



AUDREY MCGIBBON

PERFORMANCE AND WELLBEING – A SYMBIOTIC RELATIONSHIP

LEADERSHIP MOMENTS PODCAST TRANSCRIPT



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EPISODE 50



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[Start of Transcription]

AUDREY: (00:00) For too long I feel that wellbeing has been seen as something that comes at the expense of performance or actually if you flip that it's performance comes at the expense of well-being and they're not a polarity they're absolutely two sides of the same coin that they enable... They have a symbiotic relationship with one another.

[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]

(00:43) Today, I talk with Audrey McGibbon, psychologist, business leader and wellbeing expert. Audrey and her business partner created the Global Leadership Wellbeing Survey. Audrey talks about why she created the tool, what the research is telling us about wellbeing and gives us some tips on how to find the space to hold the mirror to ourselves and assess the choices we are making about how we live our lives. And of course, she shares her leadership moments. Enjoy.

Audrey McGibbon, welcome to the Leadership Moments Podcast.

AUDREY: (01:15) Thank you very much, Murray.

MURRAY: (01:17) It's great to have you here. Now you list yourself as an executive coach and wellbeing expert. What is it you actually do?

AUDREY: (01:27) Yes. That's a very good question, Murray. I think these days what I do is I spend an awful lot of time researching and getting into the minds and stepping in the shoes of people who are at senior levels doing complex roles usually in large organizations (not always large) and understanding what it is that they need to do, what it is that they need to think, how they need to manage their mindsets, how they need to manage their behaviours and their emotions so that they are at the peak, without that implying a trough, in their performance.

MURRAY: (02:05) And is that the wellbeing piece then?



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AUDREY: (02:08) It is absolutely the wellbeing piece. For too long I feel that wellbeing has been seen as something that comes at the expense of performance or actually if you flip that it's performance comes at the expense of wellbeing and they're not a polarity they're absolutely two sides of the same coin that they enable... They have a symbiotic relationship with one another. So my kind of mission in recent years, which has come about, you know, after 25 odd years working with senior leaders, is just really help smash this myth that you can only perform if you're being ultra uber driven and uber competitive and uber everything.

MURRAY: (02:48) In your bio you talk about the impact of leaders' behaviour on a team's wellbeing and performance. Because I think people get the concept, "Yeah. We have to look after ourselves." We don't always consider that impact on the wider team and performance. Could you talk a bit about that, what you see and the difference focusing on your wellbeing, that self-care can make.

AUDREY: (03:11) I think that the obvious differences are... You know, there's a lot written about nightmare leaders or dark triad leaders or leaders who are psychopaths at the top of organizations and clearly those individuals obviously don't create positive wellbeing ripples across the organization. They create cultures of fear and they can often be pretty toxic as well with conflicts around. But thankfully Murray, you know, they are... Whilst they're very well documented and high profile and written about extensively, they form a tiny minority of the leaders at senior levels in organizations. The broader majority of people have an impact on other's wellbeing not through being toxic but probably just through not being terribly aware of how they impact or let's talk about their shadow, their shadow casts over an organization and over the people in the organization and the leader's wellbeing, so, the extent to which the leader themselves had a decent night's sleep. Their relationships with family, with loved ones, friends are in a good place. They're organizing their time. They're clear about why it is they're doing what they're doing. Those things have an impact on how they show up in the office that day.

MURRAY: (04:27) How did you get into this? Because your background... You studied psychology and business and then you did your Master's in Psychotherapy. What is it that interests you about this whole wellbeing thing and the corporate world?

AUDREY: (04:42) Thanks Murray. I'd say I'm an accidental researcher. What I'm doing now is a combination of a crisis of conscience that's brought me to this place. I simply couldn't carry on doing work in the executive assessment development, leadership development space knowing that there were so many good, capable, highly



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motivated, high-achieving individuals who were not at their best and not impacting others in a very good way because of things that weren't quite right in relation to their own wellbeing. You know, I didn't ever set out to be the author of a global leadership wellbeing survey. I didn't set out to be a studier or a scientist looking at leader's wellbeing profiles. I have come to this point because as a coach, when I tried to find something that would help me flush out these issues earlier in the piece, in the coaching room, I couldn't find a tool that really, I felt cut the mustard with... You know, what can sometimes be critically evaluative, quite challenging, quite discerning people at the top of organizations.

MURRAY: (05:58) And you came up with GLWS, the Global Leadership Wellbeing Survey. So, who's it aimed at? I mean you've talked about how you came about it. You've talked about the leaders. Is it just the individual leaders or do you use it in different ways?

AUDREY: (06:15) Again, another really good question. So, the reason that we created this tool was to use it with leaders at the top of organizations. However, we are at a stage now, Murray, where the framework that drives the tool, the framework of wellbeing which focuses on the extent which people have authentic relationships both in and outside of work, the extent to which they feel that they're doing work that is meaningful and purposeful to them, that they're leading their lives in a way that makes sense, that it's fulfilling. What we're being asked to do is to take that notion of the framework and find a way of making it more accessible to those, I guess further down (I hate that term around the hierarchy) but further down the organization.

MURRAY: (07:00) Brilliant! Brilliant!

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.

Let's come back to you a bit and that first leadership moments question. Who would you say has influenced you the most?

AUDREY: (07:31) You know, I think philosophically (this might sound a bit, you know, to use that lovely Australian expression a bit, up myself, Murray) but I think the person who has influenced me most is me. And that's a philosophy.



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MURRAY: (07:43) Beautiful!

AUDREY: (07:43) I'm just a big believer in... You know, whilst we don't get to control the cards that we get dealt in life, it is up to us about how we choose our responses and I... You know, I'm very much aware of how much choice I have available to me in determining the life that I lead. So, I would say that (and it's not a flippant response) sitting behind that there are so many people who I have looked to through all the years and have been inspired by. And they're far more of those than the handful who I've looked at and thought, "I never ever want to be like that or have that impact on anyone else." There are teachers back at school. There's my fantastic parents. I've got friends still from... Not many but friends going back all the way to primary school are still absolutely instrumental in sort of guiding or tweaking my value set. I can remember my first boss. My first boss is somebody who really taught me around self-belief. I guess my values to that stage had been around serving and helping others, but she really established for me that you can help other people more if you really have a strong point of view and belief in what you're doing. So, so many people, Murray.

MURRAY: (09:07) Yeah. I love that bit about choice because there was a question for me earlier when you were talking about wellbeing is, "How much is your own individual wellbeing a choice?"

AUDREY: (09:23) Okay. It's a complex question. There's no sort of... Any question that I give risks sounding a bit trite or...

MURRAY: (09:31) Yeah.

AUDREY: (09:31) Light weight. But the rule of thumb that we work to, based on sort of an amalgamation of the research on our own sort of clinical practice is that roughly speaking about 20% to 50% of our own wellbeing is up to the choices that we make, depending on whether you're a pessimist or an optimist, that will strike you as appallingly low or rather a high figure. But I counter that by saying, whilst we as individuals have a lot of impact over our own wellbeing, I'm very nervous about overstating it because I think that that leads to a little bit about victim blaming or sort of saying, or sort of giving organizations a bit of a cop out. This is all, you know, "To be more successful in our organization you just need to be more resilient." And I'm really particularly sensitive to that. I think wellbeing is everyone's responsibility and we do have choices and often we have more choices than we feel that we do.



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MURRAY: (10:23) Yeah. So, I think there's being aware of what choices we have. But I think a great reminder that let's not underestimate the impact of the wider systemic issues that impact us and impact others. So, when we assess them in how they're approaching things, you got to take that into account and it's not a simple matter of buck up and suck it up.

AUDREY: (10:46) Totally.

MURRAY: (10:48) And you've been running the survey now for a while. You've had over 5,000 respondents. What's coming through there? What are trends around this whole wellbeing in the corporate world?

AUDREY: (11:04) So, I think I'll preface this by saying, the thousands of people that we've looked at may in fact be representing a bit of a distortion because we tend to be working with organizations that are at the more progressive end.

MURRAY: (11:17) Yeah.

AUDREY: (11:18) Who are seeing wellbeing as a preventative and proactive investment. And so, what we see may be a somewhat more positive picture than might be true of the population at large. But within that, the trends that we're seeing are that senior leaders, the wellbeing assets that senior leaders have (if I can use it in those terms) would be that the majority report being able to construct their experiences in a way that gives them a great deal of meaning and purpose, that they feel they're doing roles that are of significance, that are making a difference. They have some autonomy and they're roles that are stretching them intellectually and they allow them to develop some sense of fulfillment through becoming more expert and masters of their domain. And for the people who are in a really good space we're also seeing that they have strong authentic relationships, that they are able to bring their whole selves into the workplace. They feel trusted, respected, wanted, needed at work and outside of work. That goes deeper, that they are ones who are reporting high levels of love and affection and warmth and security.

MURRAY: (12:37) I think that's just jumping in there, the one thing the survey does, it not only does what's happening at work, but it also puts a big emphasis on what's happening at home so that we're seeing both sides of that coin, if you like.



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AUDREY: (12:52) That's right. So, I was talking about the assets. In terms of the liabilities, there are a couple of call outs there, Murray. One of our items is around the extent to which people experience self-doubt and that is pinged at a rate you possibility just wouldn't believe. And it's interesting because the people that we're working with are at very senior levels. That seems to be a shadow that follows around a large proportion of professionals. So that's one of the liabilities that we must find better ways of...

MURRAY: (13:30) Yeah. You often coach people with that, but when you get down to it they find it really hard to let go because at the end of the day it's that that's driven them and given them that success.

AUDREY: (13:43) It is and I... You know, we all know that some presence of stress can be a motivator. Fear of failure can be a motivator. It's just not a terribly pleasant experience.

MURRAY: (13:55) Yeah.

AUDREY: (13:57) So, my colleague Karen has written a brilliant piece on making friends with self-doubt and that self-doubt is not always a negative attribute and I really... You know, that is a really worthwhile read.

MURRAY: (14:08) Yes.

AUDREY: (14:09) But too much of self-doubt is debilitating. So that was the one sort of big detractor and then the other one... No surprises, Murray, but we're in a world where we're being bombarded...

MURRAY: (14:21) Technology.

AUDREY: (14:22) Yeah. So technology and one of the implications of technology which is the erosion of boundaries. And I don't really mean the demarcation between work-life segmentation or time management boundaries. I just mean that we're all appearing to carry an awful lot of loads and different role and responsibilities and we are finding it really hard to fulfill all those aspects of who we are in a way that it sits comfortably and sits sustainably with us. So the absence of balance and boundaries in our lives. So, the leaders that are reporting high levels of wellbeing are saying they've got jobs that they love. They're really into it. They're working with really great people.



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They're enjoying that moment. But it is coming at a cost and the cost is often their health and...

MURRAY: (15:10) Yes.

AUDREY: (15:11) Their ability to sustain this pace over the longer runs. People constantly feeling as though they're torn between family and work, being distracted when they're with family, work intruding, technology intruding, all those sorts of things.

MURRAY: (15:26) Is there a cultural theme that we're brought up with that the leader has to sacrifice themselves? There's an expectation that, "Well, you're a leader. That's what you get paid the big bucks for."

AUDREY: (15:41) Yeah. I don't know that I've thought about it in exactly those terms, but I think culturally the notion of leadership is still very much entrenched about strength. It's about being tough. It's about coping.

MURRAY: (15:54) Yes. I talked with Peter Hawkins and he says the biggest... I can't remember how he phrased it, but he basically said the question that leaders should or the statement that leaders should use more often is, "I have a problem. I don't know the answer. I need help."

AUDREY: (16:15) Beautiful! Yeah. But it really challenges the existing power and hierarchical structures in organizations.

MURRAY: (16:23) Yes.

AUDREY: (16:24) And you know, and I think it's tough. This isn't sort of laying it solely at the feet of individual senior leaders. I mean it is entrenched culturally; I think. You know, be strong, be tough and...

MURRAY: (16:35) Yes.

AUDREY: (16:36) And even with the movement, the vulnerability movement there seem to be acceptable and unacceptable ways of being vulnerable.



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MURRAY: (16:43) Yeah. That's another podcast.

AUDREY: (16:46) It is. Yeah.

MURRAY: (16:47) Now, coming back to you, that second question. Your 'aha' moment, the moment (or one of them) when you understood what leadership was all about.

AUDREY: (17:02) So many. I've talked about my first boss and the insight there. There is research that has helped me with this, research into what drives effective leaders and the research shows it's this kind of winning combination of brains. So, you need leaders who are smart. But smarts alone aren't enough. It's about niceness and I know that's a terribly old-fashioned word and where in fact my school, we were taught never to use the word nice. Being nice is actually an incredibly important aspect of being a wonderful leader. I don't think it's about being liked.

MURRAY: (17:43) No.

AUDREY: (17:43) But you can have some very tough, hard, unlikeable conversations but you can do that in a way that is respectful and connected. That's the niceness bit.

MURRAY: (17:55) Yeah.

AUDREY: (17:55) So we've got brains. We've got niceness and then the magic X factor that I've seen in leaders as the ones who have the influence and that influence tends to be the leaders who are inspiring.

There's one more thing that occurs to me and it's maybe a bit of a downer to say it, but there is a pivotal moment that sticks out in my mind around me going, "Holy crap! If that's leadership I think I can do that better because that was dreadful."

MURRAY: (18:25) Well, there you go. That's your moment.

AUDREY: (18:26) Though it was big brains but so much arrogance and lack of humility and an inability to connect and I just thought, "That's woeful."

MURRAY: (18:37) And what changed in you at that moment?

AUDREY: (18:40) I think maybe for the first time my identity shifted to seeing myself really just as a, you know, a kid that came out of a lower middle class Scottish upbringing who was going to cut it as a professional to me daring to dream, that actually I might be someone who inspires and develops a group of followers and being



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able to bring people with me on the journey, that it was that kind of, “God! You know, this could be me.” And I’d never thought of myself that way before.

MURRAY: (19:16) That’s a pretty powerful moment.

AUDREY: (19:17) Yeah.

MURRAY: (19:18) Brilliant! So, wellbeing... Everything seems to be about wellbeing. You know, I do work in hospitality, with hotel owners and stuff and all the hotels are talking about their brands and, “How do we build wellbeing into the guest experience, the facilities we offer.” You yourself, it’s a wellbeing discussion. What tips... You know, people are thinking, “Wow! I want to actually... There’s something resonating. There’s something missing for me here.” Where do they start?

AUDREY: (19:54) Okay. So, I think there’s been huge inroads made over the last five years in relation to destigmatizing mental health and putting a bigger spotlight on physical health and that is terrific. But mental health and physical health and the absence of ill health in those two areas does not equate, it’s not synonymous to having high levels of wellbeing. So, the hoteliers that you’re working with, Murray, or some of my clients, what I would like to be bold enough to suggest to them is think beyond that. What do most of us need? Most of us are very fortunate in being in comparatively good physical health and comparatively good mental health and yet we don’t necessarily feel we’re well. So, what’s the missing ingredient? It’s difficult to know exactly where to start but one of the things that springs to mind most is this piece for me around having the courage to write our own rulebooks for success in life. And before you can write your own rulebook for success that means for you to stop and think about what success and happiness and wellbeing look like for you in your life. You are the only person that walks in your shoes so how about daring to have the vision for your life as you want it to be? And when you’re a bit clearer about what’s important to you, then the question around, “Okay. What are my boundaries? How do I lead my life that continually tips me towards achieving that vision of success for myself than somebody else’s or taking me down a different path?”

MURRAY: (21:25) I want to pick up on a bit there though. Write your own plan, your own picture of what it looks like. I think... And as you were talking, we... You know, there is this continuum. At one end we’ve got death, on the other end we’ve got this vital, vibrant life. Too often we get caught in this, “Well, I’m well,” and it’s, I think... You know, I talk to people, “Allow yourself to dream of this vibrant life, vital life.” Because I think too often, we get caught up, “Well, I’m okay. So that’s good. I’m here.”



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AUDREY: (21:59) Yeah. Yeah. Yeah.

MURRAY: (22:00) "I've just got to survive this."

AUDREY: (22:02) My life hasn't fallen off today and I'm not in a psychiatric hospital therefore I'm okay. I'm fine.

MURRAY: (22:06) "I'm okay." And there's almost... Give ourselves permission to dream and be vital and energized.

AUDREY: (22:15) I think perspective is a beautiful thing here. So, it's great that we have the gratitude to appreciate the challenges that we're facing in life are potentially nowhere near or as great as some of our fellow humans on this Earth. That's a lovely perspective and gratitude is a very powerful thing. So, it's not instead of that perspective but in addition to that how might you've been leading your life in a way that was even better for you. So, what do you need right now to nudge yourself up that continuum towards the flourishing, the thriving, the feeling really good?

MURRAY: (22:55) Yeah. And we've talked about technology. Obviously, we talked about mental health and physical wellbeing. My favourite topic around this is also sleep because I think people just... Again, people are more aware, but they still underestimate the impact of sleep or lack of on our wellbeing.

AUDREY: (23:17) Sure do. And the increasing amount of research coming out showing that working excessively long hours is the equivalent of being at work drunk.

MURRAY: (23:27) Yeah. Yes. Now, that final question, your biggest failure and how does that inform you and your leadership today?

AUDREY: (23:40) My biggest failures have been one, around where I've behaved in a way that was completely out of alignment with my values and I did not realize it at the time. I was absorbed in what I felt was the important thing at that time. I realize now it was the urgent thing that was right in front of me. And I've done that three times in my life in ways that I really regret, where I just didn't see what the important thing was at that time. So that's about behaving in a way that's out of alignment with my values.

The other one is something I've mentioned to you previously which is around... I am sick, fed up with my inability to manage my tendencies to procrastinate.



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MURRAY: (24:44) Right.

AUDREY: (24:44) So my failure, if you like, despite all my knowledge in this area, why have I failed to engage my executive control functions over my impulsive drives. I've got faulty emotional wiring somewhere in my brain and at work I am a serial procrastinator and a serial winger. I just don't understand it and if I don't understand it, that's... You know, it's really hard. The trouble is I do understand it. It isn't rocket science but changing behaviour is bloody hard.

MURRAY: (25:14) It is hard. I think that's a really good point to... For everyone to, in a sense, give ourselves... We have to, I hope, give ourselves a break because you know what? Sometimes it is hard, and you just got to do the best you can. You can't overly beat yourself up about it.

(25:19) Is there anything missing around the whole wellbeing piece? We've talked about it. We've talked about the tool, but more importantly the wellbeing choices. Anything we've missed, anything that's important that people...?

AUDREY: (25:34) You said to me...

MURRAY: (25:34) Need to hear or understand?

AUDREY: (25:37) You mentioned that you might like some tips or adages.

MURRAY: (25:41) Yes.

AUDREY: (25:42) And the one that I came back with was, you know, write your own rulebook. You figure out what you need and take it upon yourself to make those choices and uphold those choices. So, I stand by that.

There are some other things and there's not exactly a silver bullet but if your listeners haven't taught themselves or haven't been taught how to do belly breathing, how to do self-check-ins around how they're pacing and what's going on for them. Then that would be something I would strongly strongly suggest. And to make the time to do an audit. You know, to hold the mirror up and look at how you're leading your life both at work and outside of life and evaluate for yourself the choices that you're making in relation to how you're looking after or not, your key relationships. How you're looking after yourself or not. It's incumbent upon you to carve out the space to do this because we are all under so much pressure, that 90% of the information floating around today has been created in the last two years alone. We are bombarded.



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MURRAY: (26:48) Yeah.

AUDREY: (26:49) Our brains are being assaulted on a daily basis and it is giving rise to much higher levels of inflammation. Our brains are inflamed. Our brains don't have the same level of nerve receptors as our body, so we're not kind of as tuned to our brains being inflamed as we would be if we had a sore knee. But we know that the information in the brain is there. And so, we've got to take some protective steps towards that.

MURRAY: (27:13) That is... Yeah, really a good insight. I didn't... I've never heard of the brain inflammation before in that context.

AUDREY: (27:23) Yeah. There's so much that we are only just beginning to truly learn about. I always kind of think about wellbeing as doing a jigsaw puzzle and when I was a baby psychologist in the mid 1980's I would have said it was a 500-piece jigsaw puzzle and over the last 25 years it's sort of grown to being a 50,000-piece jigsaw puzzle and every day with the inroads that are being made into the brain-gut-body access and the mind in the developments in the neuro-psychological space, there's thousands of new pieces coming out every day. So, it's really... It's pretty hard but very interesting to try and keep abreast of all that and make that digestible to leaders and professionals.

MURRAY: (28:10) I'm sure there's a whole lot of people listening. Their brains are firing off now. Is there somewhere that... You know, is there a book that you would recommend or a source of information to help people understand a bit more and just help them with the process of pulling that mirror up to themselves?

AUDREY: (28:30) I might blow my own trumpet here, Murray. Honestly, I would just suggest jumping on to our website.

MURRAY: (28:36) Yeah.

AUDREY: (28:36) Because there's a whole load of curated materials up there.

MURRAY: (28:39) You've got some great stuff there.

AUDREY: (28:39) As well as our own articles and because they're targeted towards a professional audience.



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MURRAY: (28:46) And the website, glws.com.au or just dot com?

AUDREY: (28:52) glswellbeing.com.

MURRAY: (28:54) glswellbeing.com and we'll put the link to that in the Show Notes and Audrey, if someone wanted to contact you just to reach out and find out a bit more, how is the best for people to reach you?

AUDREY: (29:13) Either just through LinkedIn. So audreymcgibbon@linkedin.com or just shoot me an email audrey@glswellbeing.com.

MURRAY: (28:21) Fantastic! And Audrey, we'll get back to you. It just might take some time as you procrastinate.

[laughter]

AUDREY: (29:28) Thank you, Murray.

MURRAY: (29:29) A final thing. I curate questions. We've got on the website, murraywright.com, we've got a whole load of leadership questions. Do you have a favourite question you use either for yourself, for someone you're coaching, maybe for the kids? What's your go-to question?

AUDREY: (29:52) My favourite question... My favourite question, Murray, is where I ask people to think about how they're leading their life now, how they show up at work now, how they look after themselves now, how they look after their families now, how they manage their time now, and get a clear picture of how they're going about their daily habits and routines and then I say, "If nothing changes how will your life be in 12 months from now?"

MURRAY: (30:25) Whoa!

AUDREY: (30:26) That's it.

MURRAY: (30:28) I imagine that brings on a big bout of focus and concentration.

AUDREY: (30:32) What it does is it really helps people. So, what I often see is people saying, "Yes, yes. You know, I know I don't get enough sleep but it's okay I'm managing."



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MURRAY: (30:40) Yeah.

AUDREY: (30:40) “Yes. I won’t be spending enough time with my family this week and I’m feeling really bad about that but that’s okay because we’ve got some holidays coming.” It’s always, there’s always jam tomorrow.

MURRAY: (30:47) Yeah.

AUDREY: (30:48) And... I suppose it’s rich coming from the procrastinator but...

MURRAY: (30:52) Yeah.

AUDREY: (30:53) No. I’m always really encouraging people to say, “Well, tomorrow will be here, 12 months will be here very quickly.” And it’s also very much linked to my view that I am not a fan of radical change, Murray, for both in the wellbeing space but in life generally. I am a huge fan of micro changes.

MURRAY: (31:13) Yeah.

AUDREY: (31:13) Small moments and tweaking and if you make the right micro adjustments they will deliver very significant shifts for your leadership and for your wellbeing.

MURRAY: (31:23) I think that’s really important. We’ve had someone else talking about it. It’s the small things and you just do those small things; you’ll get big changes coming from that as opposed to trying to solve it all at once.

AUDREY: (31:36) Definitely!

MURRAY: (31:37) Audrey McGibbon that’s fantastic! Thank you so much for your time. Thank you for those insights and the wisdom around wellbeing. I really appreciate it and thank you for sharing your leadership moments.

AUDREY: (31:50) Thank you very much, Murray Wright. Lovely to discuss with a fellow Scots person.

MURRAY: (31:54) A big thank you to Audrey. I’m sure that she’s got you thinking about some of the choices you’re making. What really struck me was the need to take that step back and dare to think about the life we want to lead and recognizing that



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our context has changed and what worked in the past is unlikely to work in today's world. And that final question, "If nothing changes, how will your life be in 12 months' time?"

If you want to know more about the Global Leadership Wellbeing Survey and how it could help you or your team answer that question, find me via the contact page at www.murraywright.com.au or use the link in the Show Notes to book a Zoom call to discuss in more detail. Thanks for listening. Until the next time.

[music]

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[End of Transcription]



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