**PM in Practice Podcast with Anik Seth Video Clip**

**Helping People Change Self-limiting Beliefs Transcript**

Anik: A lot of our directors, a lot of our general managers, a lot of our even managers at a restaurant level, these were team members who came to us and started off just as minimum wage employees. And it's sad, you know, in our community, and our in our business as well, especially for our employees, a lot of these employees come from marginalized backgrounds and they feel like they have no potential. They have no opportunity. Right this is for some of them, this is it.

So, as leaders in our organization, we're excited, because want to show, like, no, this is not it. You have an opportunity to grow, you have an opportunity to expand your bandwidth, learn about true business and make people better. Right? And that's kind of how our, our, our vision started in the beginning.

So, the example of this individual who's now the director of human engagement, training and people. He was a Baker at one of our Tim Hortons locations 10 years ago. And he now he overlooks all 60 locations and he goes and so probably the most fulfilling job for him. He's so passionate about it to go in not just to check out operations, but to engage people, to be an advocate of culture, an advocate of people, and advocate of making people better.

So that's kind of one story but there's a lot of stories like this in our organization. Our director of organization started with us from day one and now she grew in this capacity being a director that overlooks the whole portfolio of 60 locations with profit sharing, with other incentives, et cetera.

So it's highly rewarding because for me, it's showing people an opportunity that didn't exist. And as leaders we got to encourage that. More importantly, we got to train that, we got to nurture that, and show them that it's possible because a lot of employees just have self-limiting beliefs and that's the reality. And then when we present them opportunities, and we train them, and groom them for it, it's fascinating what they do. And all your Tim Hortons locations so it's, it's fascinating. And in some cases are probably managing better than I could and I have an accounting designation.