



CARISSA BUB

LEADING FROM THE HEART

LEADERSHIP MOMENTS PODCAST TRANSCRIPT



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EPISODE 65



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[Start of Transcription]

CARISSA: (00:00) I think we live in a world where there's a crisis of heart. People have become disconnected from what they really feel and beyond even emotional intelligence. The connection, the presencing with their own nature, the nature that we're all part of, there seems to be still a reliance on the mind, the thinking mind, and very little thought to giving space to, "How do I feel about this?"

[music]

MURRAY: (00:34) Welcome to my podcast. I'm Murray Wright. 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 most importantly, live a better life.

[music]

My guest today is Carissa Bub, a coach/consultant based in London. She's also the host of The Team Coaching Zone Podcast. Carissa talks about the speed of the world we live in and how it has led to a crisis of the heart. The remedy? To create space to connect to what we really feel, to allow us to speak and lead from the heart. In sharing her leadership moments Carissa talks about generosity and kindness and why listening is so important. We talk about what the concept of "team of teams" is, how it works and why it's becoming more important in today's world. And Carissa shares her favourite leadership question. It's a great listen.

Enjoy!

Carissa Bub, welcome to the Leadership Moments Podcast

CARISSA: (01:42) Thank you, Murray, for having me on the show. I'm really looking forward to our conversation.

MURRAY: (01:46) I'm excited you're in London. It's a very cold London on this December day that we're recording this.

You trained as a child psychotherapist. You were a speech writer to the Ambassador of Israel in the UK and then you ended up as a news and current affairs journalist with the BBC before becoming a coach. You also host the second season of The Team Coaching Zone Podcast which is really how we connected through that podcast. You talk about that most of your work is around leadership and team effectiveness and being this catalyst for transformative change and building bigger and better relationships through knowing how to speak and lead from the heart.



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CARISSA: (02:34) Yeah. What I mean by that really is, if you think about it, we live in a world, in a paradigm where rational thinking was seen to be it. "I think therefore I am," Descartes. We live in a world where we talk about IQ and... Okay, now we go into EQ and even relationship intelligence. But a world where very much depended on how brainy you were, how good you're thinking. The truth is it's "I feel therefore I am." You know, we are emotional creatures and I think we live in a world where there's a crisis of heart. People have become disconnected from what they really feel and beyond even emotional intelligence, the connection, the presencing with their own nature, the nature that we're all part of, and it leads to greater level of anxiety and a lack of a compass, for want of a better word. And what I see over and over again as I travel the world and as I go into different organizations with young teams, with intercultural teams, the teams of very senior people and boards, there seems to be still a reliance on the mind, the thinking mind, and very little thought to giving space to, "How do I feel about this?" Of course, you can make a gut reaction. The gut is another intelligence, but the head space, the intelligence... The head space that involves the feeling from the heart. There is very little space given to that. Yeah. That's what I mean by how to help people speak and lead from the heart.

MURRAY: (04:25) From the heart.

CARISSA: (04:26) When you start to help people to ground their feet, to grieve, to expand their presence so that they can connect to the people around them, so that they can expand into the space around them, you get a very very different energetic field and that, of course, has a completely different impact on how people speak, how they lead, the collective environment where decisions are made, so the whole idea of working with change and the emergent. If you're just looking into your head and not looking people in the eye and relying on the words, you're missing so much. So, I say a crisis of the heart because I noticed that as a practice very very few organizations actually make space for tapping into the wisdom and intelligence of their heart.

MURRAY: (05:28) Is this something that was done in the past? Do you think?

CARISSA: (05:32) I think definitely. We were creatures. I like this word creatures.

MURRAY: (05:39) Yeah.

CARISSA: (05:39) We were sort of creatures. We were animals. Our primal selves were entirely reliant on the land. So much of our mind is still very based on our primal responses, our fear responses. I think many of your listeners will know of the SCARF model by David Rock and the whole idea that every five seconds our brain is



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scanning for threats on five different levels. That is what made people vigilant to the environment that they were in and we also happen to have the ability to feel emotion and then think through how do we feel about feeling that way or how do we feel about the situation, the circumstances we're in and I think the whole idea of having circles where people looked at each other, where there was that relatedness and connection and you sensed your way into what's coming next. I think that's the part of sort of ancient technology that we've lost how to do.

MURRAY: (06:48) What do you feel is getting in the way of people connecting to their hearts, to those feelings and emotions?

CARISSA: (06:55) I think there are many reasons. One is just speed, the speed at which we live our lives today, the amount of distraction, the lack of discipline, the lack of giving it attention, importance. It's not something that you're naturally taught to do and we haven't been primed to think that's a helpful thing to do and to feel that that is a helpful thing to do.

MURRAY: (07:23) I think that there's something in this and this is why you talk about speed and we're being driven forward and I think the defensive... You know, we're looking for threats and that speed and the way we... Not having that time to connect keeps us in this defensive mode which really shuts us down and stops us thinking through things properly.

CARISSA: (07:45) I work with a lot of CEOs or presidents of organizations leading tens of thousands of people and the presenting challenge for these people is, I'm very fast. I like to get things done. I'm action oriented. I'm not really necessarily great at building relationships. I'm not actually great at making a connection in those kinds of contexts. In that context where I have to go out there, I can be wooden. People can't see me. They don't quite know who I am and therefore they don't necessarily trust me. So how do you create the presence for other people to really slow down themselves, slow their heart rates, slow their minds and make space to really connect with what is being said and who is saying it? And so, it's almost not about the who. It's about how are we connecting to each other in a way that really allows ourselves to feel each other and to say, "Okay this is safe. This is okay. I can trust this. Let's go forward with this."

MURRAY: (08:58) I love what you said there, how can I be present to listen to what's being said but also connecting to the who is saying it. I think people focus often on the what but not... That's a new insight for me, the way you say that, just connecting to the who as well.



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CARISSA: (09:17) I think a lot of people today are lacking in confidence. There's a lack of confidence and I think that is also a crisis of the heart. There's a lack of identity. Who am I? How do I fit in here? It's all changing so fast. Where do I sit? So, people are a little bit more frozen.

MURRAY: (09:38) I think that's a really important point because we've got so much information, so many different views and opinions and I think it's, how do you almost shut yourself off to some of that so that you can find yourself? As you say, we're being told that we should be this or that and not really given the space just to be ourselves.

CARISSA: (09:58) Yeah. I'll speak to that in one of my moments hopefully.

MURRAY: (10:02) Good. Good.

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.

Let's come to you a little bit, Carissa, and that first question that we have, who would you say has influenced you the most?

CARISSA: (10:55) I'm going to say something that is perhaps a little cliché. My parents and their relationship.

MURRAY: (11:02) No. That's...

CARISSA: (11:04) My parents, for a very simple reason. They really taught me the art of generosity and kindness. They are normal folks. Right? They've done well in life. They have their struggles. They can be as neurotic as anything and are anxious as all of us but they really showed me what it is to be kind and what it is to be generous and I come back... The older I get the more grateful I am for having been shown that and I look at the world and I look at leaders who I work with today who I would say, "Oh great! What they have is the ability to be kind, to be compassionate." They really really



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do get that at the end of the day one of the most important things is to be generous with yourself, to create space to share your home, to open up, to be vulnerable. And all of those things I learned through my parents and my relationship with my parents.

MURRAY: (12:11) Fantastic! With that, how does that resource you for the work you're doing now?

CARISSA: (12:17) Let's come back to this whole idea of the crisis of heart. It is fair to say that there isn't one day of my life where I haven't felt loved. And love is a complex word. What do we really mean by that? For me it just means there's a sort of, a limitless well or fountain of some source which means I can share with others. I can open and allow myself to connect to other suffering, to be curious about the circumstances I find myself in and whatever circumstances show up, know that there is somewhere in me a capacity to give, to be with, to care for, even if that means to care for enough to challenge and get angry. Right? That there is something in there which allows me to really really really really really want to listen deeply to another person and to be their witness. And there's something about creating that holding space that I actively look to create in my work that I see definitely has an impact on how other people are then able to relate to each other.

MURRAY: (13:42) Can you talk a bit more about that 'creating the holding space'?

CARISSA: (13:47) Yeah. You mentioned that I was training as a child psychotherapist and the whole idea of creating a holding space is the whole idea of how you literally, physically, emotionally, imaginatively (if you want) create space for a child to be in. So, to be with themselves, to be with you. Again, back to this heart. It's physically expanding your own presence in such a way that other people can feel safe and can feel held.

MURRAY: (14:28) And how... If there's a leader listening to this, etc., what would that look like for them?

CARISSA: (14:36) In business you'll hear this phrase, 'less is more'. I think once someone realizes that all they have to do is make eye contact or at least pay attention. In some cultures that might not be appropriate, but pay attention. To slow down whatever is going on in their mind, detach from the thoughts, that sort of listening in to your own internal thoughts, and make some space – in your body make some space in the room to focus your attention on other. You don't have to solve anything. You don't need to have the answer. You don't need to push things but just



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make space. That principle makes a massive difference. So how can you create the space for other people so that they really feel that they are important?

MURRAY: (15:33) Yeah. Beautiful. Second question, the 'aha' moment when you understood what leadership was all about?

CARISSA: (15:43) Well again, I think I may have cheated here. I've kind of given two...

MURRAY: (15:47) That's okay.

CARISSA: (15:48) Two example. Because I was thinking leadership is... You know, different kinds of leadership. So, the first one is a leading self-moment, which was at a dark hour of my life. I had anorexia when I was a teenager and in my early 20's. And this was when I was 19 and I was studying abroad. I was at McGill in Montreal and unfortunately the anorexia had come back. I'd had it for a few years in my teens and it had come back. And I think one of the things about anorexia is... Of course, it is a mental health illness, which means that you really don't want to give up control. You're not feeling safe. I think of it as a sort of identity challenge and being in control is critically important. In that moment – I am thinking of 19 – I got to a place where I realized I could no longer trust myself, that I was leading myself and... You know, I mentioned my parents who I adore and love and they had come to a point where I think they realized they weren't having an impact and that they really just said, "Look. You are now in charge of your life. This is it. You get to decide." And I had an experience. I was studying in the medical school and I was climbing up a building with a lot a lot of stairs and I could feel my heart and I could really feel the tiredness of my body and I had this 'aha' moment – it's up to me whether I live or die. I am now really in control of myself even though I'm completely out of control.

MURRAY: (17:40) Yeah.

CARISSA: (17:40) And the truth is, I can no longer trust my own judgement and I'm going to need to go and get help. It was a critical moment and there was no doubt that for the first time the sense in my life that I was responsible for this life and that I wasn't to be trusted at the helm. And that was a really big deal. How do I let other people take over in an illness which is just known for not making that very easy.

MURRAY: (18:15) Yes. Yeah.

CARISSA: (18:17) So that was my first leading self 'aha' moment and it's one I'm happy to share. I mean a lot of people may have a stigma around...



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MURRAY: (18:24) Yeah. Thank you.

CARISSA: (18:26) But I really feel it's important and I have a very visceral sense of that.

MURRAY: (18:32) Can I ask... So, how does that serve you today? This whole, the choice and leading yourself and making the decisions.

CARISSA: (18:43) A lot. You know, we say that leaders learn from adversity and there is absolutely no doubt in my mind that I was quite capable, looking into the eyes of people with a lot of authority and responsibility and thinking nothing of it because I'd always felt that I'd overcome the greatest challenge of us all...

MURRAY: (19:02) Yeah.

CARISSA: (19:02) Which is to take responsibility for my life. I think also the other one is obviously the obvious empathy that developed in me when people are suffering. The Plato quote which is, "Be kind for everyone is fighting a hard battle."

My other moment... There's something about me, I'm not sure what it is, that other people want to open up to and therefore I must take that responsibility seriously. And you are a confidante and being a confidante to others and learning to really, to create those safe walls so that other people can really open. This is around the heart piece especially. But this thing about, this advisory leader role, I take that very seriously. Again, there's something about... It would be so easy a) just to give advice that isn't necessarily, I realize, the right thing to do. Although it says advisory leader, it doesn't mean come and tell. It often means come and listen.

MURRAY: (20:21) Yeah.

CARISSA: (20:22) I do sit on two boards, of young startups and again, I don't have to be necessarily an expert in teams or an expert in business. All of that stuff helps, but actually it is about sharing my philosophy, my way of seeing, my own life experiences. So, stepping more into that sort of mentor role, you might say.

MURRAY: (20:51) Yes.

CARISSA: (20:51) But that is the 'aha' that... Don't take it for granted. I do look at the world differently (we all look at the world differently) and sharing some of those insights as well as listening. Making space for another person to listen to themselves has made a remarkable difference.



MURRAY: (21:19) Yes. Coming back to the world of business, the corporate world. You've talked a lot about this fast paced world. We're working across teams, etc., and it's coming more to the fore and I'm certainly... I've read the book and I'm talking about it with clients. It's the "team of teams" approach. Could you maybe talk a bit about what that is and why it's so important in today's world?

CARISSA: (21:49) The way I think about it... I mean there is an official... You know, where does it come from and General McChrystal wrote this book about it and team of teams and the whole idea of being able to adapt faster and the idea that you could swap people in and out of roles into different teams and move and adapt to the emergent very very quickly. I always think of it as a bit like an amoeba. The intelligence is across the system. So, a team of teams means you can jump in and out. You feel part of, belonging to the whole and there's a sort of sensory awareness which allows sort of maximum movement so that the structures are permeable and information is flowing up and down and across in all directions in a way that allows the organization, just like any other organism, to move intelligently forward to self-correct, sort of be generative and work with the emerging future that whatever the situation is that is presented in that moment.

There's no doubt if you look at classic matrix organizations, sort of very structured fortresses that now need to collapse and work in a very different way or maybe not collapse but, as I said, those structures need to become permeable. The fact that there is so much more remote working, there is so much more globalization leading to the diversity of location, of culture that exists in any one organization, the intergenerational challenges that the people speak to across an organization. So, the need to be able to work with anyone anywhere any time has become so important. And so, the idea of how do you make everyone feel like we're part of one team but equally be able to operate in smaller learning teams or in smaller operative teams.

Collaboration is really what this is about and how do you know how to bridge and stay focused on the interconnection and the interconnectedness between different departments, between different teams and seeing it as part of one team. So, it requires a different sort of skillset. Certainly in my experience it requires people to be able to hold each other accountable across the whole... be able to challenge... Conflict now, creative tension, conflict – these become important aspects of teamwork, that we can hold the creative tension, that we can seek it out, that we know how to resolve conflict, work through it, see conflict as a signal for change.



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MURRAY: (24:42) Yeah. So, if you've got the more traditional hierarchical organization, do they need to change that hierarchy as such? Or do they need to change their philosophy about how they operate? Or is it a bit of both?

CARISSA: (25:01) I would say it's a bit of both. One is definitely the way that you see the world. We know that today... I talked about a crisis of heart. There's also a crisis of consciousness. We need to wake up and become more aware of our interconnectedness, of the streams of connectedness that exist, that everything is actually connected.

MURRAY: (25:27) Yes. We better keep moving along. We've got the final question now, biggest failure. Is there one failure, as Peter Hawkins says, the learning opportunity that you've had that still informs your leadership today?

CARISSA: (25:50) Yes. It was relatively recent. It was six years ago and almost to the day. I gave my... I was going to say, my first TEDx talk.

MURRAY: (26:04) Right. Yes.

CARISSA: (26:05) On Luminaries, the New Agents of Change and I was at a particular time in my life where I knew I wasn't ready. I was going through a transition and there was somebody else there egging me on to do this. And I wasn't ready. I simply wasn't ready. I didn't have the data to make me feel confident and I noticed I wasn't ready because I kept relying on other people. So, there's one thing about trusting other people because you have to let go. You no longer trust yourself. And there's another thing about putting responsibility on others that is actually one's own responsibility. In this situation I probably felt it was my worst performance ever. I love being on stage. I can do a pretty good job and for me I listened to somebody say, "Don't write any notes." So, I went in with no notes.

MURRAY: (26:57) Right.

CARISSA: (26:58) There was a technical hitch. They didn't let me practice the day before. They were too busy.

MURRAY: (27:04) Oh no.

CARISSA: (27:05) So I said, yes, rather than insisting on my space.



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MURRAY: (27:08) Yes.

CARISSA: (27:10) I was presenting to an audience of a thousand people which wasn't the issue, but they were mostly scientists, not business people and I hadn't bothered to check. So, there was a huge number of pretty critical errors that I allowed to happen. It was okay at the end but for me it was a real sort of existential nightmare of a moment and it was a wake-up call that I was on auto pilot a little bit too much and I needed to kind of step back and step off stage, as it were, and do some more inner work. And it led to the most beautiful experience of the last three years where I really have metaphorically got lost in order to find my sort of, my truer self, if you want. And I will say it has led me to commit wholeheartedly to making space for self, really making sure that I honor the profession that I... You know, being a coach, being a mentor, being an advisor, whatever the role is. I've learned that I've got to be whatever I say. I've just got to physically show up and be ready to show up. That requires work, to be physically ready to show up and dance with whatever is in front of you.

MURRAY: (28:41) Yes.

CARISSA: (28:42) You need to be in touch with your core. I started to delegate responsibilities that really were mine and mine alone.

MURRAY: (28:51) Yeah.

CARISSA: (28:52) And I hadn't done the inner work to make the choices, the proper choices. So, I was... My feet weren't connected to the ground.

MURRAY: (29:01) Yeah. And you were talking there about getting connected but making the space and throughout your busy schedule and all that you've got on, you're still giving yourself that space.

There may be some listeners, busy people who, "Oh my gosh! How would I do that?" Have you got a tip or a starting place for someone who is listening to this and thinking, "Yeah. I need to do that."

CARISSA: (29:29) My tip would always be to start with breath. The more aware you become of your own breath, how quickly, within a minute, within a few seconds, certainly within a few minutes to have a sense of having more time. Space and time, so making space in your body creates a sensation of having more time. And then everything can sort of slow down. This connecting back into yourself, that is the fastest way.



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MURRAY: (30:02) Yes.

CARISSA: (30:03) You know, breath is just an extremely helpful and easy way to get into getting back to your core, on grounding yourself with what is rather than what the story that you're telling yourself about what is.

MURRAY: (30:18) Yeah. Yeah. Beautiful. Fantastic. What a great tip.

Now, we're winding up. The last thing I've got is... As I said earlier, I curate questions. Have you got a favourite question that you use in your practice for clients or for yourself, the go-to question that you use to get that greater shift or new insight?

CARISSA: (30:48) It's a really simple one. "What else?"

MURRAY: (30:52) "What else?" Yeah.

CARISSA: (30:54) Whether you say it, "Is there anything else?" or "What else or other?" It allows people to go in search... And there may be nothing else but very often I find that question that suddenly unfolds the real... "Ah! Now there is what's really going on here for you?"

MURRAY: (31:20) Yeah.

CARISSA: (31:21) And then I think the other one – and I know again I'm cheating – but the other one for me is, "Can you tell me your story," or "Tell me your story." It's less of a question but I ask it with the idea of it being a question.

MURRAY: (31:34) Yeah. Yes.

CARISSA: (31:34) Because somebody doesn't have to tell it to me and inviting somebody to tell their story and very often when I... I'm sure you would do the same when you haven't met anybody before, when you want this to be a long-term relationship, the critical importance of making space up front for the person to share their story. When I do that, I can sit for 45 minutes pretty much in silence.

MURRAY: (31:59) Yes.



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CARISSA: (32:00) And a bond is created. And then you can hear the assumptions, the beliefs and that trust is being built. And of course, we are so much more than our story. However, the story is important in being able to create some sense of character or an identity and at least we can then hear the boundaries of how people see themselves, see their situation, see others. It's extremely helpful.

MURRAY: (32:30) Fantastic! Thank you. And just using your questions a little bit, is there anything else, anything we've missed?

CARISSA: (32:39) Simply, I want to say thank you. I mean that's a really nice exercise. I'll say that it's like a morning exercise. It's now 7:30 in the morning in the UK. I don't typically get up at 6:30 in the morning to be part of a podcast and I've really enjoyed the conversation, so thank you very much.

MURRAY: (32:58) No. No. Thank you for your time. We may have a listener who wants to reach out to you. What would be the best way for them to connect with you?

CARISSA: (33:09) I would say these days it's LinkedIn or my email carissa@carissabub.com.

MURRAY: (33:16) And just quickly, you do the team coachings on podcast.

CARISSA: (33:22) Yes.

MURRAY: (33:22) Do you want to just quickly talk about that because I find that... You know, obviously as a coach and whatnot it's a great resource, but I think it's a great resource for team leaders as well to understand what's going on in their team and give them ideas and thoughts about how to go about things.

CARISSA: (33:41) I'd love to. Yes. Well, of course, Krister Lowe set it up. He recorded 100 episodes and he approached me and said, "Do you want to run with the second season?" And having been a broadcaster I said, "Why not!" And I was also aware, a bit like you, like what is this "team of teams" and what's going on out there and I want to learn and what a great way to learn by asking other people to share. The podcast is there to help coaches and team coaches really explore not just team coaching but all forms of systemic coaching, systems coaching, the team of teams approach. How can we create sort of transformative... And be with the sort of transformation on where the world is today.



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MURRAY: (34:25) Beautiful. We'll leave it there. Carissa Bub, thank you very much for your time. It's been wonderful talking and I hope we'll stay in touch and talk again.

CARISSA: (34:36) Thank you very much, Murray.

MURRAY: (34:37) Thank you.

What a great conversation. That certainly got me thinking. Thank you, Carissa. What this has really reinforced for me is that need to create the space for myself and others, to slow down, get out of the head and connect with what's inside.

How do you give yourself the space? And how often? And how do we, as Carissa says, create the space for exquisite listening. I love the reminder that focusing on our breath and slowing down gives us more time, as well as the notion of being kind as everyone is fighting the hard battle. So, as you reflect on everything that Carissa has said, what can you do today that will make a difference? And once you've thought of that, as Carissa would ask, anything else?

[music]

That's it. Thanks for listening.

(35:32) 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 favourite questions are. Until the next time.

[End of Transcription]



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