



ACCENTURE LIMITLESS

EPISODE 1

ANNE-MARIE IMAFIDON AND OLUCHI IKECHI

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Oluchi Ikechi [00:00:05]

Welcome to the Limitless interview series. This series is all about interviewing pioneers in their field, who are really breaking ground and transforming the way things are being done in their industry. I'm really pleased today to be joined by Anne-Marie. I'm going to get into a little bit of her background very, very shortly. And I guess to just quickly introduce myself. So I'm Oli Ikechi. I run our business restructuring and also innovation department at Accenture, within financial services. I'm really, really excited today to be joined by Anne-Marie. So let's get into it. Anne-Marie, a big warm welcome to you.

Anne-Marie Imafidon [00:00:43]

Thanks for having me.

Oluchi Ikechi [00:00:44]

We're going to have a lot of things to cover today. Really excited to get into the discussion. I guess for me it's really refreshing to see people who are go-getters, you know, breaking boundaries and not necessarily, converting to the status quo. I love to ask for permission and not necessarily... sorry... Not ask for permission, ask for forgiveness. And I think you're doing that in a tremendous way. I definitely feel that my upbringing within a Nigerian household has definitely influenced that. And I think we've probably got that in common. So I want to go a little bit back and I want to talk about your upbringing. So what was that like and how did that, if at all, how did that influence your journey?

Anne-Marie Imafidon [00:01:30]

So yeah, my upbringing, as you said, I grew up in a Nigerian household here in East London. It was very happy. Nigerians tend to be very happy people. There was lots of food. Lots of good times. And I think the other thing that it gave me was, knowing that education is important, but also that level of self belief and self-confidence, which I think was always this running joke, that you know every Nigerian believes that one day they will be president. And as much as that's not something I necessarily want to do, I think I've definitely know that there's a value that I bring to any scenario, anything I'm doing, which means that I'm less likely to want to conform or maintain the status quo. I'm more likely to say, you know what, I'm Anne-Marie, I'm here, this is what I'm saying, this is what I've got to bring to the table, take it or leave it. But I still know that there's value that I bring even if you're not necessarily realising it or making the most of it.

Oluchi Ikechi [00:02:32]

And obviously we're going to get into it. But your background is very much focused within STEM, so science and technology. How was that if at all a factor in your upbringing?

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Anne-Marie Imafidon [00:02:46]

For me kind of the way that STEM: science, technology, engineering, and maths, came into my upbringing, was that I am a very creative person but also incredibly logical. So for me from a really young age I've always wanted to, I don't know whether it's type the story of Little Red Riding Hood on my dad's computer and change it to purple because purple is a better colour. But for me it was always kind of a: why does that work that way? How does that come together? Can I take it apart? Can I put it back together? But also if I know that what can I then do with that information? So for me that was my maths and my tech beginnings. So less of the science and the engineering (I mean there's a little bit of engineering) but it was more the why does that work?

And if we know that two plus two is four, and we add two again we get six.... What more can we add? How does this all fit together? So I think for me my upbringing, the tech and the maths were very logical. There were things I could trust to just work but they were also the ways that I could create. The ways I could build a website where I could create a database or I could fix that pen and make it work in a different way or change the colour in the pen. And so for me that's what still keeps me going now. That was definitely something that as a child I was encouraged to be like... yeah! If you can put it back together again... you better put it back together again. But if you put it back together again, that's a good thing because then there's other things around the house that you can help us fix.

Anne-Marie Imafidon:

But also if you get this maths thing, you get this tech thing, you know if you're good at it then let's see it to that logical conclusion. Right. Like we said Nigerian household education is everything. And so it was like if that's where you want to go with your education: I mean there was a little bit of fighting because there's being a doctor and then there's being a technologist. And we all know which people prefer. I wasn't going to do any of that kind of stuff. So it ended up being OK. Of course you're good at this. And this is your thing. As long as you take it seriously and you're doing well... go for it! Amazing! And it doesn't matter that you're a girl or any of the other things that might have got in the way.

Oluchi Ikechi [00:04:53]

Amazing! Amazing! That's obviously helped fuel, I think, your mindset right in terms of what is achievable? Which I love! So let's just fast forward a little bit then to... You've obviously graduated and then you're thinking about what is that next step I'm going to take? With everything that you would have gone through in terms of your lived experiences, the supportive parents and the variation that you had in terms of creativity, what were your thoughts immediately after you left university, in terms of what you wanted to do and could you just give us a bit of a flavour in terms of the types of roles that you that you first took upon after graduating?



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Anne-Marie Imafidon [00:05:33]

So for me my considerations post university, and what happens next started much earlier than that. Now I've always loved the techie thing, always loved playing on computers and taking things apart and understanding them. And at 13 I ended up, there was this thing that we had called Connections that was a kind of career service. So I ended up doing it a survey and it was, you know do you want to work outside? Do you want to work with people? Do you work with numbers? All that stuff. I actually, funny story, it actually said number one was be a management consultant, number two was be a systems analyst, and at 13 I didn't know what either of those were. It was really nice because it had the thing in the system, and you click through and it's like, this is a management consultant, this is what they do, here's how much they earn. And I remember 13 reading it and being like wow OK, so I could be a management consultant for Sainsbury's and get free groceries.

And it also had how much they're paid and I was like, yeah, that's a big number. You know from east London, I'm 13, I've never met a management consultant before, but I'm sure I can do something with that amount of money every year. And so from 13 I wanted to be a management consultant. I'd never met one before, didn't know anything other than what they'd showed us in this computer system, and that also said, I think at that point, you're 16 times more likely to be a management consultant if you've gone to these universities. I was great. I'm going to go to one of those universities. Management consultant. Bish bash bosh.

Anne-Marie Imafidon:

So three years later, I ended up on another programme that was for black kids in East London and they introduced us to the world of investment banking. So I did an internship with Deutsche Bank, aged 17, just before I went to university and I remember being like, wow OK cool, I'm just on the computer all day, I'm being paid to do that. I would have done it for free. The people paid me fairly well. I want to be a management consultant. Maybe I'll be a management consultant in investment banking. So I kind of went off to uni and was like that's what I'm gonna do I'm going to be a management consultant, but instead of helping Sainsbury's I'm going to help investment banks. And the older and the wiser you get the more you understand what it is to be a management consultant, to work in a bank. And so by the time I graduated, I'd done a bit of a try before you buy.

A bit of work experience, a couple of spring weeks, a couple of internships and then ended up going to work at an investment bank in a technology department. I sadly canned the management consultant side of things. I ended up working in a technical role and I was initially a business management analyst, and had lots of different types of roles there, but all of them were around solving problems for other people. So whether it's solving problems if, you know, how do we have the cloud at the bank? Or solving problems of how do we allow people's knowledge and decisions to stay at the bank once they've left? Or how do people in transaction banking share information? So lots of different problems we are trying to solve using technology. And so that was what I ended up doing until I eventually left.

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Oluchi Ikechi [00:08:45]

And then what transitioned you? Obviously, we can tell, it's very clear that you're very creative. You like to fix things and probably break things and pull them apart etc. What then, after your stint in banking, which I can completely relate to, what then made you break away from that? What made you say actually, I want to go and do something else for myself? What was the trigger for you?

Anne-Marie Imafidon [00:09:09]

So for me, I guess leaving banking it was quite a long drawn out process. I didn't want to leave. I really loved being there. I was really valued. I was promoted. I was treated really well. I was paid well enough that I could leave the Nigerian household and go to live a slightly different life. I, like you said, or you insinuated, I noticed something. So I ended up at a conference in the states, representing the bank, talking about what we've been doing in technology, and this conference just so happens to be, there were three and a half thousand people at this conference, and all of them were women. It was a technical conference of just women.

I was there in the moment. It was like, I've never been in this kind of environment. I've always been technical. Went to Oxford, did maths and food science, I did this at A-levels, I'm working in technology, I've never been in a majority female space the entire time. And I've been doing this, you know I had the GCSEs, I did the A-levels, I did the everything, I did it all early, super fast, and didn't once to look up and be like, oh my goodness there's not that many women here. And so being at that conference I look back and was like, yeah on my course at university: three girls and 70 boys. Three girls: Me, Clarice and Karina.

Anne-Marie Imafidon:

That was it. Right. Looking back beforehand, often I was the only person in the room discussing these things or trying to build these things or, at particular, maths or techie events. It meant that coming into this conference and being in that female majority event, it was a whole new part of my identity, almost, to be like, what I'm a woman in tech? Woman in tech? Who even... What? Who knew? I never noticed. I never knew. I'd never been the person walking past that room with me leading it and telling everyone what they should do and being like 'Oh why is she there?' I was clearly the odd one out but never played the game of odd one out. And so I ended up starting Stemettes, which is my not for profit organisation, because I knew what the feeling was, to be in that majority female environment doing tech.

And I knew how good it felt. I knew how reassuring it was. And even though I hadn't had that and I still got to where I was, I knew that there was going to be something powerful in giving other people that experience to see... look girls do tech, girls do STEM too. We do this thing. You might not see it in movies. You might not see it on TV. You might not see it in the media. You might not see unless you're looking for it on Instagram. But we're here. We're doing this. We're building these things. We deserve to be here. The world needs us to be here creating the future. And so I started Stemettes as a part time thing. As a voluntary... it's like a side hustle, side project. It wasn't even a hustle.

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Anne-Marie Imafidon [00:09:09]

It was a side project. Other people took up yoga in 2013, I took up Stemettes. That it just snowballed and has now become this organisation that actually — it took me... So we started it at the beginning of 2013 and it took me until the end of 2015 to say enough is enough. I need to sleep sometimes. And then I ended up handing in my notice and choosing Stemettes over the banking job. And I haven't looked back.

Oluchi Ikechi [00:12:24]

Amazing. Amazing. And I love that, in terms of the trigger for you, in terms of why you started it, and the cause. Tell us just a little bit more about Stemettes. So what are you trying to achieve? Who is your target audience? How do you work with them? Give us a flavour of what the day to day is for you with Stemettes?

Anne-Marie Imafidon [00:12:42]

Sure. So Stemettes is all about inspiring, supporting and encouraging girls, young women and non-binary young people into STEM and technical fields. Whether it's going into industry, being an entrepreneur, going into academia. We're working with them as young as five, all the way up to about 25, before your first job. To connect you to the right network, allow you to see the things that are available and the options that you have. Allow you to have a better perception of, it's not just the matrix or big bang theory, when you're going into these spaces, but also about providing those opportunities for young women to engage with this and to see it's creative, it's about solving problem and actually there's a lot of different types of things you can do, and lots of different types of people that are here that you probably didn't realise

Anne-Marie Imafidon:

So whether it's are cohort programmes, where you might get a mentor or you might be able to set up your own STEM club or you might gain a professional qualification, professional certification in Agile or Python or Cyber with us. So that's one stream. The second one are shorter term events. We used to meet people, and bring them all together. Now we send laptops and data out to people and we can code at distance, safely under government guidelines, but then we also have our inspirational content platforms. So we have a social network called Stemettes Society. We're on Twitter, on Facebook.

We're constantly in the media: Radio 4, different magazines, I'm in Vogue this month as well. So trying to get that message out, that we're here. You should come and join us. And here's all the different things that you can do. And our ethos with Stemettes has been the same since day one. It's always free to attend. And now we're literally sending people laptops and data packages to be able to join us. It's always fun to attend. We don't take ourselves too seriously. We like to enjoy ourselves in creating. And finally there's always food because people like free food.

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Oluchi Ikechi [00:14:39]

I love that you're taking that Nigerian influence into as well. I also love something that you said, in terms of, you never realised that you were the only female in the room, let alone the only black female, let alone the only young black female. And it's certainly something that I can also resonate with, having been working in financial services, in a consultancy firm. When I meet with people as well, when I meet with people at the beginning of their careers, it is something that they are very, very conscious of. So the ability to help those younger females at the start of their career is huge. And you're clearly doing that. I'm interested to know more about the journey that some of the girls, the females that you're working with, are going on at Stemettes. When they join you vs. maybe, they've gone through some of the programs. Do you see that change in there their mindset and in their belief? And if so, what do you think are some of the key things that your organisation is doing to help them have that stronger belief in themselves, that yes actually, if I wanted to I could run for president? Right? Give me a sense of that?

Anne-Marie Imafidon [00:15:58]

I think for us, in terms of the journey that girls go on, the Stemettes journey, as it as it were. I think we've got... It has a nice pyramid set up. You see the content, you get sucked in, you come to an event and then you end up on a programme. So what we end up seeing... we actually measure. We have five key impact measures that we use across the 'Mets,' that we measure after everything.

Anne-Marie Imafidon:

So if you've been to an event the first month into your programme that you're on, these things that we kind of continuously measuring. The differences that we see are in the perception that people have of these technical careers, and we're looking for an improvement. You see it as it's not just about getting your hands dirty or about wearing hardhats or about being a maths genius, you pass your GCSE at two but actually, you can get to see that there's lots of different things and you've got a better perception of what is there. You see it in a better light. I guess we could say. Secondly is the awareness of the options, which I think people don't really know. When you think of shoes... there's engineering in your shoes.

When you think of even voting, as much as it's analog, there's a lot of things going on digitally with that. When we think of your food, there's so much science. It's like actually, all these things are jobs, like there's someone who... once we had a chocolate engineer on. This person's job is chocolate. That's what they do. They work with chocolate all day, they make sure chocolates fine, they get to taste the chocolate. Yes it's the question everyone's thinking. We had a chocolate project manager. We had a chocolate engineer. You know they get to go to space. There's all these options. So I think when you think maths, maths teacher... but there's all these other things that you could do. And so people then are able to see, actually this isn't about me picking, this is about what can I create? What am I interested in? And what's the job so I can find that ties those things together? So awareness is that. Thirdly it's their network. So they know the people.



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Anne-Marie Imafidon:

They can get to me and Oli and they can ask Oli questions. They can connect with you on LinkedIn, but also if you're then looking for a job or that kind of thing, there's so many people that come along and they're like — I met that person, I got talking to her and “Hey Anne-Marie now I work there. Now I run that team or now I... whatever.” And then confidence. Confidence is the fourth one. And I think confidence is an important one because I think there's so much conditioning, imposter syndrome is something people talk about so much, and it's death by a thousand cuts. If you go into a class room and someone said you didn't get maths, and all the boys were laughing, and then you go home, and you see it on TV, or there was a sock that one of the phone companies was selling at one point — I'm too pretty to do maths, or I'm too blonde to do maths.

You've got all these things that knock your confidence. Someone like me, I'm young, black, female from East London, I love Nando's — what can I add to this? Right. With our events people are able to gain confidence in... you have value. Even if you can't do that bit of coding there's other things that you can do. There's other bits of coding you can do. And so we're able to see a big change in people's confidence, not just in technical things, but in general as a human being. If no one has ever told you you've got value... you've got value. There's a lot that you bring, there's a perspective you have that I don't have, and that Oli doesn't have right? And so it's you can bring that — it's valuable.

Oluchi Ikechi [00:19:12]

Absolutely. Tell me about some of the challenges? Say some of the times which have not been so good and how have you found your way through some of these tough times? What are some of the things that you can say to them, based on some of the challenges that you've had and how have you dealt with those?

Anne-Marie Imafidon [00:19:28]

Challenges will always come. I think it's the kind of thing people ask me, for me, what's the worst career decision you've ever made? And I always end up saying... You know what? Unless you end up dead, unless it's life and death choice, there's no bad career decision right? Any mistake you make, you want to be learning from it. You don't get success without failure. If you don't forget to invoice that particular partner, if you forget to check something in a particular interview.

There are so many — on the daily. Every day there are several mistakes that are made. But it's about what can you learn from that? And so the advice I often give people, especially people that are watching this is, how can you get yourself to see any decision you make, any progress you're going to make, as a series of experiments? It's this thing I've borrowed a little bit from something called Lean Startup. Where that was talking about startups — so you build something small and you build, you measure how it goes, you learn from that and then you build again. Right? And you have this iterative process. And so I say to people, treat yourself like a lean startup. You make that decision. You applied for that thing. You went to that place. You did whatever it was you did. OK now you come back. You measure. How did that work?



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Anne-Marie Imafidon:

What did they say when I did that? How do you know what? And you take the lessons that are learnt and you feed that into the next post you go to, the next thing you apply for, the next time you speak up and you say something, or the next decision that you're making. It means that you fail in that experiment but it was an experiment anyway. The whole point was you fail or you succeed. If you knew what the answer was going to be it's not really an experiment is it? If you can allow yourself to say — okay, I'm continually experimenting. And just keep taking the learnings with you. Keep building, keep learning. Go for those mistakes. I felt really unsatisfied actually when we finish something, finish a programme or whatever and there was no challenge. Or that there was nothing that was tough or there were no mistakes made.

I feel really really unsettled because I think hang on. There must have been something gone wrong. There's no way we could've done that perfectly. What went wrong? What can we learn for next time? And you have this, in technology you've got agile, you have retrospectives. You're always like that last week, let's look back, let's see those two weeks. What went well? What could be improved? What our action items are now going forward? I think is really important. There will be challenges. That's the only thing. There's nothing else you take away from this. There will be challenges. You will be uncomfortable. But that's where the magic happens. That's where the progress is. If you're the only person in that room, that's the challenge. So you take that. You say — I'm the only one here, so what does that mean?

Anne-Marie Imafidon:

It means that there are lots of things I know that a lot of people here don't know. Right? Periods is something I love talking about all the time. If you think of how many tech platforms have been built around health or around periods that've completely missed the mark. Because there either weren't women in that room or they didn't listen to the women in that room. I have a hundred percent want to be in that room telling you that periods do their own thing. So you say it's only 10 days. You're ignoring it completely. Utter rubbish! And they're like Anne-Marie's the crazy period lady. Release your feature. As tech companies have done.

Release your feature product. And watch all the women laugh at you, watch all the headlines that now come in because you didn't listen to me. I don't need to tell you a second time today. I know a little about being black. I know a little bit about being young. I know a little bit about databases. There's a lot of things I know about. And so I think you have to say OK cool. Any of these challenges, any of these differences, how do I turn them on their heads? Because those are the values I have, those perspectives I'm bringing. How do I say — Okay cool I'm going to be the only one and this is how I'm gonna make it count?

Oluchi Ikechi [00:23:09]

My last couple of questions, you might be happy to know, it's just really you giving your view on some practical things that the people who are going to be listening to this can do for themselves from tomorrow. So what would be your — My first question — what would be your top three takeaway tips for anyone listening to this, in terms of how they can progress on in a career in STEM?

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Anne-Marie Imafidon [00:23:36]

So my top three tips for anyone listening who wants to begin their own career in STEM, in tech or something technical: firstly is don't do this alone. There are lots of networks, lots of communities that you can plug in to. Find your tribe. If it doesn't exist, create one. You go further when you work together and when you go with others. And so don't rail against, don't be the 'only,' even if you're the only in your classroom, find some exercise, you find an online network. Plug into an organisation that reflects who you are and what you believe in, that's also interested in this tech or in progress. That's kind of number one. Number two is to ensure that you are able to build around you people that can help you. And I think getting a mentor is something that's fantastic to get and to start with.

You can ask someone to be a mentor. Getting coaching might be something you're able to do slightly later on in your career. But the magic for me is always the sponsor. A sponsor isn't someone that pays for things. A sponsor is someone that advocates for you when you're not in the room. If I kind of give the example — I always talk about this girl called Eden who was on this show called *Toddlers and Tiaras* on TLC. It's a show about beauty pageants. She started aged four. She finished when she was seven and she'd won so much that her college was paid for. And it's crazy to think that at seven she'd done that because she'd entered these beauty pageants. At four she didn't say I want a mentor. She was four. At four she had a sponsor who was like — there are these things called beauty pageants, you look like you could do well in them, let's put a wig, let's put the fake lashes, if you walk like this you'll make all the money you need to.

Anne-Marie Imafidon:

And that sponsor was that person that did that for her. For you how do you build this group of people around you that, whether its mentors, whether it's coaches, whether it sponsors, that then can help you know the options. Help you get in. When you hit the challenges it's good to talk to them because they'll be able to say — I can either pull you into this thing so that you don't hit that challenge again or here's how I got through that same challenge. Here's the lessons that you can learn. So that second one is tied to the third one which is... you have to get comfortable being visible. And this is mostly because you can ask someone to be your mentor but a sponsor needs to see you and be able to seek you out to be able to sponsor and act on your behalf.

But it's also because, if we look back at this women thing, and even if we look at the black thing, and if we look at all the other different things that people have as part of their identity, we've got to this point because we've not told the story of people that have done things. We've not told the stories of so and so had that idea and now we have G.P.S. because of Gladys West. Or so-and-so had that idea. Now we have Wi-Fi because of Hedy Lamarr. And these are all names that I'm saying that I don't know if you'll recognise but — you know what G.P.S. is? You know what Wi-Fi is? But we've lost the stories of who did it. And so I think it's really important for you, from the beginning of your career, the beginning of your journey, to be comfortable sharing your story, sharing your half baked ideas and being visible for all that you are. A young, black, female, East London, Nando's, all of it be really visible for all that you are.



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Anne-Marie Imafidon:

Then those sponsors can help you out but also so that you're not forgotten because that's how we end up in this position. People think women don't do tech — whereas actually the first programmer was a woman — but no one will ever tell you that. How do women not do tech when you had Ada Lovelace? We got WIFI... We've got... all these things... women do tech. We just forgot to tell their story.

Or sometimes we'll even say no no. It's not becoming for me as a woman to be all self promoting. It's not self promoting. Tell your story. It needs to be remembered. You're of value. You have worth. Tell your story. The final example I'll give is Brunelle. Is a great engineer. Some of you will have heard his name, will recognise his name. I don't need to say first name I just say Brunelle. There's a really famous bridge in Bristol that he's famous for, that was actually designed by a woman called Sarah Guppy. Who was the mother of six children and loved engineering, love designing things. She was the one that gave him the designs but she said — you know I'm a woman so I don't think it's nice for my name to be all over this.

Why don't you take this, you run with this — and now Isambard Brunelle is the one that's known for this bridge in Bristol. But it wasn't even his idea or something that he designed. And now there are people on engineering courses who will tell you, you know just men do engineering. Women don't want to get their hands on this. And meanwhile, by not being visible, by choosing to sit back, you can think, if we all knew Sarah Guppy how many more Sarahs could have been inspired?

Anne-Marie Imafidon:

How much more could we have bridges that work for slightly wider part of the population? So those are the three things: find your tribe; gather your mentors, your sponsors, your coaches and the people around you that can help out; get comfortable being visible.

Oluchi Ikechi [00:28:39]

I love those. I think I love the last one most. That was great and a good one to end on. My very last question for you is what are you excited about for the next generation. With all the work that has been done over the last, just even in the last year alone, compared to the last ten years and in the few decades before that, where we are now — what are you excited about for the people who are coming through Stemettes and for the next generation beyond?

Anne-Marie Imafidon [00:29:07]

They are starting this with more tools and more awareness of what might come. More of a sense of value in themselves than what we might have had in previous generations. What that means is that they're coming into tech and they're coming into engineering. They're coming into these technical things with the kind of attitude of — Look I know the value that I bring to this and if you're not going to recognise it that's on you. So I'm really excited! Initially when it started happening I got a bit worried that there'd be a young woman who'd call me be like — you know that job that you guys helped me get. Well so-and-so did that, that happened. So I quit! But don't worry because I've just started my own thing and that's doing really well and I'm calling you because I need a reference for X, Y and Z that I'm doing. These aren't people that are going to leave the industry.



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Anne-Marie Imafidon:

These are people that are: fine okay, you don't give me a seat at your table? It's alright. I'm going to build my own table. I'm going to create all the seats. And it's so nice because there's a network of them coming together who are getting each other jobs or employing each other. They're contracting things out to each other. It's this magical thing that you don't see on TV, you might not be conscious of but they're there. There is a community they're building together. Whether the tech industry changes or not, they're not going anywhere. So now I'm almost talking to employers like — look if these girls come to you, you better be ready to treat them well because they're not going to take any nonsense. I think that's what I'm most excited about for this next generation. We've seen it on climate change, we've seen it on so many things.

Where it's like no this is serious. And they know this is important. And they're doing what they need to do to solve the problems that exist because there's lots of problems to solve. I think that's what I'm most excited about. It's a bit sad sometimes because it would be nice if you kept the job and then you did that and then maybe this worked. But You know what. I taught you too well. Yeah leave Yeah run your own thing. Yeah go and find another company or yeah tell them that. They're not taking any rubbish from anyone and that's what I'm really excited about. We will solve the problems and there's lots of problems to solve.

Oluchi Ikechi [00:31:20]

Lots of problems to solve. I love that. I love that you're creating the little army already. That's fantastic. Well it's been so good to take the time to speak to you today, get to know you more. And I think the people listening are going to find this, hopefully, really really valuable. Thank you very much for spending the time with us today and also thank you to everyone listening for this Limitless series.

There are two other series as well, two other conversations that also follow pioneers in their industry. So if you want to have access to that, you can get it. Access them in the exact same place that you've got access to for this one. So please do check them out. And until next time, see you guys soon. Thank you.

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