sure that we create those kind of auctions and build relationships with them.



Jacob Morgan 40:02

As far as the talent shortage goes, I mean, this is something that I think a lot of organizations are talking about. So you have experienced this as well. Is it just you have a lot of jobs that are out there that you there's just no candidates to fill? Or when you say talent shortage, what specifically or do you mean?



40:19

Well, generally speaking, we've hear a lot about the talent shortage. Recruiting. Like, we've been recruiting a lot, a lot. For the past couple of years. The demand in it has been increasing, as you can imagine. And I believe that last year, we hired about 10,000 new members at CGI. Wow. Yeah. And we're we don't have the intention to slow now.



Jacob Morgan 40:54

10,000 people in a year, that's a lot is why



40:56

we need to make sure that we found the right people as well. But if we don't find them, we train them as much as we can. Okay.



Jacob Morgan 41:03

All right, that makes sense. my conversation with Julie continues and you won't want to miss it, where she talks about how to create a culture of ownership and how you can act like an owner yourself, the importance of emotional intelligence and how to get out of your own way so that you can become successful. This is available on Apple podcasts and when you subscribe, you'll get access to weekly bonus episodes ad free listening and early access to new content. It's also a great way for you to support the show so that I can bring in more amazing guests like Julie, I hope you subscribe, and I'll see you next week.