



**Complete Transcript: HALO Talks with Ross Lauder
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Pete Moore:

This is Pete Moore on HALO Talks, NYC, I have the pleasure of welcoming back As part of our home And away podcast series over the small pond, Ross Lauder Global Tech leaders podcast, as well as the man behind single focused talent. Ross. It's good to see you again,

Ross Lauder:

Pete. Great to chat with you again.

Pete Moore:

So I'm going to mono your podcast with talking, so I'm going to let you do most of the talking, but I'm going to lead you in directions. I feel comfortable with.

Pete Moore:

Why don't you give your quick bio and then we'll riff from there, buddy.

Ross Lauder:

Sure. I'm a computer science guy. Did that as an undergrad. I did a postgrad in business in marketing, worked in the tech industry in Ireland's evolving tech scene, which is pretty big reputation over the past 20 years. We've got the headquarters for Europe, for Google, Facebook, LinkedIn, Twitter, HubSpot Salesforce, Microsoft you name 'em they're all here started out in hardware, worked my way through software. Went, had the good pleasure of going through an IPO with HubSpot and started and sold an agency. And now I place rock stars in that industry. I guess the advantage I have is that I've worked, the roles led the teams for the positions I actually place in and kind of know where they're coming from a candidate point of view. And what we're doing with the podcast is really to allow folks to get their message out there, to tell their unique story, to have candidates pre prepped, going into an interview, meaning that they understand what it is. The value prop is all about the us P the ethics and the values behind the org, which gives folks a leverage up and kind of gets to that fit quicker. We find by having that as an asset, that the, you know, that the org can use to, to sell themselves so to speak. So that's what we do.

Pete Moore:

That's great. So what, what was the impetus behind you deciding after successful HubSpot and, and several other ventures that you were going to start helping other people, you know, or to people asking

us, Hey, why don't you guys just become investors and do your own deals? You know, instead of trying to find investors and I'm like, well, I want to try and help as many people as possible. And I feel comfortable in this type of role. So kind of what brought you from like operator to now, you know, executive search and, you know, really assessing talent versus jumping into another role.

Ross Lauder:

I needed something to do, Pete. I, you know, there's only so much golf you can play and there's only so many times you can go for run around the block. No, I mean, in, in reality, I, I, I felt it was a good shift of an industry that had a lot of value to be added to it. I think there's too many. There are too many generalists out there. They're not adding enough value. They're not actually getting the role in the space. You've got to go inches wide and miles deep in my book. And that's really where you understand the profile of the industry and the specifics within that. And we, we tell no tell folks no all the time, because we're not able to help them, but where we are able to help is revenue generation marketing awareness and specifically around language skills.

Ross Lauder:

The exec piece really is a matter of understanding the profile of orgs folks come from where, what they've done, the impact they've had and then how they can transpose that onto other organizations. So I just didn't feel anyone was getting that. I mean, there are a lot of recruiters out there, but there, and some of them are public. Some of them are big, but they're too broad and I was never going to make an impact there. So I really wanted to use I my own network to add value to a bigger, to bigger pie. And quite frankly, out there, there's an absolute war on talent. There I did a survey recently, there's a 41% overhang on available roles being advertised relative to a, a massive, massive lack of talent out there. So it's really about getting your message and being front to house front of mind for folks. And I think Fe you need to really reinvent yourself as well. When you look at time on the profiles and that's part of the consultancy piece, you've really got to lead and steer that direction in conversation with a client because you know what they may not know at all. And if they're open to change and, and new points of view, I think that's an important conversation to be

Pete Moore:

Had. So, so in our industry, in the, you know, the, the halo sector at large, or, you know, operators that are running multiunit clubs, there's always been this disconnect between, Hey, I want to get the best person. But I actually don't want to pay somebody to go and find that person for me. I think some of those barriers to understanding, you know, one, you get what you pay for two, you know a rockstar 18 and a B product is a successful company and a, a product in a, in a, in a, B or C team probably, you know, leads you to failure. Mm-Hmm <affirmative>. So how do you get the message across, you know, without maybe some middle market operators that aren't owned by private equity funds? I think private equity and VC in general, kind of know that, Hey, look, if, if I'm going to pay a third of this person salary, or like, that's, I got a, I probably got five times return on that investment anyway, because I got a much better employee or, or professional or executive. So how do you think through like what the price people are willing to pay and understanding that you got to pay up for someone like you and your team to actually source the best talent?

Ross Lauder:

Yeah. It's not actually a conversation. We actually have to have all that often because we lead with, we, we lead with profiles. So we go in and we say, is this what you're looking for? I, I rarely have a

conversation around value and return on investment and, and you know, what is that multiplier look like? So I'm fortunate in that regard, I do have folks come to me at the end of their tether, having done a search and said, look, I want to, I've never paid more than 15 points. And, you know, I, I try not to be facetious and, you know, say, well, Hey, how's that working out for you? Why are we speaking? <Laugh> and that tends to work because if we can find that person for you, is it not worth, is it not worth that value component? So I've, I've been fortunate with that. We tend to lead with the fit first and foremost, quite frankly, PE people don't read job descriptions. People sometimes don't even know what they want. So when you can get to the bottom of that, and you can match, like, for like you're in a strong position, people just don't take the time and effort to do. And not in this go fish, memory, attention, spine world we live in today.

Pete Moore:

Yeah. So when you and I were, I'm assuming we're relatively the same age, you know, there used to be kind of like this, this hard and fast rule that look, you got a new job. Like you got to stay there for at least two to three years. And I think my dad had like two jobs in like, you know, 40 year here and I've probably have like 10. So what are some of the things that, that you look at that says, Hey, you know, this candidate looks like a great candidate, but you know, he, or she's been in like six jobs in 10 years. Like, how do you calibrate the speed of job, change the changes in technology. And also just like, understanding like, Hey, what's in this person's DNA, are they looking for another job? Like the day they get this new job?

Ross Lauder:

Yeah. So just let me flip this for a second. Sure. And talk to you about folks who are in jobs for 20 years, because I've had folks come to me, who I know relatively well, who like I've 20 years of account management experience, and I'm like, you're unemployable, you know, you as well have worked for you know, the civil service, which you do respect because you're not going to be adaptable. You don't have a broader perspective. You're very systems orientated. You're two operations focused. Mm-Hmm, <affirmative>, you don't have a breadth of experience across the industry. And then the other side of that equation is a, is a, you know, a job hopper, right? So somebody's in a job for a couple months or, you know, even, you know, a year to, to, to, so on two years is really the cutoff. If you can hack at two years, you're in a good spot. You do want to see a little bit more tenure than that. Throughout the course of a 10 year stint, you probably want to see four positions in that. Mm-Hmm <affirmative>. Other than that, there, there are reasons people are understanding and you're allowed one or two boobies here are in there. We've all had 'em. God knows. I have. Sure.

Ross Lauder:

So yeah, I, I think, you know, in terms of, has it been deliberate or has it been you know, has it been calculated or was it a fo power? Was it a fumble, right? That they

Pete Moore:

You're really looking for the story you're looking for the story behind it, whether you believe the story, I guess, correct?

Ross Lauder:

Yeah. Are they credible? Are they do have integrity? Yeah. Have they been, have they shown me good? Have they shown good results and will full of folks back them? And bear in mind, you only ever get best references from people too.

Pete Moore:

Yeah. Yeah. I, I feel a, like every time someone calls me for a reference, I give them like the straight scoop, cuz I don't want anyone coming back to me and saying like, Hey, you know, you told me this guy or this woman was, you know, a rockstar, but you've got to tell me, you know, they got delegation issues, they got personality issues and they're actually not that fun to hang out with. So I try and give people like the real scoop and say, that's fun

Ross Lauder:

To hang out with.

Pete Moore:

Yeah. I just give 'em like, Hey, this is what I think is great about 'em. And like here's some things that you got to like be on the lookout for. And I feel like that kind of serves people well, but have you seen, well, what's the theme going on right now on like how much do you either discount or put a premium on the, on the references and are there go to people that you make sure you get to in an organization, the reference check somebody, you know, if you're allowed to, and they're not like putting their current job.

Ross Lauder:

So what's really interesting today is the reference check in my mind is largely a tick, the box exercise. So I've worked for plenty, mostly American companies all my career, and they will not put ever a reference in writing because they're too afraid of being sued. It's always a conversation. And that seems to be a global phenomenon today. So that the reference check is a, is a tick, the box exercise background, checking how, and ever has become the norm. And there are specialist organizations out there who effectively have an online digital footprint of, and they will. Now I've never had it happen to a candidate of mine, thankfully touch wood and all that sort of stuff. But they have ways and means of scaring social media. You know, and there are obviously criminal record checks and things of that nature that would be touching folks out in a lie. So actually more weight today than a reference check seems to be take the box exercise.

Pete Moore:

Gotcha. So, you know, as you're going through and helping larger organizations, source talent and you and I were talking about the book we just wrote and we talked, one of the chapters in the book time to win again, is about, you know, know recruiting from within and like, you know, a soccer team, like a Manchester United, they got kids that are like eight years old from around the world that are part of like Manchester United, you know, youth development league. So how do you did, are there certain instances where you come in and say, Hey, look, I'll go find you a CFO. I'll go find you a chief marketing officer or, or what some other C a position, but like, you know what, let, I, I've heard really good things about your company and your culture here. Why don't you let me also like dig into some of your current employees and see if like there's some talent here that hasn't been, been fully identified yet? Or does that, is that not happening yet?

Ross Lauder:

When you say fully identified, do you mean by way of coaching and, and

Pete Moore:

No I'm saying like internal, like you got, you got a chief marketing officer and you say, okay, look, I'm going to go out. I'm going to find the best chief marketing officer. That's going to fit outside of your company, but let me actually go and spend, you know, a day with your marketing team and let me just figure out who's really, you know? Yeah. So, so how does that work? Because I feel like that, I feel like people aren't necessarily looking inside of their own bench sometimes, and they're automatically going external and thinking they're going to bring someone in, but there might be somebody who's been CRO propped up over time and they should probably given a chance as well. How do you think about that?

Ross Lauder:

Yeah, I've never had that as the strategy, quite frankly, but I want to speak to everybody in the organization too, as part of the process. So what I mean by that is like, I want to know that when I brief a candidate that I know that role in that org very, very well. So I will speak to folks along the way. I will want to speak to people who are sales as a classic example, that you've got a process, any good, well, a lead sales organization will have a process from beginning to end, whether it's trial, download to discovery, call to demo, to see getting on a call, to closing it out, to listening, to gone calls the folks who are well managed, have that structured and have the data behind it. And they're not running off of good, good feel. So I'll want to go in and dig, dig into all of that.

Ross Lauder:

And as part of that, I'll maintain relate of people. I don't really double dip quite frankly, in recruitment. I know that's a thing where you would say, Hey, and pull somebody out of one company that is your client, right. It's not ethical. Quite frankly. I know that I couldn't make more money that way, but it's not. It's going to come back and bite you. And I'm a big believer in career. What goes around Comera but never had that happen from an Intel eternal perspective. I I'm well doing myself out of a fee quite frankly, but I would do right by somebody. If I felt that I could do the right thing right now for a bigger payback and play that long game, you know?

Pete Moore:

Yeah. Yeah. Well, I think that's a guy I used to work for you. So, so just be long term greedy, cuz all the short term, like you build up a reputation over time that it'll work out for you. That's a good expression. I agree. Yeah. So, you know, as you think about all the different technologies that are out there and you kind of touched a little bit upon it with the, you know, credit check background checks, social media scrape, how important, and I kind of know the answer to this, but how much time do you spend with the candidates? How important is like your personal experience? Is you your gut? You know, kind of, I got people that say, oh, I just trust the data. And it's like, well you should actually trust like how your energy is and how you feel about a person because that's the, the people side of it is not a hundred percent quantifiable. So how do you think about that? Yeah.

Ross Lauder:

I love that question. So I'm a huge believer in te I've spent a lot of time and effort coding my own processes into code as it were and developing a, a runway. Our outreach, our marketing, our engagement is all a part of that journey and I measure everything in the funnel, but I think as well to your question around the people piece Scorecards are important. You score people, you rate them. But

it's an opinion, you know, it's like when you say your driving test, it's somebody's opinion of your driving and they're not always going to catch absolutely everything, you know, there's training, you know, all that kind of stuff I do too. I do you think things like go can help you to,

Pete Moore:

If I've seen that one of our clients use it's amazing.

Ross Lauder:

Yeah. It's, it's a, it's a groundbreaking piece of technology for anybody who's listening to this. It it's something I recommend. However, one of the strongest indicators for me of candidate success has always been responsiveness. And it's an indicator for me that if you need somebody's help because it's a bit like selling an enterprise deal. If you're look, if you're familiar with medic or Sandler or, you know, you know, advanced band and things of that nature, you need a coach in there. Who's going to go up to the procurement officer's desk and put the, get the PO issue. That kind of person, if a candidate is responsive and will go the extra mile and do the deck over the weekend and prioritize it and come back with ideas and ask for your feedback, that's the candidates you're going to want to work for. That rarely goes awry. And that's a great person, you know, personal trait that I found goes very, very far by way of predicting an outcome, along with the, a data don't get me wrong, but it is a big predictor.

Pete Moore:

So a quick, a quick story of love. So when I first started working 1994, mm-hmm <affirmative> at chase Manhattan bank, my assistant or my, my banking assistant was a woman and she had a sign up on her desk and it says, your lack of planning does not constitute emergency <laugh>. I was like, one, how are you allowed to hang that sign two? Like, how did you get this job? Like we're in an unpredictable deal business and you actually have the audacity to have that sign up. <Laugh> how would you address something like that? I mean, is that a closed door conversation or is that like, Hey, we might want to reload you to another less stressful environment.

Ross Lauder:

Is she, is she serious about,

Pete Moore:

Oh, she was serious. She was serious.

Ross Lauder:

Wow. Okay.

Pete Moore:

Anyway, she probably won't get hired these days, but back then, I guess that was okay.

Ross Lauder:

No, <laugh> no everything's about saying yes, but saying yes. In context and setting expectations and being a, you know, a, a person you, that somebody wants to work with and can do business with and engage with in a meaningful way. I think politics has softened today because people have phrases that

get them outta jail. That's allow them to say horrendous things to each other in a very eloquent fashion.
<Laugh>

Pete Moore:

Yeah. Yeah. So, so as you see, you know, one we're, we're obviously in an inflation environment, whether anybody wants to believe that or not. The second thing is you've got a lot of private equity and venture capital coming into the space. We've been spending, I wouldn't say like paid time, but we've been spending a lot of time coaching some executives into here's what your employment agreement should look like. Here's what your comp is. Here's what your, you know, standard potential compensation is on a bonus. Here's the stock options that you should get based on the life cycle of this company. So talk a little bit, you know, whether within those variable or, you know, when you're trying to convince someone to, to take a position that you think is a great fit for them, how involved do you get in the economics of that? And, and, and how do you still kind of play like this Switzerland, if you will of like, Hey, I'm representing my client, but also obviously I want you to be happy and take this job and know that, you know, I was a trusted advisor to you at the same time.

Ross Lauder:

Yeah. I like to be Switzerland because it gives me credibility. And it means that I'm impartial in the whole equation. Having said that I don't like to be incentivized on comp. It's not my gig. So if I'm doing a big project and we're hiring a load of account executives, or, you know, even if it's the leadership down and or it's mid-level management director level, I'll do it on a fixed basis because there's obviously more value for the client from that perspective. However, I will sit down with them and I will go through the tech in detail and I will want to make sure that it is groundbreaking. It is innovative, et cetera, which you've got to be at the races from a comp perspective. So if you look at the Northeast, New York is a great example of this. People will ghost you all day long, cuz the opportunity isn't hot enough for you.

Ross Lauder:

You want to avoid that happening. Like the plague, you want to get people's attention. You want to get it. Now you want to engage them. You want to pitch the tech; you want to understand why this is a fit for them and their career and you want them to want you more. They want, then you want them. And that's the real trick Boston to a lesser extent, the Carolinas in Florida, to a lesser extent, there's a talent pool there that can be had. And mm-hmm <affirmative>, the economics are just different in those markets, California, San Francisco, you know, similar situation to the Northeast, in fact more pronounced. So you, I get into the weeds on the tech and I am a computer scientist by training. I feel that adds to the mix because you can eloquently describe the actual nature of the opportunity and why it's important that they engage with this. And if they're not going to you just be clear about it and that, and that's one of the things I love about working in the us is it's upfront. You know what you're getting?

Pete Moore:

Yeah. So let me ask you a question and, and some of these, you know, whether it's laws or, or policies or norms proliferate, give us like a two minutes on what I'm allowed to ask in an interview. What I'm not allowed to ask in an interview.

Ross Lauder:

Oh, I love this <laugh> I, I had a couple of interesting one recently it's that diversity is the hot topic right now. Okay. So I don't think anybody would disagree that having a diverse workforce is important. Yeah.

Okay. That people get more done when you more diverse ideas come to the, for all that kind of stuff. It's how you go about it is something quite, quite different. So there's a couple things you need to have a, I know that I know people who work in this and at big scale and the likes of Facebook and stuff where you've got to have a policy that you actually hire from a diverse pool, but you've also got to ensure you can get the traction in a diverse pool as well. What you can't do questions, you cannot ask. And I had this recently, I had a, a client put a contract in front of me and asked me that I provided a 50% diverse pool, including ethnicity religious orientation and sexual orientation. And I said, well, hang on a second here. How do I do that? First of all, people identify today as different things, not on the face of it would be tell. Right. And second of all, I can't ask questions of that nature in any sort of context whatsoever. It's illegal. And third of all, you can't contract me into illegal activity. <Laugh>

Pete Moore:

Oh wow. You contract me to that. Let's get, let's get some more lucrative, illegal activities while adding. Yeah. If we're going to go illegal, let's do it big <laugh>

Ross Lauder:

Yeah. I mean, it's, it's, it's, it's a nuts thing, but it happens. I hear, you know, they, they, I get what the intention was, but it's not going to be achieved by doing it in that fashion. So you can ask somebody if they're pregnant or planning to have children you can't ask them about why they it's certain instances of leaving prior employment, et cetera. It's, it's a murky kind of world, but there are other ways of going about those conversations. And you can look for tell signs as well, but it's funny because you, you get roped into that world today, which is important that diversity is there, but it's how you go about it is key because you'll get in trouble.

Pete Moore:

Yeah. We, we, we invested in this company called the athlete book and they're trying to get division one, two and three athletes. And what they're doing is they're targeting in specific schools and specific programs that have a specific demographic. And then they're basically trying to front run job opportunities without having to put out an ad saying like, Hey, we're trying to hire into our diversity, you know, percentages like that. That's not even though everyone wants you to do that. You're not allowed to put out an advertise that it's reverse discrimination. So I'm, I'm slightly confused. But I think, you know, if everyone makes an effort, I think it's also, you know, not only should you be sourcing out diversity roles knowing that, but there's also, I think the candidates, no, I don't want to stereotype, but I feel like the candidates also need to, you know, bring themselves to the front you know, to expose themselves to you and other recruiters, just to know like, Hey, I'm looking to get into these opportunities.

Pete Moore:

I, I see it happening at a number of companies. There's definitely been some high level recent hires across connected fitness and across the, a health club and VC industry that I think has been very useful and, you know, heading in the right direction. You know, we're, we're definitely not there yet. But, but I've seen some, some key leaves of good things happening. So you know, a as you see this diverse and you know, under supply right now, at least in the us of labor in general do you see salaries going up? Do you see, I guess, what do people want the most of, like everyone says, oh, I want to make the most money, but then other people I, yeah, I like, I like my freedom. I like to be able to work out at home and work from home X number of days. I don't like people like crawling on my back as long as I'm doing my

job. Like, I don't have to go into the office. What are like, if you could give us without putting you on the spot here, but hell it's my podcast. Let's put you on the spot, bro. <Laugh>, what's like the top three things that people want or five things. And you say like, right, look, I will, I'll get that to you. Even though this company doesn't provide it. Like I'll, I'll make this work for you, cuz it's important to you.

Ross Lauder:

So what you're seeing is you've got to be at the races from a salary perspective. And I think anyone who's funded by a VC will know what's competitive because they will have divested others from a portfolio from which they'll getting talent. So I think that's kind of a give even got to be at the races. The number one thing I see today is the ability to work from home or remotely shouldn't when you wish to do so. So that's number one. The challenge you're going to have with that scenario is the tax law and implication around how long you decide to spend in a particular location. If it's in country. It's one thing if it's outta state and in-state, there are implications that if it's outta country from more than 30 to 90 days you'll run into problems there depending on the jurisdiction and such. But that is a challenge. You need to be able to, because you see people who want to work in you know, with a San Francisco bay area salary and live in, you know, let's say, I don't know, Boise, Idaho who's to say, but like that's the, the, those economics don't tie in together and, and rarely, rarely equate to, to being feasible.

Pete Moore:

Yeah. I mean the New York banks recently have come out and said like, if you want a New York salary, you're going to live in work in New York. Yeah. If not, like I don't, I don't need to like over subsidize your, your lower cost living. So I think they got a point. I think you got a point about that. No.

Ross Lauder:

Yeah. And, and then that's, that's one of the major things. I mean, you can be in a city or be within 50 miles of a city and that's okay. Cause you can go in when you need to go in and do KBRs and things of that nature, like, you know, my wife and I would do quite regularly. So that that's important. The next thing is pensions. You're not seeing that as readily in some of, of those early stage startups and that is being asked for depends on the leadership and question, but healthcare and all those ones are all par for the course of that at this point and equity is equity is important and you're getting more and more questions around pre IPO equity, valuations, and what that looks like. And you're seeing the emergence of secondary markets spoke with the CEO and founder dream exchange yesterday. And you know, these things are come to the, to the four as well as important factors and how much you're leaving on the table before as you fully invest and such like. So,

Pete Moore:

So let, let me ask you like a, a technical hiring question. I don't know if this is technical, but let's say you and I are both going after the same CTO job. And I say, Hey, look, I'm going to be in the office once a week and I'm, I'm living remote. And Ross, you say like, Hey man, I'm full time. I'm going to be in the office. I live two blocks away. I'm in a high rise building. I'll be here 24 7. Is there any reason a company can't make that hiring decision based on your living close by and also your desire to come back into the office? You know, COVID, you know, related mm-hmm <affirmative>.

Ross Lauder:

Yeah. So for me personally, I would, I would want to know a bit more, I would probably hire the guy who can be there more often because it says to me, he's more are available. The, the, the way you've

described that, whether it's physical or not says to me, he wants to be there more often than the other person. The other question I'd ask is what tools do you have available for collaboration to make it happen? So I have my COO lives overseas. We collaborate on every tool you have, and it's not an issue for us. So I, I think, think it's a, it's a combination of those two factors, there's location, and then there's availability. And then there's time zone to contend with as well. And that's usually not an issue if you're within the same continent, at least

Pete Moore:

How, how paranoid should a company be that I've read articles recently. Like people have like two full-time jobs and like they have two LinkedIn accounts maybe or something. And you know, they're like they they're working two jobs, but neither company knows that they're not full time.

Ross Lauder:

Well, you, you should be pretty paranoid because it's very possible to do that. Yeah, I know. And, and nobody's checking and you know, there's, there's that case a couple years ago, the guy who out at and T employee and, and sources entire job to China and they picked it up because the guy forgot to use the VPN a few times and oh, wow. That, yeah, he was a developer or something. That's a while ago now, but yeah, you should be because that's, that's very, but you also have to, you have to figure out the integrity of the person you're dealing with. You have to figure out how often you're coming back to them. And also what is the output? And as a company, you've got to ask yourself the question, am I getting the expected or an over an overshoot on the output that I expect from this employee? And if you are, does it matter to you?

Pete Moore:

Yeah. How important, and, and we talked about this a little on your, on your podcast, you know, the, the fact that you played a lot of team sports and rugby was your gig, right?

Ross Lauder:

It was, I'm not sure how good I was, but I, I played,

Pete Moore:

I mean, how, you know, we, we've been really laser focused on, you know, trying to bring athletes into the, the halo or the, the health and fitness industry. Have you seen any kind of themes like that? You know, there's obviously been a push in the us to hire veterans and hire people coming outta the military, make sure they get, you know, re assimilated. So there's been a push on that front. There's been some push on getting college athletes, jobs and, and, you know, alumni being a part of that solution. What, what are some of the things maybe in, in closing here, and I got a couple, one other quick question at the end, but you know, what are some of the things where you're like, oh man, like, this is like my ideal candidate, obviously every deal everything's different, but you know, if I came to you when I was I don't know, as an example, let's say I was the goalie on my soccer team, the goalie on my hockey team. And you know, the, the co-captain my basketball team, like, do, are those like to do those things kind of like make it into the final assessment.

Ross Lauder:

Yeah. A hundred percent. I've seen greater success with people who have that as part of their DNA than people who don't. So you'll see it, like people who are coxing in rowing people yeah. Who are, you

know, some sort of level of leadership at a local organizational level, cuz you can be damn sure they're going to do it in a team environment and corporate setup, their, their tells other things I look for that I see is really, really good. Particularly with students I'm looking or folks who want to relocate is have you done an overseas semester in another university? Have you learned another language? What signs have I seen on your resume that you've gone outside of your comfort zone and done something different? I, and how's that going to be perceived in an interview process? You know, sports people make absolutely phenomenal candidates and you start to see that professional rugby players and my, my brother-in-law's one of them as they retire, need to get into the corporate world. And the competitive street, particularly in sales is a surefire fit. They need to wrap their head around the tech, but they can do that because they, they look at plays all day long and they study the dynamics and the physics of all that sort of stuff. So for me, those are tell signs a bit like what I said about availability of candidates and responsiveness to your emails and your deck.

Pete Moore:

Yeah. I think that's a great point. Maybe, you know, one of the takeaways here for people is if, if someone was playing a sport and they were a goal score or they're the Playmaker, or you're like the center half back on a, on a football pitch, soccer pitch, you know, you're basically directing traffic. Like you, you're the point guard. And I, I think that's that that's a trait that I like to see. And also from a, from, from a hiring standpoint, if you like to play sports, it's nice to be able to hire people that actually are athletic. Cuz then you have more people to play with. Totally. It's a little bit selfer

Ross Lauder:

<Laugh> yeah. I've played on the touch team in rugby in, in a couple of places I worked. So yeah. And, and then that spreads into the office. If you need to get things done. Oh great game last night or ever, by the way, could I ask you this favor and stuff that that's part of building a culture together that you go out and that's why bonding days are such a big deal, but we had amateur sports teams, we played other companies and so on. It's a absolutely phenomenal activity.

Pete Moore:

Yeah. That's great. So, you know, in closing here, give us a quote that you live by or, or, you know, something that that, that you think's important or something that's only stuck on your computer,

Ross Lauder:

Henry Fords, if you believe you can or you can't you're right.

Pete Moore:

<Laugh> all right. So go and let's get the model T out there let's stay singularly focused, listen to all, some words of wisdom on global tech leaders, it's on every podcast channel you can think of. And I look forward to meeting up with you in person. Once you

Speaker 5:

Come to the states official

Speaker 6:

Sans go, Pete, look forward to a thanks for having me.

