



**WARREN HOGAN**

THE INTERSECTION OF ECONOMICS AND POLITICS

**LEADERSHIP MOMENTS PODCAST TRANSCRIPT**



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**EPISODE 40**



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**WARREN:** (00:00) You must align the interest of the organization, of your staff with the interest of your customer and it's not just about delivering for your shareholders over the next three years of your tenure. It's about a stewardship of an organization that will be around theoretically forever and what you have to do to make sure that organization is sustainable and performing at its best over the long term.

[music]

**MURRAY:** (00:30) Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real people stories about the people and the moments that have influenced and shaped their leadership.

There seems to be a lot of disruption around the world at the moment. Donald Trump, Brexit, US/China trade negotiations, while central banks struggle to find the right policy settings. Today we enter the world of economics to try and make sense of what we're experiencing. Well-known economist, commentator and Executive in Residence at the University of Technology Sydney Business School, Professor Warren Hogan, explains what's happening in the global economy and how that affects us, particularly in Australia. In a fascinating discussion he highlights the intersection between economics and politics and the rise of populism. He talks about the consequences of the focus on short-term results and the need for greater community leadership and whilst there's a pessimistic view he reminds us not to get caught up in the fear but to focus on what we do and finding the opportunities in the disruption and of course, he shares his leadership moments from 25 years of working as an economist for major banks and government. I hope you enjoy.

Warren Hogan, welcome to Leadership Moments.

**WARREN:** (01:55) Thank you very much. It's great to be chatting with you today.

**MURRAY:** (01:59) So we talked a bit about what to discuss and we'll come to the Leadership Moments questions, but there's a lot going on in the world right now and such a hell of a lot of change and from your perspective as an economist can you help us make some sense of it?

**WARREN:** (02:15) Well that's a good question and I'm not sure that we have the answers. One longer term perspective is that we're dealing with the end of a very long economic boom. You could argue that the globalization of not just the economy but

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the financial system in the '70s and '80s much greater adherence to economic reform programs around the world that freed up markets has sort of run its course to some extent. You could argue that really happened with the global financial crisis. And what we're seeing is the casualties of that process within countries finding voice, finding concern with how that system operates has this sort of backlash against free markets, economic rationalism, whatever you want to term it, and that's also combining with the other great sort of movement which is associated with it which is the emergence of many new formerly underdeveloped economies and societies into that global trading with China being the biggest one. But, you know, emerging economies all around the world particularly across Asia are becoming a lot more common and a lot of those emerging economies are not democracies and are not free and open societies. So I think, you know, the intersection of economics and politics is rather the center of what's going on right now and it is causing a rise of less moderate forces in many countries. Some people call it populism. We call it just a drift away from the center, but it's all in the context of these economies suffering from much weaker rates of economic growth, much weaker rates of income growth for the broader citizenry which is adding to this political questions and obviously the worst of it is being seen in parts of Europe. Then we're seeing the issues with Brexit in the UK, Trumpism in the US and it's a form of nationalism. It's a form of populism that is winding back many of the policy parameters, many of the elements of the economic system that have delivered so much improvement in living standards in the last 30 years, not just in the advanced or western economies but also in these emerging economies. So the world is in quite a state of flux right now and it's not at all clear where this is going to go and for people in my profession that being the analysis and sort of assessment and forecasting of the economy, particularly those people who are doing it out of places like the United States and Europe. There's a real sense of pessimism seen behind all these perspectives on where we're going. The reality is that the United States has actually come through what was a depression-like event with the global financial crisis and is now in a state where it's got very low unemployment. It's rate economic growth is very good. Europe has had a much tougher time of it partly because of less political cohesion, partly because of different economic sort of features by supporting a lot of public debt. And then you come to a place like Australia and my view is that we've actually escaped the worst of all this, but that may now be catching up with us. I term it at two booms. So that would be the commodity boom, which is all related to China and these emerging economies increasing their demand for metal and of course this big lift in economic activity in Australia through that period of 2006 to 2012 thereabouts. Also we needed more workers. So we had an immigration boom. Actually while the mining boom was going on we didn't actually increase so much housing we were building, if anything it flatlined. So as the mining boom turned over in 2012 then they unleashed all these resources that were able to go into residential

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construction and we had again the price boom soon to be followed by the activity by all of the actual construction of houses. Now that looks to be rolling over here and so this took... Anyway we all hope this doesn't play out but I think that we've had these unusual circumstances which have kept Australia free of some of these more intense political forces that you're seeing in Europe and the United States in the last decade. But I don't think we can guarantee that that's going to be the case going forward. And there will be questions about what's next decade for the Australian economy and without a clearly identifiable sort of drive of economic activity we risk sort of falling into that low growth climate and in many respects we are sort of there and of course that brings political pressures with it. So we can say it's a challenging time but it could be worse if we start to actually undermine growth.

So even in the United States right now with all the issues around Trump and some of his seemingly quite radical policies, they've still got low unemployment. They've still got economic growth. What is underlying a lot of the political backlashes is a sense of inequality, a sense of elites doing a lot better than the broader community and I think we see that in Europe. We see that here. If we see the economy going to some sort of recession that can really supercharge that populism. That certainly is the history and in Australia's case the sort of the most sort of radical shift in our voting patterns in our federation since 1901 occurred in the Great Depression and I think this is really the message is that when economic distress comes through, people look for solutions away from wherever they're moving. So in Australia our moderate parliamentary democracy which has served us so well... You know, you're starting to see it fray a little bit at the edges. You're starting to see independence of minor parties which, you know, are probably called populists but who certainly just aren't part of that cohesive center that we're so used to in our society. They're getting a lot more attention and a lot more of the vote. You know it could actually get worse before it gets better and of course if part of that is to wind back some of the key tenets of our modern prosperity then that can even become, you know, counterproductive. So it is likely we see that make it harder to get productivity growth, harder to get wealth generation, harder to get wages lifted, harder to get economic growth and employment going. So it's a somewhat pessimistic view I suppose but I think that's the fear out there right now.

**MURRAY:** (09:21) Yeah.

**WARREN:** (09:22) And that's where... You know, I've been looking at, analyzing the economy and financial markets in a professional setting for 25 years and the politics was really a bit of a side show to just the hard core assessment of what's going on in the economy, economic models, financial models. But the politics now is the most important. The decisions of policy makers...



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**MURRAY:** (09:44) Yeah.

**WARREN:** (09:46) It's that policy making framework which has been driving a lot of the shifts around our economy in Australia and overseas and now we're getting some backlash against that. And if that starts reversing... And classic one is Trump's trade war. I mean if we start putting up barriers to trade, that is going to undermine not just the amount of trade going on but the amount of efficiency that's operating in any economy. Then at the same scale the tariffs themselves are coming at a cost to certain segments of the community whether they're consumer or producers and you're starting to wind back that capacity to generate wealth which from a macroeconomic perspective is essentially productivity growth.

**MURRAY:** (10:26) So you've just cheered everyone up, Warren. Thank you.

**WARREN:** (10:31) Murray, on leadership it seems to be the central element is meant to be optimism.

**MURRAY:** (10:35) Yes. So...

**WARREN:** (10:35) And that's the problem with being an economist. It's very easy to... When looking at the world, I think there is vice with economists to be negative. I think it's because they worry about what could be going on.

**MURRAY:** (10:47) Yeah.

**WARREN:** (10:47) I might be... You know, somebody might certainly more cynical like they know that they want attention when everything is going wrong. I don't know, but it is a great challenge to be optimistic sometimes when you look at the world economic and political side.

**MURRAY:** (10:59) I hope you're enjoying the show. I just wanted to take a moment to remind you that you'll find great leadership questions from our guests at [www.murraywright.com.au/leadership-questions](http://www.murraywright.com.au/leadership-questions) or follow the link in the Show Notes and while you're there why not share your favorite questions?

And now, back to our guest.

So let's pull this back to leadership a bit and all these changes. Because everyone in business when we're working with organizations, I think they're getting quite

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overwhelmed by all this. Where do you see this overwhelm playing out in this larger scale because there seems to be an absence of leadership where we need it most.

**WARREN:** (11:41) Yeah. Well I think that's... The greatest absence of leadership or effective leadership is apparently in the political scene. Where I get optimism is when I look at business and when I look at the more organizational level. There is huge change going on in everyday life. Digital technology is a major driver there and that represents significant challenges. But people are embracing it. So you look at the micro level and sure, you sit there and you run a business or run a part of a business and you go, "This is how we've been doing it." And all organizations large and small have huge amounts of inertia and everyone's starting point is, "What have we done in the past?" And then you think, "Well how are we going to use this technology to reshape the way we do things?" And typically a business form... "That's how to do it more efficiently..."

**MURRAY:** (12:33) Yeah.

**WARREN:** (12:33) "I'm sure that we're driving at a cost lower and producing a better customer experience," and so forth. And any challenge like that is difficult. It's changed. It's difficult to understand it. You know, it's just hard to know what's the right strategy, what's the right thing to do.

**MURRAY:** (12:47) Yeah. I think there's a piece in this and we talked about it before we started. The Royal Commission into the financial services. So the banks, major institutions who embrace the technology, who really work hard to in inverted commas make the world better. But look what we got. And there was a whole... Well from the outside seemed a vacuum of leadership.

**WARREN:** (13:13) Yeah.

**MURRAY:** (13:14) What does that... What do you see into that in terms of the relationship between business and the community going forward?

**WARREN:** (13:21) The Royal Commission I think has highlighted a fundamental failure of leadership in the banking system. But you make a good point. These are technology companies within the context of a very well-known and long-standing business. And then the force for good that comes out of our banking system is overwhelming any of the negativities, even this recent period of what's been revealed. But we do have to deal with what's been revealed and there's no sweeping that under the carpet



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no matter what anyone tried to do or will do. We've had this Royal Commission. It has been right there. And it's a message for all major businesses that you have a leadership role that has a long term perspective, that you must align the interest of your organization, of your staff with the interest of your customer. The leadership that's required at the highest levels of the corporate world in Australian society and I presume that this is applicable in other countries as well, is significant. And it's not just about delivering for your shareholders over the next three years or your tenure. It's about a stewardship of an organization that will be around theoretically forever and what you have to do to make sure that organization is sustainable and performing at its best over the long term, which may mean it doesn't perform over its best in the short term. It certainly means it may not generate as much profitability as it can. There's a lot of evidence, and I've done some work on this, that Australian banks were earning a lot more money than any comparable indicator whether it be foreign banks overseas, whether it be smaller financial institutions here in Australia, whether it be the rate of credit growth in the economy, the rate of economic growth. Everything suggests that the banks were just making this excess return and it speaks to this issue about short term profitability.

**MURRAY:** (15:27) To be fair to the banks. The government was encouraging them to do this, to keep the economy going.

**WARREN:** (15:31) Yeah. And look, I would argue that senior bankers should have a frame of reference that is not materially different to senior political workers. They need to take a view of the whole community and the broader society and I think that's where we've seen the failings and I think that we've seen the repercussions to that. I was told by an academic and a banker a long time ago that no amount of technology and amount of regulation is going to stop someone doing the wrong thing in a financial institution. It's about character and leadership is about culture and we've got a failure of character and a failure of leadership and that is the cultural point or what we now call culture.

**MURRAY:** (16:11) Yeah.

**WARREN:** (16:11) Which I would say isn't there.

**MURRAY:** (16:13) Would it be fair to say... The global changes that you described earlier, is that also a consequence of the short-termism, of corporate thinking and



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economic policy? It's about get the sugar hit now and not worry about the longer term?

**WARREN:** (16:30) Yeah. I think there's no doubt. And this isn't to point fingers at anyone. We need to learn from this, but studying is part of my career, studying financial markets and providing forecasts and understanding expectations is... We're not very good at thinking about the future and we get really bad when that future gets out beyond a year or two to a point where it becomes actually an esoteric concept. It's not a hard analytical form and the opening up of, not just globalization and markets across borders but the freeing up of markets within countries in the last 40 years, the sort of neo liberal agenda or the economic rationalists whatever you want to call it. There were some major... some of the insights that economics provided, and my father was a very well-known professor of economics here in Australia who was a supporter of this, but this is about the economic system. It's not about how you behave and this idea that if everyone acts in their own best interest you're going to get a good outcome in the whole system. But we can show that's the case in an economic frame and we can show that, you know, that's a good way to think about markets. But it's not a good way to behave. Everyone knows what's right and wrong and I think there's a moral issue out there especially when you have such strong positions as large corporations you have a significant amount of the capital in our community at your discretion, at your disposal and you must look beyond just the simple short term interest. Sure, you have got to make sure... Your first and foremost obligation is to make sure your organization survives but to try and absolutely and utterly get as much return out of that capital at all costs on a sort of two to three-year view... If that comes at the expense of the brand, the reputation, the investment in technology... If it comes at the cost of the longer-term sustainability of the organization, once you have gone as CEO or you have gone as a senior manager. You don't care. If that's the attitude and the approach you display it's going to fail and I think that's what we've learned is that we need some serious rebuilding of trust and we need individuals to step up to the mark and take on that challenge and I'm not talking about ethicists and so on. I'm talking about business people, political leaders, technical specialists who have matured in their career to come into these roles.

**MURRAY:** (19:04) To advocate to be trying to run the country right now because of so many diverse views, needs an interest that you try and... And the problem is, if I understand populism, they're trying to keep everyone happy and they're just probably going out to everyone.

**WARREN:** (19:21) And that's where populism is destructive because you can't keep





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everyone happy whether it's in politics or in business and, you know, again simple frames should you be keeping those people happy who are the most influential on you in the next little while which is the same concept as getting the most profitability out of a firm in the next couple of years This is not necessarily the right thing to do. This is where, as I referred to, statesmen or great leaders come from. It is resisting those urges. And they're very very hard to resist I'm sure. And it's also where cohorts of great men and women coming together to lead organizations are important. It's not an individual. Individuals... You know, my view on leadership is... A CEO doesn't lead an organization. A CEO leads a management team that leads an organization. It's about... Leadership is such an intensely personal thing in practice or in what you do as a leader, but it's a team.

**MURRAY:** (20:27) Yeah. There's a collective leadership that's required

**WARREN:** (20:29) If you can't lead with and through others, you can't lead.

**MURRAY:** (20:33) Yeah.

**WARREN:** (20:34) That would be my view

**MURRAY:** (20:35) On coming leadership, you talked about statesmen, how you viewed team leadership as a collective. Let's come to you a little bit and get to the first question. Who would you say has influenced you the most in terms of your leadership?

**WARREN:** (20:50) Look it's an interesting question because the most I learned about leadership is from failing, a collective accumulation of really bad leadership outcomes. Obviously when you have... There are leadership steps. Now there's the first line of leadership that most people get exposed to which is leading a team of people which is very close to you, usually physically but also in a skill sense. You share a same skillset. You're doing his own similar job and you're sort of all basically sitting around together. Then you take your first step up which is to lead people... Well in my case it was more remotely. That is they weren't all geographically located even though we all did very similar things and we had sort of an all-in to a given outcome.

**MURRAY:** (21:33) So that's an interesting thing, that remoteness and it's more and more a feature for people leading remote teams. What did you get out of that as your biggest challenge and what did you do that worked to overcome the distance?



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**WARREN:** (21:46) The distance. I could not articulate it with the range of things other than to say communication.

**MURRAY:** (21:55) Yeah.

**WARREN:** (21:55) I'd be on the phone six times a day. We had a high frequency... Well we were constantly analyzing financial markets and the economy so, you know, it was a new day every day.

**MURRAY:** (22:04) Yes.

**WARREN:** (22:05) But it was communication first and foremost. The next one of course is when you become the leader of leaders. So you are no longer actually leading the way as such with your technical skillset. You are actually operating through others to get that outcome. And that for me is probably the first big leadership step in the journey is that removing yourself out from the operational leadership into more organizational leadership. And I think the next big step which I haven't got as much experience with but is when you become a community leader.

**MURRAY:** (22:45) So for you personally when you started to have to get involved in the community in that way and show the leadership there, what changed?

**WARREN:** (22:55) You just needed to be a lot more cognizant of how people could interpret what you're doing.

**MURRAY:** (23:06) And how did it... Did it change what you did?

**WARREN:** (23:09) Well it changed the way I communicated and it did change the nature of some of the work. You need to be a much clearer... And you see that. It goes on to a lot of well-known successful and high profile economists. They're probably somewhat more conservative than a) They naturally worry about so what... The conversation you have one-on-one with them is probably a little bit... At any point in time got a bit more edge to it than what they present publicly. And you know... But that being said, if there is an issue you have an obligation to communicate that as well. One of the things I worry about climate change. Having worked in government and seen how government and some extraordinarily skilled forecasters go about their work, who really care about their reputation and they really don't want to be proven wrong. Then they're conservative. And my sense of the sort of scientists who are doing these modeling of climate change is that they're going to be very conservative on their timelines and I worry that actually it's going to play a lot quicker than what...



**MURRAY:** (24:15) So it's an interesting thing you bring up there because more and more it seems that the experts and science and facts and that I'm sure applies for you what you're doing as well. People just ignore it and say it's not true.

**WARREN:** (24:28) Well it's a foundational part of this populism because you first think about elites and I sort of think of political and business elites, but the reality is, is that you get the intellectual elites put into that bucket as well, and it's this group of very smart, very powerful, not usually very wealthy people who essentially run our society. Whether there's any truth there or not, the point is that when those people are seen to be failing the broader community which is essentially a leadership failure, that they don't believe any of it. You know, there's no doubt that our politicians are not believed. Just look our inability to get a prime minister through a first term of government.

**MURRAY:** (25:11) And it seems to be that whenever we're taught something, if we don't like it we choose not to believe it. And then we find someone who will tell us what we want to hear.

**WARREN:** (25:20) Well I think that's also part of the technology space now where you're getting a breakdown in traditional media and they're on the Internet getting their news and you're getting all these mini echo chambers and that I think is part of the complexity of this.

**MURRAY:** (25:34) Yeah. Let's come back to you and talk about the 'aha' moment, the 'aha' moment when you sort of understood, "Ah, now I get it. I understand what this leadership is all about." Is there one that stands out for you?

**WARREN:** (25:52) There are quite a few 'aha' moments usually following some reasonably significant leadership failure. But the clash for me is... In leadership there is a schematic model. There are things you have to be able to do and the one that I learnt that wasn't obvious when you're a child and the one that I struggle with is you've got to listen. It's not that I have a listening problem. It's that I have a talking problem and I blame my career on that partly because I'm sort of basically doing presentations and talking the whole time so when it comes to the managerial setting I have to sit back and listen and often when you're either feeling a bit uncomfortable or things are tricky or you want to get an outcome you reflex to what you do and I talk. So I remember in my office I actually got a piece of paper and got the letters to "Stop Talking Listen" and just jumbled them all up on a page and then stuck it up on the wall in front of where I'd sit when I talked to a staff member and it meant nothing to anyone because obviously I didn't want people to see.



**MURRAY:** (27:00) Yeah. Yeah. I see.

**WARREN:** (27:02) that I had this major leadership failure and the fact that I was always talking.

**MURRAY:** (27:06) So what was it that... When was it you understood, "Oh I got to shut up and listen a bit." What was the moment?

**WARREN:** (27:12) Look I was lucky enough to have some people, senior people working for me that provided that advice. Australian banks were so... ANZ was fantastically focused on developing people and a lot of resources in there and I was lucky enough to benefit from that. So whether it was coaches or HR or some good people.

**MURRAY:** (27:32) So that final question, biggest failure. It's the one that stands out for you that really changed the way you went about things.

**WARREN:** (27:42) Look I think when you look back... When I look back and think about what could have been done better it's... I mean there are failures all over the place. That's life, but standing up for or recognizing... When you recognize something is going wrong particularly in an organization and the people above you... And making the decision to manage that or even acquiesce to it as opposed to standing up against it is probably the hardest thing and that's...

**MURRAY:** (28:16) Is that something you've...

**WARREN:** (28:17) Well I think it's, you know, the thing with the Royal Commission is that it's focused on retail banking so... But there were a few characters when I was there that I don't think were of the right character. I probably didn't call that out enough and that was a lack of courage and I do think that cost me in terms of my bearings for a period there. I got very disillusioned with things and you could almost argue it fell below the line although I wasn't like I was sort of a 30-year-old economist sort of moping around. It was more strategically sort of in that broader sort of mindset. I fell below the line even though you wouldn't necessarily have known it day to day. And that's probably the one thing that I've learned that, you know... The problem with hierarchies and authoritarian arrangements, which is the corporate world basically, is no matter how much we want to talk about people being free to speak up all that, the reality is people are employed by a boss. The boss is the most important person and I think that's one of the structural features at the moment of



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the corporate world which is tricky because you're standing up to people who are going about things the wrong way. I mean this is really obvious and another obviously if it's criminal or if it's really bad business practice...

**MURRAY:** (29:46) But what you talk about... Someone's behaviour or approach or whatever, it was evident all through... and it still is in companies today when people don't speak up. People won't take ownership of holding each other to account and we talk about the collective leadership. Well that's how it's formed.

**WARREN:** (30:06) It certainly is. And that's where the independent advice of one of the great leadership experiences or developments for me was having a coach. It was very very important to be able to have a) someone to speak to and b) someone to hold you to account on things. Because you know, in leadership you do have to confront emotionally difficult tasks particularly around individuals. You know, you have to ask difficult questions. You have to work out a way to ask them in a tactful way or a way that's going to get to an outcome. Once you get to a certain level in an organization, you, your boss, your boss' boss, even some of the people working for you, are effectively out there operationally quite independent.

**MURRAY:** (30:48) Yeah.

**WARREN:** (30:48) So there is a great benefit to having... But I'm now associated with the Executive Connection which is essentially providing those services in the SME space which is really valuable I think, and it's going to improve leadership and the community.

**MURRAY:** (31:06) Thank you for sharing that. I've got a final question for you. I know we're short of time but I collect questions that people use. I call them the Leadership Questions. Have you got a question or set of questions that is your favorite, that gives you... Opens up people, opens up situations and gives you that deeper insight. Or a question you ask yourself.

**WARREN:** (31:36) Yeah. Well I think... I mean again getting back to the issue of difficult conversations, it's always I think important to ask someone how they feel about something.

**MURRAY:** (31:48) Yeah.

**WARREN:** (31:50) It's one thing, particularly in a business or organizational setting, to ask about the technical issue at hand but when it comes to issues of people, issues of leadership, you cannot try and escape from an emotional setting even if it's only to



bring yourself back to some neutral emotion.

**MURRAY:** (32:12) Yeah. It opens a lot... Because again we can make assumptions and we think people are okay with that. Actually you know what? I'm feeling a bit uneasy about this.

**WARREN:** (32:21) Well I think that's a very good point you make about assumptions because in this world... I mean coming from financial markets and banking and so forth, it was a very high pace always. You know, even going back to the start of my career. The way the world is connected, the way everything is just happening so much quicker. Just the concept of just in time, inventory, whatever business you're in, it just every... I mean seeing back out of the corporate world, looking back in with all my friends who are in there apart from the great relief to watch from the outside. But they are under so much pressure and you do need to not assume because a smart... And again this is probably the economist's curse but if you're trying to get an outcome quickly and think through a series of processes, making a bunch of assumptions on the way can be helpful if they're accurate. But it gets harder and I'm thinking economic models, thinking about technical processes but when it comes to people you just have to make one bad assumption and the whole thing can sort of really collapse.

**MURRAY:** (33:24) Thank you. What a great talk. I really appreciate your insight particularly around that global economy piece. Two things actually, 1) If people want to reach out and connect with you, how would they best do that?

**WARREN:** (33:38) I'm on LinkedIn and Twitter and so forth.

**MURRAY:** (33:41) So LinkedIn or Twitter. Yeah.

**WARREN:** (33:42) I'm sure via the university, UTS Business School.

**MURRAY:** (33:47) Finishing up, you talked about... We started a bit pessimistic. As people are listening to this and going forward, what would you say, what advice would you give them around taking... And what to do to work through this and maintain their optimism.

**WARREN:** (34:04) Everyone can be accountable for getting their own outcomes whether it's individually or within the organizations they work in and now we're going to require resilience. If we arrive at these tougher times here, we need to sort of just keep moving forward trying to make our businesses as good as they can be, trying to deliver for our customers or if it's a government, service provision, whatever it is that



**WARREN HOGAN**  
**THE INTERSECTION OF ECONOMICS AND POLITICS**  
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you do, the reality I think is that we are wealthier, smarter, better connected, wiser and more open minded than we've ever been as a race and we should be optimistic that that will win the day.

**MURRAY:** (34:50) Yeah.

**WARREN:** (34:50) And don't let... What is it they say? Don't, you know... All we have to fear is fear itself.

**MURRAY:** (34:55) Yes.

**WARREN:** (34:56) The world can look very yucky and I think in next few years Australians are going to be a bit shocked by a few things. But we've got to push through that, focus on what we do, our families, our business and I think we'll be okay.

**MURRAY:** (35:09) So if we focus on what you can influence

**WARREN:** (35:12) What you can control.

**MURRAY:** (35:15) And don't get caught up in that bigger story.

**WARREN:** (35:14) Yeah. And also I think that we're going to be challenged to be much more community orientated and we're going to need to... there's always the disadvantage that we are cognizant of, but I think there's a broader group that don't participate to the same extent. We need to be... It isn't about what I can pull out of this organization and what this organization can pull out of our society. It's about being part of an organization that contributes positively. It's about being an employee of a company that you're part of a team that's contributing positively and I think that will win through over the next few years and I think actually through what I think could potentially quite tough times ahead. That's the human spirit coming through on that.

**MURRAY:** (35:59) Yeah. I love that. I'll just emphasize it. You talked also, there are going to be opportunities in what's happening for us all. So it's... Look for them.

**WARREN:** (36:07) New ways of dealing with things.

**MURRAY:** (36:09) Yeah. Beautiful.

**WARREN:** (36:09) Thank you very much

**MURRAY:** (36:10) Warren, thank you very much.





**WARREN:** (36:12) Appreciate it.

**MURRAY:** (36:12) Enjoyed the chat. Thank you.

Thanks to Warren. There's a lot to digest there. The main points that I take out of it that relate to how we go about leadership are: 1) recognizing that it's not individual leadership that's needed but a collective leadership from the top team. 2) The need to develop a long-term approach and to expand our thinking to include all stakeholders including the community and finally 3) The need to build resilience and not get caught up in the bad news but to remain focused on what you can control and find the opportunities in that situation.

I hope you enjoyed this interesting and insightful episode. Perhaps it's a useful thought provoker for your next team strategy meeting. Please be sure to share. Until the next time.

That's it for this episode. Thanks for listening. Head to [www.murraywright.com](http://www.murraywright.com) for the transcripts, key learnings and resources from today's and past episodes. Once you're there, why not subscribe to the Leadership Moments Podcast. That way, you never have to miss one. Until the next time.

[End of Transcription]



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