

Take on Board

Transcript – Cynthia Mahoney

Mapping emotional intelligence in the boardroom



Helga Svendsen 0:00

Today on the take on board podcast, I'm speaking with Cynthia Mahoney about emotional capital reports and how they might be a value in the boardroom. First, let me tell you about Cynthia. Cynthia was previously on the boards of Australasia Pacific Extension Network, a person and Northeast Rural Financial Counseling Service. She says her first board was Northeast AgCare way back in the mid 1990s. Today Cynthia is a facilitator, coach, mentor, speaker and author with a passion for personal disruption, neuroscience, positive psychology, courageous conversations, human performance and well being. Her mantra taken from the latest neuroscience research is that happier people are higher performing, and she strives to help leaders and teams achieve this in the workplace. Her first book, "Cultivate: how neuroscience and well being support rural leaders to thrive" helps leaders understand how to use the latest brain science and positive psychology and add to their toolkits with practical ways to thrive in our modern world that is full of disruption and change. Through her business, Cynthia has created a way to combine her entrepreneurial spirit with her passion for developing people to be their best and her skills and talent in facilitation. Her journey of self discovery along with her empathy, authenticity, and commitment to courage, growth, and self leadership, enable her to help people, teams and organisations make positive change and achieve professional and personal success. Welcome to the take on board podcast Cynthia.

Cynthia Mahoney 1:36

Thank you so much Helga, it is fantastic to be here. And hello, everyone listening.

Helga Svendsen 1:41

Oh, it's so exciting to have you here. And I love your introduction. Actually, even though I've just done it. It is so Cynthia. So awesome. Now today we are going to talk about emotional capital reports. But before we do that, as always, I would love to dig a little bit deeper about you. Can you tell me about your upbringing and what lessons you learned what you got up to and what the leading influences were on how you thought and what you did.

Cynthia Mahoney 2:09

Thanks Helga, well, I grew up in northeast Victoria in the beautiful rose city of Benalla, which is about two and a quarter hours up the heme highway. I was really lucky I was reflecting on this too, as I took my little dog Alfie around the block earlier today. And I was so fortunate to have a really happy uncomplicated childhood in country Victoria, basically in the 80s. You went out in the morning on your bike, and then you didn't come home again until it was dark. And I actually used to say to mom, I don't know what you mean dad did with parenting because we just listed golf in our little gangs on our bikes and look after our free range really. So there was just a lot of sport. So badminton, which I still can't believe I played badminton, but really tennis in the summer and netball in the winter. We had a swimming pool. So Swimming was a really big part of growing up. And we had a very small family mum and dad were only children. So we were closely or family, me and my two brothers and just great friends. And education was really important in our family. So we were brought up in the Catholic system, and St Joey's and FCJ College in Benalla. And so it was just church on Sundays, community around and dad was the manager of the local Department of Agriculture office. So he was it's really different to what work is like now but we grew up with everyone in the office coming around to our place for dinner. Any new person that came to the office, Dad would have them around for dinner, they would make the whole family I think my earliest memories of a Department of Ag Christmas party. So we just had all of these great people around dad was a really fantastic people manager. And he recruited the most dynamic, creative, talented team around him. And so my childhood was filled full of interesting people who were intellectual we'd like they were scientists, but then they also had a bit of flair and go about them as well. Because there were also a lot involved in community engagement and working with farmers in the community. So I just recall a very happy dynamic, positive childhood with all of those influences on me but especially the influences of my of my mother and father

Helga Svendsen 4:57

Oh so tells the story a bit about you doesn't it like, you know, when you said scientists with a bit of flair and go in them, I thought, it sounds a little like the person standing right in front of me right now, you know, a love of learning a great people person, and just a bit of that creativity and flair. Clearly that's had an impact on you, because that's exactly the sorts of things I would say to describe you. Thank you.

Cynthia Mahoney 5:23

Thank you how you met. They, we're like, Dad, he's a, he's a he's a very funny man, my father. But he's biggest he was really, like I said, really terrific caring leader, but who also was made people accountable as well, he could be a little bit scary, I think. But he really wanted talented people around him. And he also was, there were rules in the public service, obviously, but Dad always found a way, you know, they were guidelines. And so if there was a way, if there was a way around them to get to a really good outcome, he would find a way. And that's been very influential on me. And then my mother, I was thinking about mum and dad. And they're both very, just very happy people in

themselves. And I just had unconditional love growing up, when you've got that foundation of unconditional love from both your parents, I never take that for granted. Because I just think it's such a gift, and a huge foundation for being able to live your life and express yourself to the fullest. And, you know, I've had so many insecurities under over my life and, you know, hang ups and challenges and it was mom and dad just sort of never got it because they were just so Oh, really? Why are you so worried about where you're headed in life, everything just sort of works out, you know. So on one hand, I've got all these neuroses. And I still think I don't know where they came from, because Mum and Dad would just not like that at all. But on the other hand, as I've got older, I can, you know, really appreciate that mum and dad being very strong in themselves and being happy with the people that they are has really enabled me to grow into myself, I think as I've got older.

Helga Svendsen 7:14

Yeah, it's interesting having that, yeah, the strong foundation that being wrapped in love allows you to really fully explore. And I even love, love how you described your dad there about, he was a caring leader, and he made people accountable, which I'm going to use as my segue for the conversation today, because the emotional capital reports, I'm going to get you to explain what they are in a moment. But as I understand it, it's around that emotional intelligence so you can get the best out of yourself and out of others. Having that balance of caring, and direct accountability. That is key. If you can do that really well. If you've got strong emotional intelligence, maybe you need to use the tool on your dad, actually, I'd be fascinated to see what comes there. Anyway, tell us emotional capital reports. What are they talk us through what they are?

Cynthia Mahoney 8:01

Yes. So I came across this through Fire Up coaching, where you and I helped you did our coaching, foundational coaching training. So marvelous Cath Mackenzie and Deirdre de Tolly, and the team there. But they they've brought this emotional capital report into Australia, and are currently undertaking programs to train the trainer. So I was lucky enough to attend one of those. So I was really drawn to this tool, because I think that the ability to manage ourselves and also to manage the emotional needs and respond to the emotional needs of others, effectively, it's always been key, but it's even more key now environment in which we're operating. So not telling any of the listeners anything but prolonged uncertainty. Everyone I speak to is exhausted. I feel like there's just a lot of people Helga, who really need a lot right now, then, and they're in need of nurturing, and of just of care. I'm just overwhelmed with to see sense of the care that people need really are crying out for right now. And so that's a whole thing of, of the workplace being not transactional, but relational. And that's what people are really looking out for. They don't want to come to work and just check in and do something for you that they want something back in return. And that's usually to feel valued and cared about. And so I just read a little newsletter the other day, and I was like, you know, when the going gets tough. And then I was like, No, it's not the tough get going. It's actually leaders get caring, more caring when the going gets tough like it is now. So I just really thought this is a tool for the times because people are leaving jobs. They're really trying to think about their values. Labor's hard to get, it's hard to keep. And like I said, all this change and disruption, that we're managing that

ability of a leader to really look after themselves and being able to manage themselves effectively when they are also exhausted and stretched. So to keep yourself together, but then also, to still have the bandwidth to be caring about other people is so important. And I was working with a group of leaders and they talked about, they said, We've got to be aware of post COVID slippage. And they said that when COVID first started, we as leaders in our organisation was so caring, we'd like we're checking in with staff all the time, we were really empathetic, we really understood, don't worry, you've got to manage yourselves and manage your family and just look after yourself and do whatever you need. And he said, and I've just noticed recently that I think there's been some post COVID slippage, where we're actually not as empathetic anymore. And we are doing a bit of the eye roll and a little bit of that, come on. And he said, We're, it's it's not time for that yet, we still have to have that same level of checking in care and empathy that we had right back at the beginning. But as everyone's emotional bandwidth is being eaten into that, that's harder and harder. So this emotional capital report, it's a tool that's used to analyze your leadership capability, as it relates to emotional intelligence. It's got 10 key components to it. And these components have been by research empirically linked to the behavior of successful leaders. The tools been normed on high performing leaders, as opposed to the general population. Which is interesting. Really, yeah. All right. It was normed using a couple of different groups. One of those groups was leadership. Victoria there, Williamson program. Right. So the, so therefore, the standard in it is quite high.

It's about leadership success, understanding your strengths in particular areas, and also what are your development opportunities. And there are 10 critical factors. And there's three that are related to, to your inner focus. So these are competencies that enable you to develop your leadership presence, and communicate authentically and openly those clusters of competencies of self confidence, self reliance, self control, and self knowing. So that's kind of about what's going on within you and understanding yourself. And then there's a second group of competencies that are about you facing outward to the world. And that's these competencies enable you to take on new challenges, and respond creatively and effectively to new opportunities. And they also enable you to focus on what's really important in your life, and particularly well being. And in a lot of the work that I've done, link of wellbeing to decision making and leadership performance is huge. So this out of focus, these competencies are really important, and they are optimism, self actualization, and adaptability. And then there's a third group of leadership competencies around emotional intelligence. And these competencies are what they call other focus. So they're actually about how skilled are you at grasping the emotional dimensions of a business situation, and enhancing your capacity to influence others to achieve productive outcomes. So it's not all about you which the inner and outer focus is this other focus is actually about your ability to interrelate with others and get you and then working together in order to achieve something that's great for both of you. And those three competencies are relationship skills, empathy, and straightforwardness.

Helga Svendsen 14:31

Interesting. Oh my God, I want to do this. I know we had a little play. You know, you and I were both introduced to this tool at one as you mentioned Kathy McKenzie and fire up earlier at the fire up conference earlier this year. And I was instantly attracted to it then it just sounds like such a useful

tool to play with and the more you're talking me through it, the more fun it sounds in terms of just your own self awareness but also that group dynamics as well which is it. So it assesses you know, those three, I probably won't get the terminology right here, but three different domains and the things that fall under those domains, I can see that that would be incredibly useful for yourself. It's like a guide book to yourself, really. And I can see that done in a group format, it might be useful for understanding each other. But for that, first I'll tell me when people get their report, so they do an assessment, and then they get their report. How do people then use it as that little guidebook to themselves? How is that? How do they use it?

Cynthia Mahoney 15:33

So it's really great, because it's actually rather than just the diagnostic, it's actually a transformational and development tool. So if you just did it on yourself, the self assessment, is that kind of how aware are you of yourself? And what are your intentions around these behaviors? Like, how would you like to behave? It's really simple. There's not heaps of questions. So it actually only takes about 10 minutes to do. It's not hugely complicated, but it's been grounded in so much research to they've they've had really long questionnaires and over the over the development, they knotted it down and knotted it down until they could do the least amount of questions that still got the same answers. So they wanted to make it really simple to use the people who developed at Roche Martin. So you get your report, and it comes out in with the 10 factors. And then it's got, what's a development need, there's a scale development, a made development opportunity, all the way up to a signature strength gives you a scale. And so it's in a bar format. So very clearly, you get the 10 competencies, and you can see where your bar is along the range from a development, real development need to a signature strength. And so then you and then you coach, someone using questions like What do you notice what stands out to you are there any surprises, blah, blah, blah. But the tool also comes with some coaching strategies as well. So they've also done the research into what sort of coaching strategies would assist a person develop this particular competency. More. So of course, it's all related to the neuroplasticity, that getting getting us out of our default behaviors by focusing on development areas and trying new things that then create those new neural pathways in order for us to change. So that's one opportunity. And then the second opportunity is that there's a 360 degree version as well. And that's where you get the opportunity to ask the managers, some peers, some direct reports and others as well. And so it breaks it down into what your score self assessment was compared to, and it does the manager, the direct reports, the P, so you can see the four different areas. And in one example, there was a guy who was his self assessment was quite high his score, and that correlated to his managers view of him. And then his direct reports and his peers, their assessment was significantly lower than so the question would be what's going on there? Who's the real Jack, because your managers getting a certain version of you that correlates to you, but then your direct reports and peers are getting a really different picture? And it goes through all the 10 competencies, and it unpacks what collectively, what's the feedback, but also, again, in each of those different groups, what was the breakdown of the feedback? The other other good thing is that it does a little bit of a report and asks for verbatim comments. But I like the way it's done. Because it says, What are the strengths of this person? And then it also says, Where do you think this person could develop? And what would be the benefits of from doing so. And I really liked that because you can't just open fire on someone with no without any backup.

Through if this person did this, then the beneficial impact would be blocked would be that. And so so this guy, he'd been a lone ranger, being in marketing and develop product development. So he'd been a high performer on his own. And he was then asked to manage a team. And so some of the feedback was, Jack could really, if he was able to delegate more, that would mean that he'd be less stressed and would because then that impacts on the rest of us and the team would function more effectively. So the feedbacks very, it's kind, and it's also useful, because the positive impact would be blah. So that's really good.

Helga Svendsen 19:56

That is very powerful. And I'm thinking all of that that awesome, whether it's done individually or 360, I'm thinking about for the boardroom, individually, that would be a value to people. Did you talk through when you did the accreditation in this? How it can be used in groups as well? Like, I'm wondering, like, what if the whole board did this tool and they all 360 at each other, with or without the executive team or the whole executive team, you know, done in that group format? That would be I imagine incredibly powerful.

Cynthia Mahoney 20:25

Yes. So there are two ways of doing it, there's a debrief where everyone does it individually. And then the group comes together. And as a group, you debrief your profile, as you go along in the workshop. So the questions would be okay, everyone, take a moment, look at your profile, blah, blah, blah, blah, blah. And then obviously, you couldn't get people to chat, and you know, what stood out, and you know, where was your highest, where was your lowest, obviously, you know, safely, don't feel threatened. And then as a group, the group itself can do the assessment, and then it comes out as a group profile. It's all correlated together. So we can say, as a group, this is what we generally look like, interesting workshop around that trough. And

Helga Svendsen 21:17

I would imagine, I mean, we've talked on on the take on board podcast, we've often talked about psychological safety in the boardroom, emotional intelligence, these things that make such a difference, and particularly for the chair, but for everybody in the boardroom, there makes such a difference for constructive conversations. And those those really robust, that's the word I'm after robust conversations. And that's what a board is about, if a board can't have a robust conversation, then they're not going to be able to give the best advice or best input or whatever it may be to the organisation. I would imagine that any board that decided to do this as a group, that probably means there's already a bit more emotional intelligence amongst that group, because they've decided to do it. And, and the process of going through it would give them signposts both individually, and as a group as to how they can even better have those robust conversations.

Cynthia Mahoney 22:11

Yeah, and I think it's, it's like all self awareness, activities, self awareness is of two components. It's, it's of what you know, of yourself, and how aware are you of what goes on within you. But then the second part of that is, how aware are you of how you are experienced by others. And so the 360 in particular, it gives you not just they say, you know, What's your intention? And what's your what do you intend with your emotional intelligence and, and your understanding of yourself, but it actually gives really clear feedback as to how others are experiencing how you operationalize your intentions. So what's your intention around straightforwardness? You might be very straightforward. That then when you go to be straightforward, how do others see that? Yes, and then the interplay between the different critical factors. So if you were had a high score of straightforwardness, and you also had a low score of empathy, relationship skills, then your straightforwardness might be experienced quite differently? Yes. Because you're lacking the empathy and, and the relationship skills.

Helga Svendsen 23:33

It makes me think of that Kim Scott's Radical Candor Framework about communicating directly and caring deeply. And it only works when you've got both of those factors at play. So

Cynthia Mahoney 23:44

exactly right. And so this, this whole emotional capital like it's called emotional capital, because it's a set of emotional and social skills that are most effective at influencing others. Yes, I think that's the key like often you know, we all know this leadership is not about yourself. It is about your your ability to mobilize and support and engage others and that's what this is measuring. This is measuring the your leadership ability to do that, with the emotions. The leadership's a byproduct of emotions like self confidence, optimism, independence and enthusiasm and emotions and associated behaviors can be developed. So what are these these 10 criteria that the research has shown really effective leaders possess around emotional intelligence that then makes them high in emotional capital? Thinking about these how you too, I just can I tell a little story, oh plays that I worked with. So in the pandemic, we the board, and I was facilitating our planning session for them and there was a woman young men on the board who you is a really terrific, she's a terrific leader. And as I was thinking about her style, and I was looking at the competencies, and I was thinking, Ah, this is would be so helpful for her. So we had, we were having a discussion, and I could sense that she was very annoyed. So we were on Zoom, she was looking down, she wasn't engaged, she had a really angry look on her face. And I said to her, our, how were you? At the moment? Is there anything that you'd like to say, and she let it rip. And she started to say, I don't know where we're going with this, and blah, blah, blah. And then she said, and to the chair, don't get passive aggressive with me, don't interrupt me, as I'm speaking, you always do this, you interrupt me and try to shut me down. And I was sitting there, thinking he didn't actually say anything. But you just really disempowered him and now he can't actually say anything. And she went on. And as the facilitator, I actually afterwards apologize to the chair because I was really shocked. I didn't quite know what to

do. And I didn't have the relationship. I only worked with them just on this project. So I didn't have the relationship to say, that was inappropriate. We hadn't talked about behaviors at that stage, and no one else on the board, pulled her up on obey the school teacher. But when I was looking through these 10 competencies, I thought she just could be such an amazing leader because she's got really great self straightforwardness and really high confidence. But the relationship skills weren't high. So she blew up the board. Part of the relationship skills are about empowering other pts and about empathy and mutuality. And so she shut them down. She didn't have those dimensions to her practice. And she also I love self control, because that's something that I'm not great at either. And she didn't have self control. So she didn't manage her own state very quickly. Yes, I think she had a really good outer focus, like she's optimistic. She's self actualizes. And she's very adaptable. But she didn't have a good other focus, which is all about those other people, and relationships, the empathy and being able to be straightforward. They're straightforward. This is actually assertiveness, self control and acknowledging others. And so I think, obviously, assertiveness hide, but the two other components were self control and acknowledging others. And then I think she probably had in her inner focus, self confidence and self reliance, but lacked also self knowing. So for her, I just said, God, I'd love to party on this, because I can really say that, yeah, her emotional intelligence is high in some aspects, and it's low in others. And that really, in terms of that emotional capital, and then being able to mobilize others and work together for the common good. That's her area of improvement.

Helga Svendsen 28:21

Interesting. And, you know, you see these things play out in the boardroom all the time. In various guises. It might be that one, someone who's very straightforward, but perhaps lacking a bit on the empathy side, you even sometimes I think, see it the other side, people who are relational and empathetic, and not as straightforward as they could be. It's yeah, I could just totally see how this could be a value to individuals in the boardroom, and to boards as a whole and to executive teams, and boards and executive teams to get out like all of those levels, like,

Cynthia Mahoney 28:56

at the moment I'm teaching, I'm coaching a new leader. So he's just been appointed to an executive role and the feedback from his managers. He wanted him to have some coaching because he needs to be clearer and more confident in his communication at an executive level. So we'll be using this tool to work on some of those, I think their self confidence, their self reliance, self actualization, some of those points to help him really step into his power as a leader.

Helga Svendsen 29:29

Yes. Fantastic. Oh, Cynthia, great. So many wonderful things in here. What are the key things you want people to take away from the conversation that we've had today? The key things

Cynthia Mahoney 29:40

are that wave require a nice type of leadership. Now, so I love Marshall Goldsmith, world renowned executive coach who says what got us here won't get us there. And so I think a lot of those old leadership styles, the very command and control and we I mean, we all know that we all know that they're not fit for purpose anymore. They were they were good. And they were what we knew. But we require radical, I think, radical care, radical empathy for ourselves and others. And I think this tool will give leaders a really great insight into their capability in this area. Even for people that have done a lot of work on emotional intelligence, I think there's always new ways of looking at emotional intelligence and to keep growing and keep reflecting. And one of the great quotes that Deirdre de Tolly who trained us in this tool said, we know what we need to do. But do we do what we know we need to do. And I think that's, that's this tool, again, giving that feedback from others about. And often when we're busy and stressed, we go to our default, and we just lose touch with how we're being experienced by other people. And there's a lot of work also done by Michelle McQuaid. That says self awareness actually has an inverse relationship to status and power. The higher you get up, the less self aware you actually are. And she also says that leaders at the moment and a lot of other studies have both been reporting this as well, Microsoft's done some big studies in Gallup that, in particular, leaders are really disconnected with the experience of their staff on the ground. And they have more autonomy, and they have more understanding of what's going on at a strategic level. their well being the research has found their well being is higher than that of their staff, they take leave. I've got staff, people I know at the moment who can't take leave, because it'll be too stressful. Yeah. And yes, so there is a disconnect with how leaders and leaders can say I've worked with leaders who have said my staff are winches. And they actually have just don't have the empathy anymore, because they don't have the same experience at work as their staff who are on the ground. Yeah. The other piece of research that Michelle McQuaid reported was that leaders who care get way more out of their staff, which again, we know, but latest think that they show care for their employees a lot more than their employees actually think they do. Yeah. So the message for leaders is that you cannot show your care to your employees too often. And if you think that you're doing it too often, the feedback from the research is that you won't be doing it too often the staff don't think you're doing it enough. So just with these, with these times at the moment, and the pressure that everyone is under that leaders, that is your role, that is your primary role, to connecting with your people and to productively be able to connect to and manage their emotions productively. And a tool like this can really help you understand what are your strengths? And also what are the opportunities for for growth and development so that you can be even more effective for yourself and for others in your organisation?

Helga Svendsen 33:26

Oh fantastic. So I always ask about a resource. Now, we've talked about a resource for the whole session here that one of the resources is the emotional capital reports. Is there another resource or resources you would like to share with the take on board community?

Cynthia Mahoney 33:43

I'd love to so one of my favorite books is a woman in her 50s, early 50s. I read Glennon Doyle's "Untamed" I first actually heard Glenn and being interviewed by Brene Brown on what Brene is podcast and I get her book out every so often it just read the first story about Tabitha as a cheater for those of you who have read it, and I actually feel so alive and also wanting to vomit at the same time. It's so confronting this notion of people being tamed by their environment and just accepting that they don't have a right to lead lead a big life are not a big life just to life that gives the meaning and purpose and you know, that that Oh, well. I should be happy or I've got enough I should be happy and I just so I love Glennon Doyle's working challenging us to examine the system that we've been brought up in the our expectations for ourselves, our expectations of women and that it's actually really okay to be your full, awesome self and And that actually, you owe it to yourself, you owe it to your children, you owe it to those who love you, you owe it to everyone to just be your beautiful self. So I love Glennon's work around that. I've also did some work recently with young farming champions who are young people in agriculture, who are really awesome, brought amazingly strong. And she had a terrific resource that I actually have read, and then did a little session for the group by Alexander Carter, and it's called "Ask for more". And it's around negotiation. And I really have to work hard at negotiation, even though I'm in my own business, I'm doing that stuff all the time. But she gives just a really terrific framework that's very practical on the work that you can do before a negotiation to really look, she says, look in the mirror first. So she's got a few questions just to look in the mirror first. And one of the really important things is acknowledging your own emotions. And because that if you don't, if you're undertaking a negotiation, they will pop up, if you haven't kind of acknowledged and process them. And then she also says, so you look in the mirror before you then look out the window, which is about the other person. And I found that a really valuable resource.

Helga Svendsen 36:24

Fantastic. Well, look, we will make sure we put links to all of this in the show notes. So obviously, to the emotional capital reports to your book, cultivate, which I know will be a value to people as well.

Cynthia Mahoney 36:37

Quick, very quickly about that. Sure, ultimate. So I wrote my book, Cultivate last year, released it just in December, and I started writing about high performance because I felt that was the Holy Grail that we all should be aiming to be high performance. And during COVID, I spoke to a group of leaders from the dairy industry, and they were all absolutely exhausted. And I just got this, just this real whack in the face that high performance, what if we can't be high performing all the time, this is just ridiculous. So I threw out what I was going to do and changed the book. Because I've always been really interested in well being and its relation to performance and all the neuroscience that says if people's well being is great, they will perform better, they'll actually be in a better brain state to perform better. So I ended up writing this book. And it was it's got three main components about how do you cultivate yourself and look after yourself as a leader? Because that's really important.

How do you be a cultivating leader? And I think that's all the things we've just been talking about, about that leader who nurtures and grows and that whole thing of cultivation of growing and nurturing other people? And then how, how do we think about our cultures so that they cultivated cultures, not burn out cultures. And it was related to the whole I loved the cultivation thing, because as humans, we are going to go through winter, spring, summer and autumn. We can't be awesome all the time, we're going to have times where a bit, you know, we need to rest and we need to recuperate. And so just this notion of performance at work as a human process, not as a mechanical engineering thing of we've got to be perfect all the time. Yes. So that's the essence of my book. And it's written for rural leaders, because there are a few special things about rural leaders, but really the content will help any leader. think more about this whole notion of leading and living in a cultivating way, not a high performance way.

Helga Svendsen 38:54

Yes. Which connects also to the tool that we've just talked about. Like it all fits together. Yeah. Fabulous. Ah, Cynthia, thank you. It's been so fabulous to talk through this tool with you. I can't remember I said this earlier, I've booked in now to get myself accredited with it as well. So that's sometime coming up at the end of the year, I can't quite remember when. So I look forward to comparing notes with you again, once I've done my own accreditation in how that all comes together. But thanks so much for coming and sharing your wisdom and your insights about emotional capital reports with the take on board community today.

Cynthia Mahoney 39:27

Thank you Helga. And thank you everyone out there in podcast land. It's been really lovely to connect and chat with you today.