



JACKIE SMITH

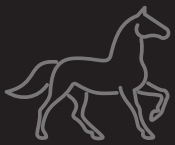
WHAT WE CAN LEARN FROM HORSES

LEADERSHIP MOMENTS PODCAST TRANSCRIPT



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EPISODE 59



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JACKIE: (00:00) When we're more conscious of why we're making the decisions we're making, that allows us to have more choice instead of being reactive. So, it's about being choiceful about how we want to lead others, not just continuing the behaviour we've always had or not being thoughtful about it.

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MURRAY: (00:22) Welcome to my podcast. I'm Murray Wright. This is Leadership Moments, real peoples' 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 most importantly, live a better life.

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(00:43) Today I talk with Jackie Smith who is passionate about getting people out of their heads, to be present and lift the conscious leadership of both individuals and teams. Now what's interesting about Jackie is that she does this in partnership with horses. Jackie explains to us why horses are such good feedback instruments. She also talks about what conscious leadership really means and how it can build better connections and confidence. And of course, she shares her leadership moments

Enjoy!

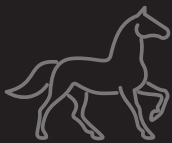
(01:14) Jackie Smith, welcome to Leadership Moments.

JACKIE: (01:17) Thanks very much, Murray.

MURRAY: (00:19) It's great to have you here, Jackie. Now, you are a Leadership and Change Consultant, Coach and Facilitator. Maybe just tell us a bit about what you do.

JACKIE: (01:30) Yeah. Sure. So, for me my passion is about developing conscious leaders and leaders that are aware of themselves, of others and of the impact they're having on the environment. So the work that I do is centered around that and it kind of comes out in lots of different ways, whether it be one-on-one coaching or whether it be designing and delivering group programs. I do a lot of facilitation of groups and training programs alike.

MURRAY: (02:04) You talk there about conscious leadership and impact, and impact specifically on environment. Can you tell us a bit more about that?

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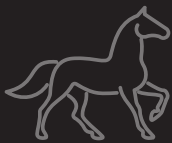
JACKIE: (02:13) Yeah. Well, when I mean the environment, I guess I mean the broader context that they're in. So, for leaders it's about organizational culture. It's the culture that is created through the decisions that we make and when we're more conscious of why we're making the decisions we're making, that allows us to have more choice instead of being reactive. So, it's about being choiceful about how we want to lead others, not just continuing the behaviour we've always had or not being thoughtful about it.

MURRAY: (02:47) Yeah. I think that's the beautiful piece of this and I talk about leadership impact and it is about being conscious of the choices you're making and the impact those choices have.

JACKIE: (02:59) Yeah.

MURRAY: (03:00) So, you do a lot of work with horses, what they would call Equine Assisted Leadership Development Programs. I would love to know... Okay, specifically the last part is the horses, but where have you come from that's taken you into working in leadership and then working on conscious leadership? And then what's drawn you into that? And what's led you to the horses?

JACKIE: (03:31) Well, I think one of the main drivers for me is, I'm a big advocate of experiential learning. You know, having been involved in leadership development and change management in the workplace for 20 years plus, what I noticed has the most effect on people's ability to really see themselves, like you said before, Murray, really understand 'who am I and how I'm showing up', is not necessarily the theory and the model and the things that we learn about intellectually, but actually how we then get feedback about our own self and the impact its having on others. And so for me, working with horses is a very direct way of in-the-moment getting feedback on how you're showing up. There's a lot of reasons why they... that we can talk more about in the work, but essentially they're prey animals and, unlike us, and they are therefore very aware of the environment around them and can read very subtle body cues and signs about whether or not they can feel safe or there's any threat or whether there's any lack of integrity which impacts thoughts and emotions in humans and other horses. So when you step into working with the horses, straight away they'll start responding to you on how you're showing up and as a facilitator of those programs, I can help point that out and we can ask the person, "What are you noticing about the horse?" That fine tunes their observation skills, their listening skills. And also, starts getting them to think about, "What's going on in my own body at the moment as I'm

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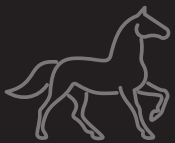
approaching the horse?" "Am I breathing calmly?" "Am I a little bit anxious?" "Am I approaching it quickly?" "What if I slowed down my pace?" "What if I turned and didn't look so directly, intensely at the horse? What would happen then?" So, if you like Murray, they are a bio feedback device.

MURRAY: (05:35) Yeah. I was just thinking like you've got this instrument that is giving you that instant feedback about how you're showing up. That's what I'm hearing.

JACKIE: (05:42) Exactly right. And I don't know any other method of training that offers that. And even if you do human to human role plays or another immersive activity, there's always a lot of personal baggage that comes with a human to human relationship, how we view the other. And so the horses provide a bit of a level playing field for people and so the reason why I've been more and more doing this work, particularly this year I've been focused almost exclusively on these programs, is because they're just really powerful in helping understand, "Who am I," and "Who am I in relationship with others," and "What effect does that have," and as we said, that's the goal of creating conscious leaders, right, is understanding 'how I'm impacting others' and 'how I'm showing up'. So that's why I'm really passionate about this as a form of learning.

MURRAY: (06:35) And as you were saying earlier, it's this rather than models or theories, it gives a real embodied experience. As you take people through this and you see what's happening for individuals, what difference does it make for them?

JACKIE: (06:52) Well, it's a personal experience, so each person takes something a little bit different away and that'll often be what it is that they need to recognize in themselves because that's what will show up in the most overt way. But I would say overall, one of the biggest things that comes out of the work with the horses is the capacity to build our embodied awareness skills. So you talked about embodying being not just our thoughts but our emotions and our body's sensations and in the business world we're often cut off from that. We're just in our heads and planning and thinking and in the past, in the future and so we really work on supporting people to just step into the present moment when they're with the horses and really start to tune into what's going on right here, right now in that moment and that supports them to have much better awareness skills. And so, what that allows for is... And sometimes it can be only in a couple of minutes. They can have a moment when they really see the horse for being an individual with thoughts and feelings and responses to them in a way that they've never really stopped and looked at, perhaps a person in the same way, unless there's been a big reaction.

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MURRAY: (08:24) Yeah. Yeah.

JACKIE: (08:25) So for me it is about those little moments that happen throughout the program where it's just this connection piece and this noticing piece and this 'aha' moment that goes, "Wow! Okay. I've never thought like that before and I wonder what else there is," therefore the learning. So it kind of opens up a curiosity about themselves and others that I hope continues on once they finish working with the horses and they go back to the workplace and they start to transfer that into being curious and open to seeing what is actually around them in the moment rather than barreling on through.

MURRAY: (09:01) Yeah. And this is what I'm taking out of that is the power of being in the moment to actually then... By being in the moment you're going to connect better. You're going to understand more what's going on, not only internally but externally and be able to make different choices around how you respond to that.

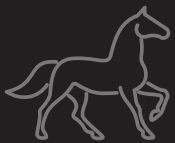
JACKIE: (09:23) That's right. That's correct. And being outside in nature as well helps with that need to be present.

MURRAY: (09:31) I just want to take a moment to let you know about my new website at www.murraywright.com.au. It has a whole load of resources including all the Leadership Moments Podcasts, the Leadership Questions, blogs and free tools that you can download. There's also a great download, "Leadership, it's all in your mind," a three-part series giving you more understanding of how the mind and body works to help improve focus, make more conscious decisions and change habits. Use the link in the Show Notes or go to www.murraywright.com.au/mind. That's www.murraywright.com.au/mind.

And now, back to our guest.

(10:14) So let's come a bit to you. In this journey that you've been on, and you've been in retail and banking and then the leadership development side of things, organizational design, who has influenced you the most?

JACKIE: (10:31) Well, one of my first managers at ANZ Bank was a woman called Sue Gunn, and for me she was a very strong female role model. And I really am grateful that she was one of the first managers that I had. I worked with her for a couple of years in project management there. Very driven, very high expectations of us, so I learned a lot of discipline and a lot of focus on the task. But she was also very

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empathetic and very, just trusting. So, I was very young at that stage, in my early 20's just thrown into the deep end to help manage this project which was centralizing functions out of the bank into the call center. So, it was a very big change in the life of ANZ at the time and she just had this trust and this ability to nurture talent because she was trusting and I think that stuck with me, Murray, throughout my career in that... And also, not only how I hope I am with others in that I try to nurture and develop talent but also what I enjoy about my own relationships with others is when I'm feeling valued and trusted and I can just be creative and innovative and I think that's partly what Sue has allowed me to do something quite... You know, you think you're different with the horses but it's just really being able to be true to yourself really.

MURRAY: (12:09) And so the influence I'm hearing then is that someone gave you that trust and showed that they valued you and what you were bringing, which really allowed you then to flourish and give you the confidence to progress and contribute.

JACKIE: (12:26) Yeah. The confidence is a big part of it. I think that... I've been in other environments, since then where there's just this sense of, "If I give you too much, you're going to hang yourself," which is the opposite to what I said.

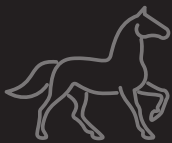
MURRAY: (12:42) Yeah. Yeah.

JACKIE: (12:43) Though at the time it's like, "I'll give you a lot of rope and then if you need to I can pull you in if you need me to be there," but it was a real empowerment. I think the empowerment's a big key for that.

MURRAY: (12:55) How did she manage that, that allowed you still to flourish? Because I'm sure you had hit up against a few obstacles and challenges.

JACKIE: (13:04) Well, we definitely had a very close-knit team. So it wasn't like I was out working by myself. She had a structure where there was the four of us that were working on different aspects of the project in place and because she operated with the same values for all of us, and I think there was a strong values alignment, which has also been a massive lesson for me is working with people who share your values.

MURRAY: (13:29) Yeah.

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JACKIE: (13:29) This makes it so much easier, and a culture of trust within the whole team.

MURRAY: (13:35) So, there's something there about the importance of that culture, a really strong positive culture that people can flourish in.

JACKIE: (13:42) Yeah, and bring out their full potential.

MURRAY: (13:44) Yeah.

JACKIE: (13:45) Yeah.

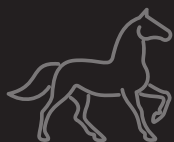
MURRAY: (13:45) Which is what leaders have to do is create that environment and culture. So what took you from the corporate world into the OD space? And then where did the horses fit into this?

JACKIE: (13:59) Well, it was a... I was working at the ANZ bank. And then I worked in retail for another six or seven years in organization development. And then I had a 12-month role as the general manager of House, the franchise business. And the key thing that came out of that for me was the importance of relationships – the franchisees and the suppliers and really getting to know them. And that was an amazing opportunity for me but it also led me down the path of doing quite a lot of my own personal development work. Through the work that I did on myself and understanding 'how can I be the best version of myself' really supported me to then set up my own business. And it was about four years ago, four or five years ago now, that I started with the equine assisted leadership development work, looking for ways in which I could keep deepening the offer to learn more about myself and to do it in an experiential way.

MURRAY: (15:03) Did you have horses in your life growing up? Were you a horse person?

JACKIE: (15:08) Yes and no. I grew up in Melbourne and so I was riding horses every weekend with my sister and my dad.

MURRAY: (15:15) Okay.

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JACKIE: (15:16) So my dad taught me horse riding. You know, the interesting thing about that is it was a really special time with my dad. He was busy. He was a journalist and he used to travel a lot. But that was his thing he did with my sister and I. so there was something perhaps about that connection with him and just that freedom and joy and fun that we had when we were riding together. And then when I moved... So I moved from Melbourne the last... Since I've had my business I've lived up in Byron Bay and that is a very different feel to Melbourne and so being able to get connected back with nature... And once my children were sort of becoming more independent I was able to go back to something that I thought would bring me joy. So horses have come back into my life really in the last maybe eight years and then learning about the equine assisted field of work. So there is, equine therapy is quite well-known helping people with mental health issues and social skills and well-being. And so it's a kind of translation of that into the leadership work that I was really fascinated by.

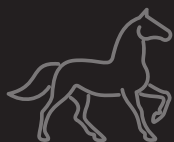
MURRAY: (16:32) Corporate work. Yeah.

And you talk there about... In that role with the franchise business and understanding about relationships, how important they are to leadership and success... Are there any other, or, is there another 'aha' moment in that period or whatever time that you've had, that you've gone, "Ah, now I understand. This is what leadership is about."

JACKIE: (17:05) Yeah. It was definitely with the horses. So, before I became a facilitator myself, I went and participated and did some equine therapy myself.

MURRAY: (17:16) Yeah.

JACKIE: (17:17) And that was really 'aha'. You know, I went from a personal development point of view but what came very clearly back to me was my confidence in my own leadership. So, the first session I had with the horse, it was around directing the horse to go in a certain direction and for me it was humorous, looking back on it. I was quite emotional at the time where I would be like, "Okay. Let's walk to the left," and then the horse would be like, "No, thank you. I'll go to the right." And I'd go, "That's okay then, let's go to the right." You know, partly it is I wanted to be liked and I wanted to have connection and I wanted a relationship with the horse. That's important, but the agenda at the time was to go in a particular direction. We have to go this way right now. And how do I do that without giving up connection and relationship, you know?

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MURRAY: (18:21) Yeah.

JACKIE: (18:21) So, yeah. So, for me that was a really powerful insight into, if I'm not clear about what I want and what I need and what I expect, I can't... No one's going to follow me.

MURRAY: (18:34) Yeah. That's such a powerful thing because so many... Not so many... A lot of people you work with and you're coaching and they're not clear or they don't make it clear what they need and what they expect from people and suffer all ends of frustration and let-down. So, what you're saying is so important. We do have to be clear about what we want, what we need, what we expect.

JACKIE: (19:02) Absolutely!

MURRAY: (19:03) As well as, obviously asking other people, "What is it you need from me?" "What is it you expect?" And where you can't meet expectations, having that discussion about what can be met or not.

JACKIE: (19:17) And the goal for me is now leading through connection or leading through relationship. One is not at the expense of the other. When I talked before about the House business and investing in those relationships, it was to get somewhere.

MURRAY: (19:34) Yeah.

JACKIE: (19:34) So all could be working towards a common vision? I think the importance of being clear about, not only where you want to go but how you want to get there. So that's the value side. I know what you work on so much, Murray, is identifying my purpose and my vision, but equally identifying my values of, "How do I want to work with others?" "What's important to me," and "What do I believe in?" And if I'm clear about all of those things and I connect with people around that, then it's smooth to follow.

MURRAY: (20:09) Yeah.

JACKIE: (20:10) the followership just seems to happen. So you can easily... You know, just coming back to the horses, we encourage the participants to just use their body, to be super clear about where they want to head and what the direction is, build trust with the horses and then they lead them. And then eventually at the end of the program they're leading them without a lead rope.

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MURRAY: (20:34) Yeah.

JACKIE: (20:34) You know, it brings people such joy to know that they can lead without dragging someone along or getting them to follow because they're in that role of authority holding that lead rope. For some people that is a revelation because they don't necessarily believe, "If I'm not in this position and I don't have this title, I don't direct you to do things. You're not going to do them." So, to be able to see there's a different way was for me very powerful personally, to learn that skill and practice that and now to be able to share that with others.

MURRAY: (21:09) So, going back to your experience, what changed for you after you had that insight about leading and not doing it because you wanted to be liked, because you had to go somewhere not at the expense of relationships?

JACKIE: (21:27) Well, the two main things that I took away, and I have taken away from the work that I've been doing with the horses, has been the capacity to be present. So I am much more... I slow things down.

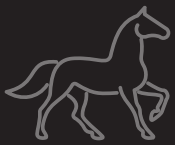
MURRAY: (21:43) Yeah.

JACKIE: (21:43) I'm less rushing in, getting things done, task oriented completely. I will pause. I will be more...tuned in to, "How am I actually feeling about this right now?" "Does this feel out of alignment?" And if it does, "What could I do to shift things?"

You know, I work with a lot of breathing techniques and grounding techniques and mindfulness to really support me to be more centered and present. So that's been a big change for me. And the other part of the leadership is just going back to that statement, being true to myself and being able to trust in myself and my abilities and... That's not always the case. We're human, right? So I definitely have moments of vulnerability. But when I am that's where the presence comes in, being present and okay with that vulnerability and just allowing it to be there and move through that and then just... Working in a way that I think is aligned to my purpose has been a big part of my journey and being okay with that.

MURRAY: (23:08) Yeah.

JACKIE: (23:08) So not fitting into the mold of what everyone else expects.

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MURRAY: (23:13) Yeah. It sounds wonderful and idealistic. It can't be that easy.

JACKIE: (23:19) Well, that's right. I think that's the vulnerability side, is I feel there are a lot of people that probably don't get me.

MURRAY: (23:27) Yeah.

JACKIE: (23:28) And don't understand all about this work and I feel also that I'm perhaps not being... Now the traditional work I used to do might be at risk because I've moved on into doing more innovative work. So I definitely have moments of concern about that when I think about the practicalities of earning an income from our business. So the more and more I get invited to do the equine leadership work, the more, I suppose, I am being... There is that feedback that's coming back to me just saying, "Yes! This is something that is of value."

MURRAY: (24:08) Yeah.

JACKIE: (24:09) And it's... That's important for anyone. Right?

MURRAY: (24:12) Yeah.

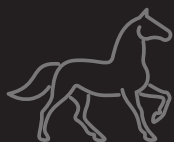
JACKIE: (24:12) You know, okay we can trust ourselves and be true to ourselves and go after our purpose, but everyone wants to be, wants to have feedback and know that they're on the right track. Having the freedom to be who I am but also getting valued for what I do is really important to me and I think to most people really.

MURRAY: (24:30) Oh it's everyone. Yes. Absolutely!

JACKIE: (24:31) So again, if we think about lessons for leaders is to really keep being grateful for the people that you've got and valuing the contribution that they have because they want to hear it.

MURRAY: (24:44) Yeah.

JACKIE: (24:45) They want to know they're on the right track because then they can keep going.

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MURRAY: (24:48) There's a piece there, if you haven't told people they're on the right track or they're doing a good job, take a moment to tell them and let them know.

JACKIE: (24:55) Yeah.

MURRAY: (24:55) Yeah. Wonderful.

JACKIE: (24:56) Yeah.

MURRAY: (24:57) And you're talking there about working in different places and working overseas. So, just for anyone listening obviously you don't have your own horses. The horses aren't trained. You just find horses wherever you need to do the work and turn up.

JACKIE: (25:11) Well, yes and no. I can't, we can't work with any horses.

MURRAY: (25:16) Oh, right.

JACKIE: (25:16) It's important because horses are herd animals in the wild. Part of the value they have in working with groups, for instance, is that they represent... I think they represent a very social and emotionally sophisticated team because they have their communication and their boundaries and their roles and leadership kind of worked out.

MURRAY: (25:38) So they have their own order and positions.

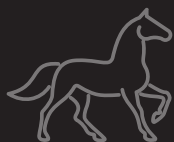
JACKIE: (25:40) They have their own order.

MURRAY: (25:41) Right.

JACKIE: (25:42) That can be fluid and moves around depending on what the needs of the group are.

MURRAY: (25:45) Yeah.

JACKIE: (25:46) So, it is important that the horses that we work with are horses that get to live in as natural a way as possible because that's when they have more to offer.

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MURRAY: (25:54) Right.

JACKIE: (25:57) They're calmer. They're very receptive to their environment. They're not shut down in the way some horses are trained. So I definitely have venues that I work from across Australia and overseas but it comes with a lot of assessment of the horses and their suitability for the work. But our passion is really around, how do the horses support leadership development and learning and so it's kind of integrating all of that.

MURRAY: (26:26) I'm smiling at the thought of you previewing the horses' CVs before you actually accept one in the program.

JACKIE: (26:33) Absolutely! Well, it's also about them accepting me. Right?

MURRAY: (26:37) Yes.

JACKIE: (26:39) Again, I have to lead by example and show them that they can trust the work that we're doing. We don't use horses in our work, we actually partner with them and see them as a co-facilitator.

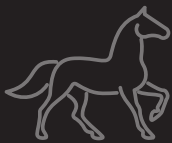
MURRAY: (26:54) Yeah. That's a lovely way of putting it, isn't it? They're partners in what you're doing.

JACKIE: (26:58) Yeah.

MURRAY: (26:59) You talk there about the horse and how they are a team in their own way. Everyone's got their position. They've got their organization, their roles, etc. So what you've been talking about, it's really clear how that can work for an individual. How does it work with a team? How does it help a team?

JACKIE: (27:22) The team days are typically about just seeing each other a little bit differently, learning about the importance of connection and trust and mutual respect. So people leave feeling more connected to each other because they've shared that experience of learning about themselves and each other through the day.

MURRAY: (27:46) There's something interesting as well. You were talking about the horses have their roles, so now I said order and you said, well they've got their order

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depending on the situation. There's a learning there for teams because often teams can be in a fixed hierarchy and clearly defined roles where actually it needs to be more dynamic and flexible according to the situation. So, they'll have different experts who maybe need to take the leadership role at different times, different situations.

JACKIE: (28:20) Yeah. It's an expansive definition of leadership because self-leadership, which is, "How am I managing myself? And when I come in contact with others, what decisions and choices I make." And then there's situational leadership which is, "How do we actually allow – because we've got a culture of trust and valuing others – how do we allow people to shine and bring their full potential and lead us when we need to?" And then there's obviously the more formal authority in leadership.

MURRAY: (28:55) Now, final leadership moments question. Talk about failure. The biggest failure, or as people often reframe it, biggest learning moment and how does that influence your leadership today?

JACKIE: (29:14) I would describe my biggest failure as being the times when I've accepted a role, or I worked on a project or I've been in a business relationship where we don't have alignment of values.

MURRAY: (29:30) Right.

JACKIE: (29:30) And I've been behaving, I've been sucked into a system where I've been not true to myself and I'm being inauthentic. And my biggest failure in those moments is not that that happens because that can happen without our knowledge. So we might join a company or we might find ourselves...

MURRAY: (29:51) Yeah.

JACKIE: (29:51) Okay. But it is about either not owning that and, not acting fast enough to deal with it, which might be to move on. So, when I feel like I'm in a place of not being authentic and having my values compromised, it impacts my health.

MURRAY: (30:12) Right. Yeah.

JACKIE: (30:13) Yeah. So, I feel like I'm constantly stressed. There's something just not quite right. I'm not able to be not only... I'm not there for myself but I'm often not there for my children or other people in my life. I'm just consumed by the stress of

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being in an environment that just doesn't feel right and so that's really taught me a lot about, as a leader and now that I have my own business, is being able to really, like you said, handpick the horses but also be able to think about, "Who do I want to work with?" And how do I ensure that we can flow and just work well together and there's not that tension of not perhaps getting each other. So I encourage leaders that have got challenges in their team where there are people that are just perhaps not... That have values that are really rubbing up against yours, to do what you can to address it and iron it out as soon as you can because it just festers otherwise. It makes your life difficult. It makes everyone else in the team's life difficult. We've all been there. We know what it feels like to be in a dysfunctional or stressful team versus what it feels like to be in a team where everyone just kind of, there's a lot of trust and respect and everyone is kind of on the same page. So that's been a big learning for me, is calling that out and trying to work out a way of just of addressing it and getting more alignment.

MURRAY: (31:58) I think it also comes back to what you've been talking about throughout this chat is being conscious in the moment and if you're conscious in the moment and being aware of what's going on for yourself, what's going on for others, I would imagine you're less likely to fall into that situation.

JACKIE: (32:17) I think you're right. The consciousness is not just about thinking about it. It's actually listening to our bodies. That for me has been a big sign, is when I feel like I'm getting... unwell or I'm holding tension or... That's a bit of a wakeup call for me.

MURRAY: (32:33) Yeah. What's going on?

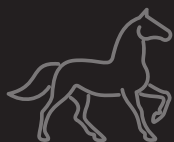
JACKIE: (32:34) Something's not quite right here. Let's look at that.

MURRAY: (32:36) Yeah. So it's about making sure we're building the environment around ourselves that will allow us to connect with that stuff.

JACKIE: (32:44) And whilst we say we're disconnected from our body, is it's actually just a concept because of course we're not. So we're not noticing what's going on.

MURRAY: (32:54) Yeah.

JACKIE: (32:54) And our bodies are shaping everything that happens.

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& Associates

MURRAY: (32:58) Yeah. That's a lovely way to... We're not noticing but it's actually happening.

JACKIE: (33:03) Yeah. Absolutely. Yeah.

MURRAY: (33:06) Super. Super.

Well, Jackie, we'll start to wind up a bit now. I really enjoyed this chat. As you know, I curate questions. We've got the Leadership Questions and I invite guests on the podcast to share their favorite question, the one they go to when they want to create a bit of new insight for themselves, create a shift in themselves or others. What's your favorite question?

JACKIE: (33:36) What are you experiencing right now?

MURRAY: (33:39) Yeah. And I love that. Why is that your favorite question? It would be good to explain that.

JACKIE: (33:47) Because it brings people right into the present moment and it brings them into their body.

MURRAY: (33:52) Yeah. I like it because, yes, what are you experiencing? What are you noticing? It's not, what are you feeling? It's what are you experiencing or noticing? It's just a bit broader and gives more information. Super.

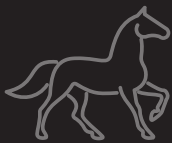
JACKIE: (34:05) And it's very... Exactly right. It's not... It can be answered in... People will answer that from a place of intuition, not...

MURRAY: (34:18) Not the head.

JACKIE: (34:19) There's a right answer for that. It will actually be an authentic response because it's an open question.

MURRAY: (34:27) Yeah. Lovely.

Now I'm sure there'll be listeners here wanting to connect with you, understand more. How would people do that?

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JACKIE: (34:39) Well, my website is reasonably simple. It's www.jackiesmith.com.au.

MURRAY: (34:45) Great. Great.

JACKIE: (34:46) And from there you'll also see another website which is sort of blogs and case studies about the horses which is called www.thewisdomofthehorse.com.au and I am on LinkedIn. They're probably know the main ways to get in touch with me. I'd love to hear from anyone that's curious to know more because it's a topic not many people are familiar with and I'm one, as you can tell, I love talking about it.

MURRAY: (35:12) Yeah. There's a final thing. As you talk, you've got all the articles there and everything. Is there a practical lesson? If we summed up all our conversation today, is there a practical lesson, a takeaway for someone about what you've learned I suppose from horses that we can apply in our lives? Would there be one thing?

JACKIE: (35:39) My colleague, Judy, has this phrase called "the power of the pause".

MURRAY: (35:43) Yeah.

JACKIE: (35:44) Which I love, and I think that would be the most practical takeaway from today would be just to slow down a bit, to pause and think about before we just move into reaction.

MURRAY: (35:58) Yeah. Yeah. Lovely. And I would just add to that, "If I could take a breath, as you pause or maybe two and remember to breathe."

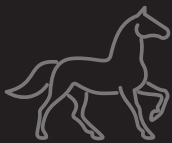
JACKIE: (36:08) Remember to breathe. Love it.

MURRAY: (36:11) Yeah. Super.

JACKIE: (36:12) Yeah. Great talking to you.

MURRAY: (36:14) Jackie Smith, thank you and good luck with the business and all your projects with the horses. I appreciate your time today.

JACKIE: (36:21) Yeah. I appreciate the invitation. Thanks so much, Murray.

**JACKIE SMITH****WHAT WE CAN LEARN FROM HORSES**PODCAST TRANSCRIPT **EPISODE 59** murraywright.com.au/podcast**MURRAY:** (36:24) Thank you.

I really enjoyed that discussion. It reinforced for me the importance of, as a leader, being present and aware of the choices that we're making and the impact they have on the people and more importantly the culture around us.

Now, Jackie talked about how horses help us understand how we're showing up. But how aware are you of how you're showing up for the different people in situations you face? How conscious are you of the choices you're making and the impact they have? And how does that compare to the impact you want to have. And if you think about that gap, what shift, what different choices do you have to make to close the gap? Thanks for listening. Until the next time.

[music]

That's it for this episode. Thanks for listening to Leadership Moments. Check out the Show Notes for the key learnings, resources and transcripts from this episode. Head to the podcast page at www.murraywright.com.au for all the previous episodes and leadership questions from my guests and while you're there, why not subscribe. That way, you'll never have to miss an episode and as a bonus, I'll send you my white paper, "The Power of Questions." That will help you understand and ask better questions and you can find out what my five favorite questions are. Until the next time.

[End of Transcription]



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