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PHIL: (00:00) Designing for inclusivity and designing for everyone in the context of technological change I think is going to be talked about more and more. The inherent bias potential for the data we give machine learning platforms and we give artificial intelligence to make decisions on could have profound implications for the lives and the well-being of vast numbers of people.

[music]

MURRAY: (00:24) Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real people stories about the people and the moments that have shaped their leadership. I hope they give you new insights and some inspiration to be a better leader, make a better world and live a better life.

[music]

Whether you like technology or not this is a must listen to discussion that will step you into the future and hopefully challenge your thinking. I talked with Phil Cross, a digital consultant and strategist who helps businesses grow, implement change and navigate disruption. Phil shares the latest digital trends and we talk about the consolidation of power in the central platforms, artificial intelligence, how it will impact us and some of the dangers inherent in it, the cultural shift in a hyperconnected world and we discuss evolution versus transformation. Leadership is a thread through the discussion and Phil shares his leadership moments and talks about self-care and how he applies what he learned as an endurance athlete to performing well at work. I hope you enjoy.

Phil Cross, welcome to Leadership Moments.

PHIL: (01:40) Thank you. Nice to be here.

MURRAY: (01:42) Great to have you. Phil, you describe yourself as a digital consultant and strategist. What does that involve?

PHIL: (01:52) Yeah. Absolutely. It's a bit of a broad statement, a bit of a broad job description, isn't it? At its very essence I help our clients. I work for a company called GrowthOps here in Sydney and I help our clients unpack their goals, what they want to achieve from specifically from a growth perspective in the context of our business and then really start to piece together the processes, the systems, the channels, the



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tools, the development programs that would be required in order to meet those goals. So it's really kind of helping road map out those critical pieces of work for our clients in order to achieve what they want to achieve in this kind of ever changing digital landscape. That's it in a nutshell but again I think to do it justice we probably need another couple of podcast episodes.

MURRAY: (02:49) Yeah. Yeah. There are a couple of pieces. One, I'm interested... GrowthOps because I think that's... is that a company of the future? It's a company that's born out of the digital world. Can you maybe explain what are the different elements of GrowthOps?

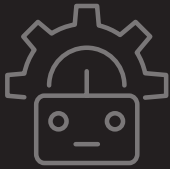
PHIL: (03:05) Yeah. Absolutely and great question. GrowthOps was specifically designed and engineered as an organization. So we're just over a year old now and we're an amalgamation of over nine different businesses that all have deep subject matter expertise in different parts of the digital value chain. So we do everything from growth strategy (which I am kind of placed in) to growth marketing, to technology, to brand and creative, to people and leadership. And so the company was engineered to deal with the challenges that organizations face in the current climate and specifically engineered so we could thrive in that climate as well and I think that's a huge piece of context that underpins all of our discussions at the moment, certainly all the discussions we're having with clients and all the discussions we have internally about how we operate and how best to serve our people and how best to do great work for our clients.

MURRAY: (04:14) So you talk about the climate, the context and challenges and you're just back from the big show, tech show in the US. What's...

PHIL: (04:22) South by Southwest.

MURRAY: (04:23) South by Southwest which would have brought you up to speed with what's really going on in the leading edge of it. So what are the challenges we're facing now? Maybe not even facing now. What are we going to face as things evolve and develop?

PHIL: (04:43) Absolutely. There's a kind of metaphor I like here for how organizations are operating in our digital future. If you think of as... If you think of an organization as a boat on a river. The currents of the river, those are the inevitable forces pushing you forward. Sometimes they're hard to see. It's hard to know where they came from. It's hard to know exactly where they're going, but they're almost inevitable and I think of these as technology and culture. So we're seeing movement towards



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platforms and movement towards centralization of resources and centralization of communication channels. So I think that's one very very powerful force that organizations need to contend with. There's forces around AI then there's the long term shift of culture. So we're seeing the evolution of culture all around us and that is fueled by a hyperconnected world. The geographic borders are becoming more and more meaningless and dissolved. We then have the climate which is the more acute challenges organizations have to deal with. So you're on a river. The current is the thing taking you forward. That's almost inevitable but the climate changes on a day-to-day, week-to-week, month-to-month basis and this could be the political climate, economic climate, your competitive landscape. Those are the kind of two ways that we're thinking about the forces of change and the kind of effect for most organizations.

MURRAY: (06:18) If we look at our global trade situation and the whole push kick back and this move towards a more nationalistic actually type of thinking.

PHIL: (06:29) Yes.

MURRAY: (06:29) There's now more questioning about the powers of the big data companies and what they actually do with the data and how they use it. Is that going to be disruptive? Is there anything happening in that?

PHIL: (06:42) We're seeing more and more push towards regulation there so we obviously had GDPR come in in Europe in the last couple of years.

MURRAY: (06:52) Just maybe explain that.

PHIL: (06:54) General Data Privacy Regulation. So it's an act to I guess mandate how companies acquire, store and use personally identifiable information

MURRAY: (07:08) And this is why we've had all these updates to our terms and conditions from the big companies.

PHIL: (07:12) That's right. There's regulation like GDPR in the States and this comes out of my experience at South by Southwest as well. You had all of the political heavyweights in the States. So I say all of them but many political heavyweights in the States; Elizabeth Warren, AOC were coming to speak at South by Southwest around regulation, around breaking up of Big Tech. So this is a platform, in America at least, that the politicians are actually running on because of the acknowledgement that Facebook as a platform was instrumental in influencing the recent election in the



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States. You know, this is... We can argue about to what extent it was influential but the fact that it was used to very effectively target and sway the voting patterns of large numbers of people is I don't think in dispute anymore.

MURRAY: (08:12) Yeah.

PHIL: (08:12) And that's a reality that we're all part of now.

MURRAY: (08:17) So you've been to South by Southwest. If there was one thing you took away from that, that you look forward and go, "Oh my goodness! That's massive." What would it be?

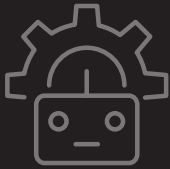
PHIL: (08:28) Very good question and pinning it down to one or two things. I tend to look at things as we all do through our own personal frames and what we do on a day-to-day basis. Designing for inclusivity and designing for everyone in the context of technological change I think is going to be... is something that's going to be talked about more and more. So touching back to machine learning, artificial intelligence and using data sets as an example there. The inherent bias potential for the data we give machine learning platforms and we give our artificial intelligence to make decisions on could have profound implications for the lives and the well being of vast numbers of people. And then on a, I guess a more microscale in terms of what we can do and how we're designing for people, again that design for inclusivity I think is just critically important. So I do a lot of work in customer experience space in CX, and thinking about who uses the product? What are the edge cases for that product? Who are we considering? If you've got a room full of people designing an experience, designing a product or designing a service and that room full of people everybody looks the same.

MURRAY: (09:49) Yeah. Yeah.

PHIL: (09:50) Everybody comes from the same background. That's potentially again problematic and it's not malicious. It's not...

MURRAY: (09:58) It's just unconscious.

PHIL: (09:59) It's unconscious but that doesn't excuse our responsibility for mitigating against that. So for me that was one of the things that was absolutely, you know, that just shook home in a big way from South by Southwest for me. Again the consolidation in the big platforms, the power of organizations like Amazon are accruing.



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MURRAY: (10:22) Yeah.

PHIL: (10:23) the fact that global climate change is going to push production of food or kind of make the production of certain food crops more problematic on a global scale in certain regions. Amazon's ownership of vast real estate in inner-city areas or close to inner-city areas and then inner-city agriculture. So think of Amazon, . they already own Whole Foods in the States. They're buying up another grocery retailer as well. So think of the implications if they start growing the food too. They're using indoor agriculture to manufacture crops that can no longer be produced in other parts of the world. They own the supply chain and the logistics to get those to stores faster than anybody else. They've got Alexa in your home. They know what you... They know whether you're sick or not. They know whether you're, you know, your buying patterns from everything you do on their store. You start tying all this together and the ability for smaller organizations and smaller retailers to be able to compete with the combination of data, the ability to process it and make decisions, the logistics and the infrastructure, you wonder how many smaller retailers are going to survive this, the path Amazon is on unless it's again regulated.

MURRAY: (11:48) This is regulation isn't it?

PHIL: (11:49) It is. Yeah. Yeah.

MURRAY: (11:51) Yeah. I personally... I think it's going to happen. I think governments will have to act.

PHIL: (11:56) I think so, too. I think...

MURRAY: (11:57) They'll have to it is out of order.

PHIL: (11:58) Yeah. And tech is riding on the good will... I heard this quote the other day on a podcast. It really struck home. So tech is riding on the good will it had from the last 20/30 years. So Steve Job's famously... You know, famously sort of coined the phrase 'bicycles for the mind'.

MURRAY: (12:19) Yes.

PHIL: (12:19) And back at that point in history tech was the challenger. It was the disruptor. It wasn't the, you know, it wasn't the mainstream. It was the thing that was fringe and it was very left-leaning, very liberal, very inclusive and that was the slant



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and the ethos of tech. And organizations like Facebook now are kind of riding on the coattails of that. The trust us we're tech and I think now these organizations are at an unprecedented scale, unprecedented power and we're having to react to that because that's just snuck up on us and not many people saw it coming.

MURRAY: (13:00) A bit like the banks and the finance industry.

PHIL: (13:02) A little bit like that.

MURRAY: (13:03) A little bit like... Yeah.

PHIL: (13:04) Yeah.

MURRAY: (13:06) 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 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 get to that first leadership question. Through your journey who would you say has influenced you the most?

PHIL: (13:35) I thought about this and I don't think there is anyone or two women or men I could point to and say it's absolutely those people that have influenced me. It's really the neuroscientists and the psychologists and the neuro-semantic thinkers in Neuro-Semantics that have influenced me quite a lot. So from a.... integral theory and, so kind of pioneered by Ken Wilber I say pioneered but he's certainly the leading thinker in that field at the moment, pulls a lot of this together in a model or a collection of models that I think very elegantly let us unpack and think about the world and kind of within that, you know, standing on the shoulders of giants, Kegan has done a lot of work in this space with his Immunity to Change and An Everyone Culture which is just an outstanding book. And then you've got Richard Bandler and John Grinder who did a lot of work in neuro-semantics, how we make meaning of world through our words and how we language the world to ourselves. And then the likes of Adam Grant, great organizational psychologist and Susan Cain who did a lot of work on introversion and again another fantastic book Quiet, if anyone's not read that. So



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really it's that collection of kind of technology, business and the kind of humancentric disciplines and those kind of thinkers within those that have really made their mark on me.

MURRAY: (15:13) Yeah. So you're working with groups, organizations looking at the future. What's the leadership that's needed in the future?

PHIL: (15:24) I think the first part of leadership is awareness and awareness starts with the self, it extends to the team, it then extends to the organization which then extends to the external world. And with awareness comes complexity. So complexity increases as we move outwards as well and so does our ability to control things. So if we think about it as an inward and an outward ability to know and to influence, I think that's a good place to start thinking about leadership. So our ability to know ourselves, to change ourselves and to act in a certain way.

MURRAY: (16:07) Yeah. You're talking about actually taking that systemic view.

PHIL: (16:11) Yes.

MURRAY: (16:12) And understanding your impact on the systems.

PHIL: (16:15) Yes.

MURRAY: (16:15) But also the system's impact on you. I was working with... Did a course with Peter Hawkins. So he's very much into the systemic teamwork and he's saying now with boards and leaders, he's actually challenged them saying, "Think about what your grandchildren want you to do now." So it's not just the impact in the next five years, it's the generational impact you have, what impact you will have on your future grandchildren which is a very powerful frame to make you stop and think. You know, take responsibility for what you can do.

PHIL: (17:02) Absolutely.

MURRAY: (17:04) Okay. Let's come to the second question, your 'aha' moment and what I find this generally boils down to several 'aha' moments but what's one of your 'aha' moments when you've understood what leadership is all about?

PHIL: (17:19) Yeah. I think I kind of started to answer that at the end of the last question with the leader context bit.



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MURRAY: (16:27) Yeah.

PHIL: (17:28) And I think the notion that there is a one-size-fits-all approach to leadership... and I liken this to diet books. So people like to be... they like prescription or many people do. I should say this is not fair to throw that blanket over everyone. But many people like a prescriptive approach because it's hard, because it's insanely difficult to take in, capture all of this context and make sense of it and then make a judgement call especially when individual egos are involved. And it takes I think quite a self-aware person to look at themselves in a situation and go, "Actually you know what? I'm not the right man or woman to steer this ship. I'm... there's no fit here for me. I should probably exit myself and move to an organization, move to a team, move to an environment where my particular style will benefit and benefit the culture." So I think the move away from me of that latching on to a particular style or a particular methodology or model or concept and then moving to that more bespoke approach was the biggest 'aha' moment for me. What really brought it home and what I found an incredibly useful frame to think about that in was ... going back to Integral Theory and Ken Wilber, was his quadrant model, which is a way of looking at the individual, the collective, the kind of individual subject objective, so use the physical systems and things and doing and then the systemic environment as well. And once you start unpacking and looking at all four quadrants together as opposed to just through one or two of them you begin to recognize that, "Oh this is complicated and hard."

MURRAY: (19:30) So when did that happen for you?

PHIL: (19:32) Truly, truly I think about four/five years ago. I think before then, and this is probably going to bring this neatly on to failure, but truly when I started digging into Integral more and I began to think in terms of fit and in terms of where an organization's particular stage or level of development is and contextual appropriateness. That's when that... I might have felt it in my bones before then but that was when I had a language to...

MURRAY: (20:09) A language to...

PHIL: (20:10) To put to it.

MURRAY: (20:10) Yeah.

PHIL: (20:11) Yeah.



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MURRAY: (20:12) I mean I love the Integral model. I do a lot of my coaching and teamwork around it. It's just such a great frame.

Let's go with it. So bring this on to the failure because I think they're linked. There's something there.

PHIL: (20:25) There is. There is. And I think it was my equation of leadership with management, for me.

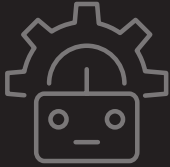
MURRAY: (20:32) Right.

PHIL: (20:33) And it was the taking on of more and more responsibility in terms of the size of the team and taking on responsibility for more departments and more functions and more people. And I think I held a frame unconsciously that this was leadership. I'm now and I quote, "Leading more people." And the reality is that fit wasn't there for me, truly, in terms of being the right leader for that particular function at that particular time. The fit wasn't there for me in terms of the work I ended up doing. So I like to get my hands dirty, I like to actually get in there and solve client problems and be the person on the ground doing things. And that's not to say I don't, you know... Now it's more leading cross functional teams on a kind of situational project by project basis but spending all of my time dealing with the kind of...almost the admin and the management side of looking after a large team, wasn't fueling my particular fire. The value I was then creating for the organization... I don't think I was doing a terrible job, although I'm sure there's probably somebody out there who'd disagree with that, but if we shifted to what I'm doing now where I think I might adding a lot more value...

MURRAY: (22:01) Yeah.

PHIL: (22:01) You know, it's night and day in terms of my contribution and it took some looking inside and it took some conversations and I'm thankful to the organization for being open to having those conversations. Not everybody is so lucky that you can sit down with your peers and your managers to say, "Hey, look. This isn't working." And for them to see some value in you to want to keep you around despite the lack of current...

MURRAY: (22:30) I think there's a really powerful piece in that for an individual to be honest with themselves but I think for organizations... Because often you hear, "Oh! I've got these people who are no good. They're not interested." When actually they've



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got something but at the moment what they're doing or whatever it is about the conditions they're just not being ignited.

PHIL: (22:54) Yes.

MURRAY: (22:54) And our job as leaders is to help them ignite that with us or find somewhere else where they can. But too often we judge them as lazy or uncaring.

PHIL: (23:06) A hundred percent.

MURRAY: (23:07) We're missing so much.

PHIL: (23:08) A hundred percent.

MURRAY: (23:09) And I would have been one of those people to do that and I still will by default sometimes fall into that trap and have to say, "Wait a minute." Pull myself back and say, "What's the story behind the story?" Sort of thing.

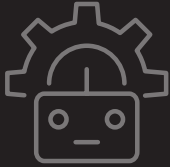
How are people dealing with the fact that so many teams now are virtual?

PHIL: (23:26) It's a double-edged sword the remote working and virtual teams. It provides people with a lot more flexibility and it provides an opportunity for individuals who choose to live in a particular location the chance to work for companies that might not have a physical location now. All of which is fantastic but you're absolutely right in terms of that day-to-day human connection, it's more challenging. I think it just requires more conscious effort and we found that as well. So we are a geographically disparate organization and I'm constantly on video calls with people in... Not just Melbourne and Brisbane but in Singapore, in KL, in New Zealand and I think technology can be our friend in this instance. I'm actually incredibly optimistic about the potential and the possibility for technology to enrich and enhance our lives, which it has done in many many ways and...

MURRAY: (24:28) Of course.

PHIL: (24:29) You know, there's tremendous upsides to what we're doing and some of which is just communications technologies. So the use of tools like Slack which we use internally which is a messaging and kind of collaboration tool, simple video conferencing.

MURRAY: (24:46) Yeah. Now listen, other part of your life, you're a triathlete.



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MURRAY: (24:52) Would that be right? A triathlete or...?

PHIL: (24:54) More generally, endurance athlete.

MURRAY: (24:56) Endurance athlete.

PHIL: (24:57) Yeah. For instance I'm doing more trail running than anything else at the moment just because triathlon kind of is a bit... Three sports is fairly all consuming and I've got a few other projects on.

MURRAY: (25:10) And you've got a great podcast. You do Master of Some.

PHIL: (25:14) Yeah. Yeah. We do that with my friend and colleague Darren Lake who is a great athlete, audio producer and yeah, we have a lot of fun doing that.

MURRAY: (25:26) So how does what you're doing in the endurance... and I'm thinking principally around mindset. How does that work? How do you bring that into business and leadership?

PHIL: (25:41) Great question. There's probably... Yeah. There are two kind of frames to throw around that. First of all the physical side of things. So if we think of that locus of control that we talked about before, you know, starting with the individual and if it starts with us... you know, being in the best possible mental and physical shape to deal with and navigate and effectively move on the challenges around us, is fundamental. So having some skill and awareness of movement, of nutrition, of rest and recovery I think is fundamental to just our operating as a human being. I also just want to caveat that some of the endurance sports, especially the ultra-distance endurance stuff should not be confused with being healthy.

MURRAY: (26:33) No. that's right ... your particular expression is through endurance but others...

PHIL: (26:38) Yeah.

MURRAY: (26:38) They'll find their way but there's a piece as you say about taking care of yourself.

PHIL: (26:43) There is. Yeah. And it's balancing those goals.

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& Associates

MURRAY: (26:46) Yeah.

PHIL: (26:46) As I said training for an Ironman Triathlon is fun and cool and it's great just to have a dragon to slay and a great one and go out there and do it.

MURRAY: (26:54) Yeah.

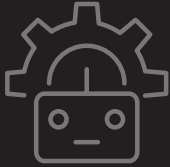
PHIL: (26:55) And for lots of different reasons but it can actually take a toll on people's health doing events like that. But fundamentally self-care is important. And that extends to the mental side of things as well. One of the reasons I got into coaching more around behaviours and mindset and development is because of my experience coaching endurance athletes.

MURRAY: (27:21) Right.

PHIL: (27:22) So I started coaching endurance athletes on the physical side of things and then it occurred to me that compliance was a... It was a thing. It's like are they...? They've got these programs and they're not doing them for some reason.

MURRAY: (27:35) A lot of telling there.

PHIL: (27:35) Yeah. Yeah. Exactly. And then I started studying neuro linguistic programming. I went and did some coaching certifications around that and then I found the coaching of the behavioural side of things far more interesting to me than the physical side. So that's more what I concentrate on nowadays. But knowing how your... Knowing your minds, knowing how you're making meaning of the world and having an awareness so I find stoicism a useful philosophy here. So putting it in a nutshell it's being aware of the things we can control are very very few indeed. We can control what we think, what we feel, what we say and what we do and not a lot more than that or in fact not anything more than that. And the rest of it is the world happening around us. So we can control how we respond to things but we can't necessarily control the things around us. So I think that work on the mindset, on mindset and behaviours is just as important as any physical work. The frame I like to think of this is, if you are in a poor physical state then that's not a good time to be making decisions or be making calls. So for the listeners think about the last time you were hung over... I'm sure everyone who's listening to this is super responsible and nobody drinks to excess ever. But hypothetically if you were hung over and made the decision, "I'm never drinking again."



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MURRAY: (29:14) Yes.

PHIL: (29:15) What kind of state were you in when you made that decision?

MURRAY: (29:18) Yes.

PHIL: (29:18) Were you in a peak state? Were you...

MURRAY: (29:20) That's a nice one.

PHIL: (29:21) Operating at the forefront of your mental capacity making a really considered decision? Or was it some... Away from crawl away from ... t what you found yourself in?

MURRAY: (29:33) Now we have to start winding up. Tech world, the future... Is there a book that you would recommend to people to start building some of that awareness and knowledge and insight around what's happening.

PHIL: (29:48) Yeah. So there's... I'll give you three books. Yuval Noah Harari. So he wrote Sapiens which is a digest of where we've come from as a civilization.

MURRAY: (29:58) Yes. Yes.

PHIL: (29:59) Homo Deus which is a future perspective on where we might go in the distant future and 21 Lessons for the 21st Century which is his newest book which is a kind of unpacking of where we are now. So, I think that collection of work is a... and they're just stunning books as well as very good.

MURRAY: (30:19) Right. Right.

PHIL: (30:21) More from a technology perspective, The Inevitable by Kevin Kelly. Kevin Kelly, one of the early pioneers of technology and the Internet. So that is a fantastic book. Machine, Platform, Crowd by Andrew McAfee. That's a fantastic book and Industries of the Future by Alec Ross. So that would be a really good primer on...

MURRAY: (30:45) Brilliant.

PHIL: (30:45) Kind of... More the way... So some of the predictions will date as we go forward.



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MURRAY: (30:51) Of course. Yeah.

PHIL: (30:52) But the way they think about looking at emerging trends and looking at the future and looking at why certain technologies have formed part of that current as we were talking about before as opposed to just the climate as opposed to just something that's affecting us now but fundamentally are something that are moving civilizations. Those books provide a really good way of thinking about and unpacking that.

MURRAY: (31:15) Brilliant. And the last thing. I always ask my guests. I collect questions. So do you have a favorite question you use either for yourself, with your clients, with the people you're coaching, with the athletes you're coaching?

PHIL: (31:29) Yeah.

MURRAY: (31:30) What would your question be?

PHIL: (31:32) So I'm actually going to steal the question from Grant Thomson, who is here at GrowthOps and is actually my boss. This isn't me sucking up but he likes to ask, "What if it works?" I love that question because it... Everyone is so fixated on the, "Okay. How do we get there? How do we make this work?"

MURRAY: (31:57) Yeah.

PHIL: (31:57) Like how do I do the thing? What if it works? What if we suddenly start bringing in a hundred times more customers than you had last month? What if you achieve your goal of finishing this race? What then?

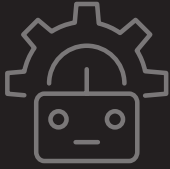
MURRAY: (32:14) Yeah. Yeah.

PHIL: (32:15) What's next? What if it works?

MURRAY: (32:17) It's actually opening up people's thinking beyond the problems of getting there and the challenges of getting there.

PHIL: (32:22) That's right.

MURRAY: (32:23) But it's also opening up what you have to have in place to manage it when it does work.



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PHIL: (32:28) Exactly. And you can take it in a couple of directions as well.

MURRAY: (32:31) Yeah.

PHIL: (32:31) You can take it in an optimistic direction, and you can also do... what I like to call the black mirror exercise

MURRAY: (32:40) Yes.

PHIL: (32:41) Okay. And this is what Facebook maybe should have done a little while ago. What if it works?

MURRAY: (32:47) Yeah.

PHIL: (32:48) Yeah.

MURRAY: (32:49) What are some of the downsides of this? Yeah.

PHIL: (32:51) That's right. What are the potential impacts and implications? So I think on a lot of levels that's a... I think that's a good question but I can't take credit for originating it.

MURRAY: (33:00) Well listen. Most of my questions are stolen from someone.

PHIL: (33:03) Yeah. We're all standing on the shoulders of giants.

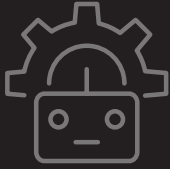
MURRAY: (33:06) Phil Cross, thank you very much.

PHIL: (33:08) Thank you.

MURRAY: (33:08) I really enjoyed it.

PHIL: (33:09) Thank you. Same.

MURRAY: (33:10) Well, a lot to think about and some great leadership insights. The things that I take away from this talk with Phil are: Firstly, we need to constantly read, be updated and evolved as businesses, teams and individual leaders to keep pace with the changes that are happening and to remain relevant. Secondly, adding to that first point is the need to build diversity in the information we're receiving. As Phil pointed out the search engines give us more of what we like not necessarily what we



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need. And as automation develops it will be harder to bring diversity into our thinking, the discussions we have and the solutions we come up with. The final point is knowing when the fit is not right and being honest with ourselves and others and having the conversation.

A big thank you to Phil for his time. If you want to get in touch with him you will find him on LinkedIn. Look for Philip Cross.

[music]

That's it for this episode. Thanks for listening. Head to the podcast page at www.murraywright.com for the transcript, key learnings and resources from this episode. You'll find the leadership questions from all my guests under the Resources tab and while you are there, why not subscribe to the Leadership Moments and that way, you'll never have to miss one. Until the next time.

[End of Transcription]



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