



**DIANA RENNER**

HOW KNOWLEDGE CAN GET IN OUR WAY

**LEADERSHIP MOMENTS PODCAST TRANSCRIPT**



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**EPISODE 48**

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**DIANA:** (00:00) Leadership is an activity, it's not a position and so we confuse leadership when we say, "The leadership should do better." We're talking about some people in some roles and positions. I want to change leadership from a noun to a verb where actually leadership is accessible and available to anyone no matter what role or position they have in an organization.

[music]

**MURRAY:** (00:26) 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]

(00:47) The VUCA World is becoming the cliché of our time. Today Diana Renner, educator, consultant and award winning author shares her experiences as a 16-year-old leaving communist Romania with her family and overnight becoming a refugee in a world that was the absolute unknown for her. It was this experience of having to let go of everything she knew that taught her to embrace the unknown and all that can be learned from it. It led to Diana co-authoring an award winning book, "Not Knowing: The Art of Turning Uncertainty Into Opportunity". She explains why knowledge can get in the way and gives us tips on how to step into the unknown with confidence and get better results. We also talk about her follow-up book, "Not Doing: The Art of Effortless Action". She advocates that instead of getting caught up in the busyness of life and doing, we take the time to stop doing and actually get more done. I hope you enjoy.

Diana Renner, welcome to Leadership Moments.

**DIANA:** (01:53) Thank you, Murray. Thanks for having me.

**MURRAY:** (01:55) It's great to have you with us. I think it would be great for our listeners if you just explained a little bit about what it is you do.

**DIANA:** (02:03) I'm a leadership author, consultant and educator. My primary focus is on developing capacity, capability, skills for anyone who works in uncertainty and complexity. I'm particularly passionate about helping people make progress on complex challenges, challenges that don't have a ready-made answer, challenges that

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potentially take people into new spaces into the unknown. So that's my passion and my focus in my work.

**MURRAY:** (02:38) And it's this part of why I'm talking to you. Someone recommended that I talk to you and it was... You've written a couple of books and the first book you've written is called "Not Knowing: The Art of Turning Uncertainty Into Opportunity".

**DIANA:** (02:54) That's right.

**MURRAY:** (02:55) I imagine this is what you're talking about around dealing with uncertainty and complexity.

**DIANA:** (03:01) Yes. Well, the book was the beginning of my research in this area and it doesn't... Even though it's printed and there is a tangible book in my hand, for me it's just the beginning of a journey exploring what makes us more successful in uncertainty and complexity and since I've published the book, I have done a lot more work and I have explored and experimented with lots of ideas. I have worked with many people across the sectors so, it almost feels like it needs a Part 2 because work develops.

**MURRAY:** (03:45) Why I'm fascinated it's this whole concept of not knowing because certainly as leaders in organizations we're under so much pressure to know, to know, to know the answers, to know what's happening tomorrow. So, to step into this whole space of not knowing is very counter to what we're brought up with. Can you explain a bit more what you've discovered in that area?

**DIANA:** (04:13) Yes. Sure. It's very counter intuitive. You're right. This idea that we could embrace the unknown as a source for learning and growth and opportunity. It doesn't come easily to us because we are... If you think about how seductive knowledge is. From the very beginning of our lives we are valued, appreciated and rewarded for what we know, for knowledge, for mastery, for expertise. Knowledge is power.

**MURRAY:** (04:46) Yeah.

**DIANA:** (04:46) You know, through school and university and work, being seen to know determines status, provides us with influence, power, success in our careers. So, that is a wonderful thing that we can accumulate, we grow, we get better at

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what we do. What I'm interested in, in my work is how can knowledge and expertise sometimes get in the way. We can actually get so addicted to knowledge and to expertise that we become narrower in our focus. We become wedded to answers and results rather than are focused on learning and questioning and that narrowing in our quest for becoming an expert in something, our deep knowledge and specific focus, can actually limit our perspective. Because if we're recognized in our area of expertise and rewarded for our specialty, we don't have the incentive to look outside that area, you know, if you think about how our expertise can limit our ability to think about our challenges from fresh angles. So, that formed the basis for my work and that is why I think it's challenging for us to question what we know because it's so useful and so convenient.

**MURRAY:** (06:20) And how do people then step out of the knowing into this not knowing? How do they do that?

**DIANA:** (06:27) I think it's recognizing when we do not have the answer, when there is that new space, that unexpected or when coming to the edge of our confidence or competence, when we're facing into really difficult challenges. Often the human element of issues in the workplace bring us to the edge of the known, between the known and the unknown, bring us to the edge of our competence because if they question our ability to make good decisions and more broadly when we look at the environment around us, the context is changing. The world is becoming more volatile, more uncertain, more complex and more ambiguous. That in itself is a time to stop and think and to approach the challenges that we face in a different way. So, that awareness, that diagnostic mindset of questioning and looking around and identifying what we're dealing with is the first step.

(07:29) Then... So, let's say that we recognize that we're at a point to a place in a situation where we don't have the answer. Then the next step would be to say, "I don't know." That sounds very common sense, but it's not something that comes easily in workplaces where again, we're rewarded for what we know, so saying, "I don't know" requires a level of vulnerability and a level of trust in the people around you and so not a fear of consequences. Asking for help and working with others requires a certain kind of culture that often is not supported. They're more supportive of a different way of working. That different way of working is counter intuitive because it requires us to slow down when things are moving fast around us and are picking up pace. What we did in the book is to explore the slowing down and the exploring the edges of the challenge, not chasing the solution, not chasing the answer but actually questioning and leading into the learning through lots of questioning. And it's really

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hard to hold in a work environment that is quick its results driven, so, the questioning and the reflection that precedes then an element of experimentation. Rather than going in with a mindset of solving the problem, we're actually saying, "Well, how can you try different things?" "How can you run a series of experiments at the same time rather than just focus on a one answer one solution type of situation?"

**MURRAY:** (09:13) There's so much of what you're saying there that's sending off pings in my head. I'm imagining by doing this, people... By saying this, "I don't know," and having to enter this process, they're going to immediately build and strengthen connections and collaboration with the people around them.

**DIANA:** (09:30) Definitely!

**MURRAY:** (09:31) And get better answers. And I think the other one is this whole concept of slowing down because I think there's a piece there, if people can slow down, they actually in the end get more done.

**DIANA:** (09:43) Definitely! It's so counter intuitive. We get addicted to speed, to that certainty that comes from following an agenda quickly, efficiently, and we know that that actually cuts down the time we have to think creatively, to allow things to settle, to reflect, to come back, to, you know, get lost a little bit before we come back to some clarity. I think again, it's something that needs to be built into a culture, in the culture of an organization... That people need to feel safe in slowing down, in noticing when we are feeling up... To trust that we can all work in this different way because this is a better way, a more supportive way of us actually eventually getting to the answer.

**MURRAY:** (10:40) Yeah.

**DIANA:** (10:41) And that by speeding up, by putting in structures and processes and certainties, which are an illusion anyway, we actually get to a worse outcome. In the end it is not going to be helpful and potentially even detrimental to the outcome that we're looking for.

**MURRAY:** (11:01) What was it that inspired you to write the book? Where did you learn this, if you like?

**DIANA:** (11:08) Yeah. The inspiration came from my life story. If I think back to my childhood... I grew up in Romania, in communist Romania in the early 70's and a

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very different environment. You can only imagine a communist country, very closed, a dictatorship really. I had a very happy childhood, but everything changed when I turned... after I turned 16 when my parents, in the middle of the night practically took my brother and I... Woke us up and said, "We're leaving, jump in the car." We drove through the night across the border into Hungary and then to Austria where... in those days, in the 80's were many many refugees from across Eastern Europe fleeing and taking refuge and asylum in Austria. Literally my world changed overnight. It was an overnight shift from the known to the unknown.

**DIANA:** (12:13) Crossing the border literally was letting go of everything that we knew that created safety and certainty. Following that experience we lived for one year and one month in Austria as asylum seekers, as political refugees and that was the most uncertain and destabilizing period in my life. So, drawing on that experience... That experience then informed my interest in the unknown because I learned so much in spite of the challenge and the struggle. So many challenges in living, surviving really, in another country where you don't know the language and can't contribute in the school system and not knowing what would happen, whether we would ever come to Australia. That situation really prepared the ground for this work so that when I was studying at Harvard about (how many years ago now) seven years, I met Steven D'Souza who is the co-author of these two books that I've written, and we very quickly came to this idea that we wanted to write a book and the book would be about not knowing. And because following this personal experience... of course, having worked as a leadership consultant, an educator... you know I see people struggling with the unknown every day in their work and lives, so it felt like a nice way to combine something deeply personal for me with a very strong experience of that struggle in the workplace. So that's where it all started.

**MURRAY:** (14:04) That's great, great story and as you were saying the struggle as well. I can imagine... In a sense I've done it myself at times. You struggle with the unknown, but as soon as you step into it and embrace it, it's actually very comforting and liberating or it can be.

**DIANA:** (14:20) Yes. It is. It requires a letting go, the letting go, the process of acknowledging that at this point in time, in this situation, we do not know the way forward and once you do that, you open your eyes and you notice new things and new things, new possibilities emerge if you can let go.

**DIANA RENNER****HOW KNOWLEDGE CAN GET IN OUR WAY**PODCAST TRANSCRIPT **EPISODE 48** [murraywright.com.au/podcast](http://murraywright.com.au/podcast)

**MURRAY:** (14:43) Yeah. Fantastic!

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.

That's a good point, I think, to come to you and that first question we have, which is: who has influenced you the most in your leadership journey?

**DIANA:** (15:16) There's not one person in particular who has influenced me the most. I find it hard to follow one person or one idea or one mentor. It feels like my life has been filled with different people who have come in and influenced me right when I need it the most. So, in... People who you would know, people in my family or, you know, my daughter at the moment is an incredible inspiration to me because as a 15½-year-old, she is spending a lot of her time and energy on climate change activism. So, at the moment it's young people like her who inspire me and influence me to do better in my work not just as a teacher of leadership but to actually exercise leadership myself. These young people who have gone on climate strikes, school strikes for climate change and... I have a lot of hope for the future because they have so much passion and energy for a better world. I see a lot of adults in their middle age who are a lot more cynical and are less engaged in public life. So, I guess that's a roundabout way of saying a lot of people influenced me at different times. They are the real people on the ground who are doing the work, who are actually exercising leadership, who may not even have a name. I may not know them, but they are actually making change happen.

**MURRAY:** (17:04) Yeah. They can change a... Great point. Now, so you challenged us in our whole paradigm with this whole concept of not knowing and you've then gone on to do it again with your second book, "Not Doing: The Art of Effortless Action".

**DIANA:** (17:23) Yes.

**MURRAY:** (17:23) Again with your colleague Steven D'Souza. What was the next step then? What's that new concept you're talking of there? Or not new, but what have you highlighted in that book?



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**DIANA:** (17:35) So, not doing is connected to the idea of not knowing. The idea was for us to explore three different elements of leadership and development. Often leadership development focuses on what you know, what you do and who you are as a person. So, the knowing, doing and being. And we thought, "Well, wouldn't it be interesting go, to look at the flip side of that, the not knowing, not doing and not being." So, it's actually saying that... you know, as I was saying knowledge is useful but sometimes it gets in the way and we miss out on the opportunity in exploring the unknown to solve our biggest challenges. The 'not doing' is around the pressures and expectations, especially in our workplaces but also in our lives, to take action. So, for me it's basically a capacity to engage in a non-defensive way with change without being overwhelmed by the pressure to do, to solve or to merely react. So, that doing and merely reacting, which is instinctive in human beings, is what we're challenging in the second book in 'not doing'. We're saying that actually by pausing, by letting, what we call the 'let the mud settle'. So, what we're saying is that we let things become clearer by being patient and allowing things to settle, to emerge and also by stepping back. So, another negative capability that's connected to 'not doing' is rather than stepping forward we're stepping back. And that again is counter intuitive in the workplace because especially if we are managing people, there's a compulsion to take control, to show direction, to lead the way, to guide, and that's useful until it's not. And we're saying, sometimes you need to step back, sometimes you need to let go of that control and let other people step in and that stepping back is a 'not doing' way of approaching work.

**MURRAY:** (19:56) And it's interesting as well because you know that busyness is often worn as a badge of honor or pride and people, you know... you meet them, "How are you going?" "Oh, I'm really busy, really busy." It's a cultural thing in an organization but I think there's a whole thing in the society as well to... It's okay not to be busy and just say, "You know what? I'm managing." I think if we change our language and thinking around it there's already a relief for ourselves in that.

**DIANA:** (20:26) It is. It is really counter intuitive and so ingrained... I mean we're so conditioned to step into that busyness. It's like... going against it will be like going against a stream just pushing against a very strong current. It's just so hard especially if everyone else around you is speeding up and that's why it has to be systemic change. That one individual changing their behaviour is hard to sustain when the system puts so much pressure on you to conform.



**DIANA RENNER****HOW KNOWLEDGE CAN GET IN OUR WAY**PODCAST TRANSCRIPT **EPISODE 48** [murraywright.com.au/podcast](https://murraywright.com.au/podcast)

**MURRAY:** (21:03) Yeah. And I think with people, I find increasingly if you can get them to step back and actually ask why they need to do something? What's the point of it? It's amazing how much disappears off their list because most of it isn't that important.

**DIANA:** (21:19) That's right. I think it's challenging and questioning our habits. And some habits are useful, and some are not. I think it's actually being very discerning around our activities, our habits, our ways of going about our world. I think it's being more conscious rather than unconsciously... on automatic pilot. It's the automatic pilot that I'm challenging.

**MURRAY:** (21:48) Yeah.

**DIANA:** (21:48) You know, sometimes it's useful to make checklists and to do lists and I think it's knowing the difference.

**MURRAY:** (21:54) Yeah. I think you're touching on... It's about making conscious choices.

**DIANA:** (21:58) Yes.

**MURRAY:** (21:58) So we know what impact we're going to have not only in ourselves but everyone around us and beyond.

**DIANA:** (22:04) Yes. That's right.

**MURRAY:** (22:06) Second question: your 'aha' moment, when you understood what leadership was all about because it sounds like you've had quite a journey and there have probably been a few 'aha' moments in there. Is there any one that stands out?

**DIANA:** (22:21) Yes. There is one in particular. That was actually the turning point for me in my career. So, after a few changes of role, I started working for a large not-for-profit organization in the refugee space and that opportunity led me to attend a leadership program. It was a 4-day adaptive leadership program and I remember the moment when my awareness around what leadership was opened up for me almost like an unconscious alignment with the idea that leadership is not a role but an activity. I did not consciously realize this until I actually was confronted in the room, in the teaching group, by the facilitator who challenged perceptions and challenged dependency on him as the authority figure and facilitator. And by challenging those dependencies and those expectations on him as someone who had the answers, who was going to lead the way, and by frustrating us all and by not providing the answers, by not showing, telling us what we were going to do and by

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letting us struggle... And I was so confronted by that experience that it illuminated for me that the biggest lesson for me and what led me to do this work is that very point that leadership is an activity, it's not a position. And so, we confuse leadership when we say, "The leadership should do better." We're talking about some people in some roles and positions. I want to change leadership from a noun to a verb where actually leadership is accessible and available to anyone no matter what role or position they have in an organization. And so, it's a more democratic way, I think it's a more spacious way to think about leadership.

(24:25) And that for me was an 'aha' moment because it made me realize that that's what I wanted to do with my career but also that I knew that by activating people in community, by developing everyone's leadership capacity not just the CEO or the executive group, that we can actually make progress on the biggest challenges we're facing in Australia and the world. So, that was a turning point for me in my career because on that day, I decided I was going to leave my job in the not-for-profit sector, and I wanted to become a leadership educator.

**MURRAY:** (25:05) A powerful moment.

**DIANA:** (25:07) Yes. Yes. It was like I woke up at that point. It was a waking up to something that I instinctively knew but I couldn't really put my finger on and, yeah, it defined my career.

**MURRAY:** (25:24) And what difference did that make for you as you started pursuing that?

**DIANA:** (25:27) Well, it made a huge difference because it felt like I was not working to my best. I wasn't really tapping into what I had to offer, just more broadly, I wasn't really... You know, I've talked about swimming upstream. I wasn't really going in the direction that I needed to go. I was actually working against... I guess by working in sort of management or in... The challenge with someone who, you know... So, I could do a bit of everything in a way, but if I don't have passion, I don't have meaning that is connected to that passion and there is no connection to the ability to have impact then I was losing interest, and so the changes in my previous roles were due to the fact that I was still searching. So, once I realized that that was really my calling, that was really what I needed to focus on and to give to others, I became freer, more relaxed, more open to opportunities. So, in a very short period of time... I progressed very quickly since then to, you know, writing books and teaching and creating my

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own business and that's because I'm doing what I love, and it's completely aligned with my values and my interests and my skills. And beforehand I was not really in that sweet spot that I am now. So, I think it makes a big difference to find that and to keep searching and to keep exploring and experimenting until it feels like it is more aligned. I think that's an important part of my learning.

**MURRAY:** (27:23) Thank you for sharing that. And now the final question: your biggest failure, but more importantly how has that... how does it inform your leadership today?

**DIANA:** (27:37) Yes. I don't have... You know, for me failure... I have an interesting relationship with failure. I don't see challenges and things that I maybe haven't got right as failures because maybe in my work there are no... the boundaries around failure are a bit more blurred. For example, if I were a doctor and I did something wrong in a surgery and the patient died. That would be a huge failure. Right?

**MURRAY:** (28:10) Yes.

**DIANA:** (28:10) So... And it would be about the judgement call I made in the moment or... It's a bit harder to articulate failure without thinking about learning and growth. So, it feels like there are many times in my life when I've made a wrong decision. But I made that decision with the knowledge that I had, with the information that I had. And with the benefit of hindsight, yeah, I could have made a better decision, but at that point in time I did the best I could, and I learned from it.

(28:44) So, for me I think the failure that I'm struggling with almost every day is the... you know, it's more like a challenge of allowing my inner critic to have the better of me. That is my biggest failure when I listen to that voice that says I wasn't good enough or you should have known better or you could do it better or... The critical voice that we all have. Mine sometimes is a little bit too loud and so...

**MURRAY:** (29:18) Yeah.

**DIANA:** (29:18) It's like I fail when I listen to it, when I don't catch it early enough and then it does get me down. So, it's not around achievement. It's not achievement focused. It's more about, "How can I be a better person?" Yeah. So that for me is one of my biggest challenge and a constant source of learning and growth.

**DIANA RENNER****HOW KNOWLEDGE CAN GET IN OUR WAY**PODCAST TRANSCRIPT **EPISODE 48** [murraywright.com.au/podcast](https://murraywright.com.au/podcast)

**MURRAY:** (29:41) Yeah. And that inner critic as you say we've all got it in one form or another. What have you found has been the best way to help you manage it, and as you say keep the volume down, keep it in perspective?

**DIANA:** (29:54) So, for me it's been a journey of getting to know that voice a bit better, so that I can catch it sooner before it has me. So, it's getting to know what it says, when it says it and almost like separating it from me. So, it is not me, it's almost like a part of me, but it is not me. So, I can actually distance myself from it and make it more an object, if you know what I mean? So, it's like...

**MURRAY:** (30:27) Yeah.

**DIANA:** (30:28) If you think about... If your hand... put your hand over your eyes you can't see anything. If you start moving your hand further away from your eyes slowly, it starts... at some point it becomes visible and you can get perspective on where your hand is and how you can see everything pretty clearly. So, it's that detachment and that separation that I need to practice and that is useful because the moment I make it more object, I can actually see it, take it away from it being so close that I'm completely fused with it, to being separated from it. I can then look at it and get perspective and say, "Oh, isn't that interesting? Okay. Here it goes again. Okay. That's interesting what it says. Oh yeah. That's a familiar voice, so, it's managing that process that is really useful and practicing that... And that's easier said than done.

**MURRAY:** (31:29) Yes. That's right. Now, I curate questions at the Leadership Moments Podcast, and I ask people: what is their favourite question, the question you go to when you need to get that new insight, create that change. What would be your favourite question?

**DIANA:** (31:49) Well, one of my favourite questions is, "What else could be true?" Because it opens up the possibility that we might be wrong. It challenges our biases, our cognitive biases and invites new perspectives. It sometimes helps me seek other people's views rather than just be wedded to my position or 'my way or the highway'. You know?

**MURRAY:** (32:18) Yes.

**DIANA:** (32:18) It challenges that narrow settling on the first thing that comes to mind, which again as human beings we do. Our brains take shortcuts, heuristics, you know. There's been a lot written about heuristics. They're useful until again they're

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not. And those shortcuts can get in the way of us making good decisions and seeing more than otherwise we would. And so, "What else could be true?"

**MURRAY:** (32:45) I love it. It's so good. I'll steal that one. I'll be using that. Thank you.

So, Diana, thank you. What a great conversation. I'm sure people will be very interested in your books. We'll put links to them in the Show Notes. If people wanted to reach out with you, connect with you, how would be the best for them to do that?

**DIANA:** (33:08) I have a profile on LinkedIn. That's often an easy way to reach out. I'll be very happy to hear from anyone who would like to connect on LinkedIn. Just let me know that you are listening to this podcast, I know who you are and where you're coming from, but also you know, I have a website and email address. I'm happy again also for any of those with messages connecting.

**MURRAY:** (33:32) Right.

**DIANA:** (33:32) And so I'm happy for you to post that information on the website.

**MURRAY:** (33:35) We will do that.

**DIANA:** (33:37) Thank you.

**MURRAY:** (33:38) Thank you very much for your time. Thank you Diana, for sharing your leadership moments and your thoughts about how we can embrace the unknown and discover what opportunities it holds. And of course, a good reminder to get out of the busyness, of doing and taking a step back to think. A couple of questions to help with your reflection. What situation would change if you said, "I don't know," and then ask more questions? What habits do you need to challenge? To take a step back from and actually think about what you're doing. And finally, borrowing Diana's question, "What else could be true?"

Thanks for listening. Until the next time.

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That's it for this episode. Thanks for listening. Head to the podcast page at [www.murraywright.com](http://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're there, why not subscribe to the Leadership Moments and that way, you'll never have to miss one. Until the next time.

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## PLANNING A CHANGE?

In the middle of, or planning change for yourself or team and want to get it right? Talk with Murray to discuss options on building clarity, setting expectations and creating the culture that will engage people and bring success.

Either call +61 407 262 475 or via the website.  
Look forward to hearing from you.