



Take on Board Podcast – Episode 380

Transcript – Governing transformations with Sandra Davey

Hello, and welcome to the Take on Board podcast. I'm your host, Helga Svendsen. I know that being on a board can be an incredibly valuable, interesting, and exciting experience. Yet, it can also be lonely, challenging, and let's face it, pretty hard. So here at Take on Board, I'll bring you weekly tips, tricks, and advice to help navigate your way onto your first board, your next board, or to build your governance wisdom. Now, on with the show. Today on the Take on Board podcast, I'm speaking with Sandra Davey about governing transformation.

Before we start the podcast today, I'd like to acknowledge the traditional custodians of the land on which we record. For me, I am on the unceded lands of the Wurundjeri people of the Kulin Nation, and I pay my respects to elders past and present. I also pay my respects to any First Nations people who may be listening or watching today. I acknowledge their continuing connection to land, waters, skies, culture, and country.

I support Voice, Treaty, and Truth for Aboriginal and Torres Strait Islander peoples in Australia, and I encourage others in the Take on Board community to do the same. Now, let me tell you about Sandra. Sandra is on the boards of auDomain Administration, or auDA, and Screen Rights Australia, and the Australian Centre for Social Innovation, TAXI. She's previously been on boards and chaired the Australian Interactive Media Industry Association and CHOICE.

At board level, she helps to bridge the gap between executives and the boards to assist the company to keep pace with the rate of digital and technological change. Underlying this is a deep passion and relentless pursuit to create value for customers, staff, and the communities the business serves. Alongside her NED portfolio, Sandra works in a boutique digital and tech advisory where she supports businesses undergoing acceleration in digital and the need to implement rapid or organisational change. Welcome to the Take on Board podcast, Sandra. Oh, good morning, Helga. Thank you so much for having me.

Hi, everybody. It is awesome to have you here. And whilst I'm very keen to dig into governing transformation, before we do that, as always, I would love to dig a little bit deeper about you. Can you tell me what was young Sandra like, and when did you get your first inkling that you might end up in the boardroom? Young Sandy, or Sandra actually, I think I only adopted Sandy in my 30s. So young Sandra is a country girl in Canberra, but it was small enough for us to be country.

Public school, uh, migrant family, so really strong connection on the Dutch side. Um, the amazing things about Canberra, which I didn't realise until I left in my 20s, is that it's, it was incredibly egalitarian and there was no kind of socioeconomic class system. So, uh, single parent income, public school kids, migrant family history. N- not rich, not wealthy by any stretch, but Canberra really, you

didn't know that. And maybe as kids you just- Mm ... don't know that anyway. So it was a really fabulous childhood.

Um, at school, uh, probably I suppose would be diagnosed with ADHD or maybe even levels of autism. So found it hard to concentrate, did lots of sport, anything to get out of the classroom. I think the standard classroom environment wasn't so great for me. Um, but still loved going to primary school, loved high school, loved playing sport. Um, really easy in a way, I would say it was a easy '80s upbringing. Um, rambunctious, ostentatious.

Uh, one thing that I've been reflecting on over the years is, um, I think a lot about my values, which is important, right, when you consider the types of boards, um, s- that you would like to serve on. And I have this inherent deep-seated connection around, um, standing up for the vulnerable or the disassociated or, um, the unadvocated for. And a lot of that- Mm ... I think comes from my childhood, not from being bullied myself, but from observation of seeing that happen to other kids.

It comes from my family who, um, my dad was a policeman and was in service, like he was a good cop. He was always in service, and he was a people solver. And my mum, you know, from a migrant story, everybody was always looking out for each other. So I think that's a really lovely value system or value that's- Wound its way right through my career, in fact, has helped with the choices that I've made, either consciously or unconsciously in terms of the work that I do.

When did I first get an inkling about a board career? I think I have two, two answers to that. One was a complete accident. So, uh, this is in my mid-20s and, um, for those of us old enough, um, I had a connection to the internet before the web, before audio, before pictures. I've been in tech since I was 18, which at the age of 58 is an in- it's, it's-- you could, you could call me a millennial in a way, a digital native. Um, but hopefully with the wisdom of someone who's Gen X.

But I ha- I ended up being involved with an organisation that went on to create the Australian Domain Administration. And for those out there, every email or web address that hangs under .au, uh, is administered and managed by a nonprofit organisation called auDA. Back in the '90s, to get a domain name, you had to send a fax to one person at the University of Melbourne. So the entire domain name system was controlled inside of the university.

And by the way, they had done a magical job, but .com.au was exploding, and so there was this desperate need, uh, to start looking at ways in which the internet could be used to underpin the digital economy. None of us could get a .com.au or a .org.au. The fax system took forever. Um, the guy running it was, um, extremely sensible and really was acting as a custodian, so you may or may not get a domain name. I went off to a public meeting. Somehow I ended up getting involved in a working group.

Somehow we created this nonprofit. We managed the transition out, out of Melbourne Uni across to this new nonprofit. Um, somehow I was co-opted to the board in my mid-20s. I served for six months. I can't even remember serving, but I was a board director, and I think unconsciously I've held that in my mind for the rest of my life. Um, fast-forward 15 years, I end up volunteering, and most of my first board roles were volunteer roles, Australian Interactive Media Industry Association. My craft is product management, so my industry association or my membership association was AMIA.

Um, this was the height of, uh, the '90s and the 2000s with real creativity and content. Internet and television were merging, so I did a lot of volunteer work and ended up on the board of that organisation, and I suppose it's just sort of dribbled that way until about two years ago, I decided to get more formal about an actual Portfolio, as people like to call it Oh, my goodness. Amazing. There i- oh, there is so much in there that I already want to pick up on. You know, I also want to talk about transformation.

So I'm just going to say this, that, um, you know, you talked about being values-led, being rambunctious and ostentatious, and they are just the sort of people we love here at Take on Board. Those that are a little bit ostentatious, rambunctious, and definitely values-led. And it's so interesting to hear about, you know, those values-led decisions, um, because it's so important.

It's important in board work, it's important in everything that we do, that we know our own values, we know the values of the organisation, and we can make sure they come to life in all of what we do. Oh, Sandra, clearly we need to continue that over a glass of wine, maybe at the Take on Board meetup in March in Sydney next year. Bang. But for now- Yeah ... I'm going to segue us to governing transformation.

So you've done a lot in this space, Sandy, and it's, you know, pretty much every organisation you talk to these days, every board you talk to, every organisation is undergoing some sort of transformation in some way, shape, or form. So it is something the boards absolutely need to grapple with. Um, and if they don't think they need to grapple with, it's probably because it's happening in the organisation and they don't know anything about it, so they should be grappling with it. So where should we start this conversation about governing transformation? What's key?

Let's go back up to a helicopter view, and I feel like I want to make a couple of statements which have taken me a long time to learn. So in today's conversation, when I use, when we say transformation, I kind of mean change. Um, any evolution and iteration of the organisation as it tackles whatever are the current challenges in front of it.

When I say that out loud, and given the complexity that we live in now, given the tectonic shifts that technology has brought upon us, I would argue probably the real changes started around, um, Facebook's arrival in the mid-2000s, but we're seeing a tectonic shift at, right at this moment with AI. Of course, the mobile phone as well.

But we've referred to and talked about transformation and change as these one-off initiatives as a program of work or a project or an initiative that gets a funding allocation, and there is some kind of expected change that will happen, and then the program comes to a halt, and then we all move on. Um- That's driven me nuts for a long time, and I think the real change that I- we finally get to accept now is that transformation and change are actually just a normal, everyday pattern.

And so the way we think about transformation and change, whether it's the way we, um, uh, set up initiatives, the way we track them, the way we measure them, the way we talk about them, how we support our people, um, how we think about capa- capability and capacity development, I don't think we c- you can't talk about them in isolation. You can't talk about transformation or change anymore as an initiative that has one year of funding, depending on, you know, the CapEx or the OpEx allocation.

It is something that, that we, uh, will fundamentally have to live with for the rest of our lives. I know that's a big statement because that... We are dealing with a lot of uncertainty in the world at the moment, and I have watched a lot of humans just want to slow down, and I don't, I... There's too much change and, and, and, and, and, and, and.

But I just wanted to start with that macro s- statement that we used to look at it like an initiative and a project, and too many organisations still do, and I think that's problematic. If we see it as something that the organisation, and we see the organisation as something more fluid, more like a... I think about organisations like gardens, not like bridges. Bridges, you can do a one-off build. You can do a CapEx spend. You've got some OpEx to look after it. But actually, an organisation is much more dynamic.

It's fluid, and I see it more as a garden. And if you think about it, uh, in that metaphor, you know that change and transformation will happen all the time. So that's, that's a starting point for- I love it ... my interest in the area. Um, and we can go a bit deeper, um, but I'll pause there just to see if that sparks anything in you.

It totally does, partly because our gardener's out the back at the moment tending to our garden, and it was absolutely making me think about what you need to do to have a successful garden to grow and all of those sorts of things. So yes, I could not agree more that the work of boards, the work of successful organisations is the tending of the garden. It is ongoing work. It is never done. And it might go through different seasons.

So there might be a season of transform- There might be a season of growth and then a season of tending the soils and a season of harvesting and so on, but it still doesn't necessarily stop. Um, so yeah, that, that garden- Oh, I really like that Yeah. I think that's a really love- lovely way to sort of go deeper into the garden metaphor, and it's something that we all get and we all understand. Doesn't matter if it's a forest or a bush or a garden.

Um- Yes ... the idea that we work inside of these mechanical structures, I think has been farcical in my mind for such a long time. Whereas if we see it as something that's a bit more fluid and dynamic, and then combined with that, the bulk of what's inside of an organisation, apart from some systems, processes, and some structure, are these wacky things called humans, right? So they kind of... Without awesome humans, any change is, is nigh on impossible, right? because, uh, uh, you need to see them at the very heart of what's going on.

Are they the problem? No, not more often than not. I'll come back to people because we're all a bit wacky, aren't we? And we've all got our triggers and our things. Yeah. But most of the challenges with any kind of change or transformational disruption or the introduction of a new idea, um, most organisational problems typically aren't people. They're either system problems or process problems or the structure.

If you think about a hierarchical structure or you think about, um, one organisation I'm in that only has, uh, that I've been involved in only has 55 people, um, but we timed how long it takes to read policies when you're a new staff member, and it was 16 hours to read all of the policies. So you think about policies, processes, systems there. That, that's the stuff of the system itself that can be really

problematic and hold the humans back, and transformation- Yes ... kind of needs to consider those elements as well. Love it.

Well, look, I'm wondering, you've, you've led an organisation, not that transformation ever starts and finishes. We, we know that. Uh, but you've led an organisation through a transformation as the chair of the board. I'm wondering, in as much detail as you're able to share, whether you're able to tell us that story and some of the lessons that arose for you from that. Yeah. This was, um, choice. So for listeners and viewers out there, the Australian Consumers Association, um, the largest consumer advocacy organisation we have here in Australia, 30-odd million dollar business, um, 200,000...

And I'm going to interchange this. We are a nonprofit, so they're 200,000 members, but we treat them like members and customers because Choice takes no funding from government, no funding from the private sector, no funding from philanthropic organisations, or very little. I think we've done a couple of big, um, grocery initiatives, um, with some fed government funding. So largely organiz- um, Choice is fundamentally funded in a SaaS business model by paying customers who pay a monthly subscription fee, um, and that the, that allows Choice to do all the impact work.

But we fundamentally think ourselves as a business providing, in this case, consumer reviews and consumer product reviews. And so, um, I had joined the board because of my tech innovation disruption capability, my digital capability, I'll call it for this show, and most of the boards I do join is because of my digital ca- and disruption capability. Disruption in a good way. I try not to be disruptive in the boardroom. Sometimes that's okay as well. Every now and again- Sometimes- ... that's actually required. That is okay. We were, um...

It's a couple of years before COVID, and, um, uh, we could see for years actually with flatlining revenue, and membership numbers were flatlining. So, um, anyone in a SaaS business model, uh, will understand this. You know, you, you hope to hockey stick with new products and new services, or if you're a startup, you're looking for that hockey stick. And at some point in the business maturity curve, you're going to start curving at, uh, flatlining, and you'll have reoccurring revenue and, um, but it will flatline or ultimately decline.

So when it's starting to see, um, a period of decline in both revenue and customer or member numbers, yet this absolute hockey stick growth in campaign supporters. So think, um, of any organisation you join, whether it's Greenpeace or Bush Heritage or the Salvos, you've got campaign supporters. They weren't paying. They were just supporting different campaigns. Um, but really were confronted with some difficult financial and customer issues in front of us. And so we embarked upon a transformation. And, um, I suppose that's fed into the learning.

And if there's key takeout today, I've really-- I've identified sort of six big patterns that I see consistently time and time again, whether this is through my consulting business or GANA, or whether it's through the lens of a, of a NEDs. Um, there are six repeatable patterns that if we don't get those right, things go awry. We didn't get all of those right at Choice, um, but we got enough of them right.

And over a period of about four years, we took very difficult decisions at board level to draw down on sizeable cash reserves that previous fabulous board members in the organisation had been busily saving away and building up cash reserves to enable, in fact, this moment in time where we could,

um, make such a significant drawdown on those reserves. And for-- just on that note, it's important around the boardroom table, we thought very carefully about what is the narrative and the story behind this? Why are we doing this?

And what are the expected benefits we want to see as a result? How do we then communicate that both to staff, but al- importantly to members in a compelling story, but in a financially elegant and appropriate way that members will actually sign off?

And so the oversight at board around what is it that you're doing and, um, being really clear on the outcomes, that's one of my six patterns, being really clear on the outcomes and the metrics of what do we expect to see that's going to be different at, at the end, if there is an end. In this one, we had an end. Um, and so it was ultimately successful.

Um, interestingly, I've tracked-- I'm still a subscribing member to Choice, and Choice has had another two transformations since I left the board, which is only about eight years ago, which then reminds me that transformation is ongoing, right? Like, um- Three since, two since I left. So it was a really great experience, and I, I learned a lot, uh, there, and it has actually helped me identify these patterns that we see consistently. Um, and if I can... I'll just briefly mention them.

We probably don't have time to go into all of them today, and I have written about them, so members, uh, your listeners can go deeper on topics that they're interested in. But the six patterns are really... There's a big pattern around culture, and that affects people, of course. There's a massive pattern around leadership and leaders needing to go first. Um, unclear outcomes is, uh, a reason why transformations will go off-piste.

Um, misaligned risk profile, really fragmented funding, and the last one, which I- is probably one of my favorites, is overloaded team, um, or lack of capacity that we give to the humans and, and the human folk inside of the organisation to actually embark upon that kind of substantive transformational change. So those big six patterns, did we get them all right at Choice? Absolutely not. Got some of them right. I think, um, we did the best we could with culture, with, uh, unclear, with getting really clear on our outcomes.

The funding was very consistent and not fragmented. Um, did we spend enough time thinking about team and capacity and capability development? I probably would take that as a learning. It is because, yeah, going through a transformation change, different season, however we want to frame it, it does take time and energy, and you often can't do that with a full load, and it does feel like people's lives w- more generally inside work, outside work, everywhere, the load is pretty high It might be somewhere, um, to go because, um, it will allow me to talk about AI.

Um, uh, so, um, and I also just want to position a couple of things. Because I look at transformation through two lenses, I look at it through a consultant lens. So think of me as how an executive leadership team or a transformation team, I can look at it through that lens. I've been inside of organisations, um, constantly changing, being part of a transformation or a change team or a leadership team that trying to enable them to change.

Um, but more importantly, as a director, the lens shifts significantly to how we govern transformation, and that's been a huge shift for me and a huge learning for me. So the writing that I'm doing at the moment around ch- transformation and change is trying to pivot my thinking and,

uh, when I think about, okay, I'm a director in the boardroom, and I'm oversighting and insighting and even foresighting change and transformation. What does that mean for me in terms of how I do that, the questions I ask, the areas I need to be concerned about?

And whilst those six patterns are really con- el- are elegantly both inside of the executive leadership team and the organisation as well as the board, the lens you'd have to do-- take is quite different, yeah? Um, Helga, you would know that, uh, as we abstract up to the role of director and the governance lens that we need to bring, the questions need to change. The focus needs to change. Yes, absolutely. Okay. So, and there's never a simple answer to this, but I am going to ask it anyway.

What are your favorite questions to ask in terms of governing transformation? Have you got some go-to favorite questions, or does it just... My favorite answer to questions is often it depends. Uh, does it depend, or have, have you got some favorite go-tos? Off the top of my head, n- no. And of course, each pattern will, there'll be different- Yes ... questions.

Um, and, um, I suppose the one thing I will say is the art of asking the good question, it's just such a fantastic transition when you move into the boardroom and you have taken that meta inquiry view. And, uh, if I can talk about it in... Because I'm a consultant by day, or I'm actually a coach, a facilitator, and a consultant by day, and I've learnt over the decades that you have to switch stances. So sometimes when I'm in consultant advisory stance, it's a telling, advising.

When I switch into coach stance, it's a questioning because I know that the person I'm with has the answers and I need to help elicit. Yes. And facilitation is a, a different stance. The co- it's the coach stance in the boardroom, right? Yeah. Unless you're specifically asked to get operational, maybe through a subcommittee, maybe there's an operational conversation, a board that has to happen. So flicking into that open-ended coach style of questioning, lots of whys, uh, questions, lots of how might you questions, um, anything that doesn't end with a yes or no answer.

So they're the kind of general tips that I've been practicing for years. Um, but I want to talk, maybe one that we can give some practical examples to is I've been thinking, I'm deep in AI, I'm sure like many of you are. Some of, some of us are scratching around the surfaces with ChatGPT or Perplexity or Copilot. I am really deep in it. Um, four to six, at four, at least four to five hours a day now. In fact, I'm wondering h- how I actually worked without AI.

But it got me thinking about change and transformation because there's a lot of words being bandied out around now about AI transformations. You know, we've had the tech transformation, the digital transformation, the agile transformation. Um, a lot of that has been a coverup for actually just, um, pulling cost out of the business. Uh, terrible, and that's another story we could get into.

So if I think about, um, AI, and I want to think about culture and people The questions, um, most Australian companies have done quite a bit of research now, and we're going to publish the findings in about a month or so. We're looking at organisations and where they are in the adoption and take-up curve, and most Australian companies are in what I would call the adoption take-up or experimentation phase of AI. Um, and it's big, and it's fabulous, and it's messy, and it's full of fear and overwhelm and uncertainty, as well as optimism and excitement.

And the data is already bearing out that we have a massive challenge coming at us with burnout and anxiety. And if you think about that in the context of the last 10 years and the increase, particularly

in anxiety, and we're seeing this in the early data with AI adoption already, I start... I think about culture and when we're at, as a board director, you think about the tools and the mechanisms by which we can track culture. We get the engagement survey, um, often with lagging indicators, not many leading indicators.

We get these, um, pulse engagement spot checks, and so I've been contemplating, oh, good gosh, they're still important, um, but really starting to think about if I just take burnout and anxiety- Yeah ... or fear of job loss. Yes. So some of the data that's bearing out now is not actually I'm worried about losing my job. It's this one I'm more worried about having to do twice the amount of work for the same pay. I'm less scared about losing my job.

And so you think about those issues and you think- Yes ... oh, my gosh, we need to ask different questions in the boardroom. The culture surveys are going to have to change. We need more leading indicators around how do you track burnout, anxiety? How do you track optimism? So that's probably one small example of just how complex it is, but also to try and help listeners think about, um, uh, what are those leading indicators and what might be some open-ended questions that we could start to scratch around with as a board.

W- one of the things, I've said this before on the pod, I think, but with AI that worries me, uh, and it probably relates to that, oh, my gosh, I'm going to have to do so much more, is that often AI takes away the easy parts of the job, and that's kind of good and frees you up. But also every now and again, doing something a little bit easy and mindless is good. Our brains can't operate at the complex, kind of deep thinking all the time.

It-- Maybe it's a bit like the seasons of transformation, right? Yes, you can grow. Yeah. Yes, you can have a rich growth, but at some stage you need to tend the soil, and if AI takes away all of the easy bits and only leaves the hard bits for humans to do, that's exhausting and is not sustainable- I think you've hit- in an ongoing way. That's right, and you've hit on a really lovely insight there. It's got me thinking about it's important for the soil sometimes f- to be dormant.

Um- Yes ... the data's also showcasing this. Um, there's this amazing global thought leader called Michael Bungay Stanier. Oh, yes. He's got a weird hyphenated last name. He's written a book called The Art of the Great Question, or something like The Coaching Habit. Love... And he's from Canberra. He's Australian. He's amazing. Um, he-- one of his first pieces of work was around, um, what does good I- work look like? And he had this exercise that I did with him where I pie charted out my week into great work, good work, and bad work.

His view is you can't get rid of the bad work, and not everything needs to be great work because great work is ultimately exhausting and unsustainable. You need a balance, but you also need to, as, as your career changes and job changes, that balance will shift. And- What we're seeing with AI at the moment, and we're seeing lots of different things, so it is hard to make really quantifiable statements. So they are anecdotal, um, and depending on what you're doing in the organisation.

So my job is hard thinking, and AI has absolutely improved the quality of my thinking, but my efficacy is down because I'm spending longer in the deep thinking. But I've got multiple ones of those, right? And I'm looking now for, oh my good Lord, where is that really boring downtime? There's also that

downtime of, um, there's some really amazing science around the art of being bored and how important no time is for creativity, for insight, for processing, for resolution.

So I think we need, as directors and as executive leadership teams, to be really mindful of, uh, what we're looking for AI to do. Um, the idea that it would wipe out all... It was a great statement a couple of years ago, "Let's wipe out all the shitty work so that we can do all the great work." But actually, we're going to have to think about that differently. So therefore, the questions- Definitely ... in the boardroom around- Yeah ... um, what are we, what does our AI adoption look like?

Are we looking to get to automate the shitty work? Well, hang on a second, that's going to come with implications. Let's have a discussion about it. Oh, my goodness. We could spend a whole other episode down that rabbit hole, Sandy. Oh, um, oh, my goodness. Yes, we could spend a whole other episode, and we may spend a whole other episode there. For now, uh, from the conversation that we've just had, what are the key things you want people to take away? Thank you. Um, there's a f- a couple. Culture.

We know it's the hidden cost of change. We know informal habits will outlast any kind of formal restructure or transformation, and it will pull the business back to old ways. So I suppose the insight for us as directors is, um, we want to constantly check whether these transformational change, the incentives behind them actually reward the goals for transformational. They reward old habits. Um, individual goals as an incentive is a great example of something that will pull the system back to individual ways of working instead of collective ways of working.

Unclear outcomes, um, making transformation utterly dir- directionless. So directors, we want to, you know, really insist that, uh, whatever change programs and metrics and the goals are thought through carefully and they sit inside of our strategic reporting, they don't sit next to it or separate from it. Um, there's a couple others, but just for sake of time, I think the one I really want people to start thinking about is overloaded teams and capacity. Um- Yeah ... all of us are tired. I, I, I cannot... I, I haven't seen this kind of exhaustion and I've...

It's since COVID, right? And we have-- I don't think we've ever come back from that, but we live in such a geopolitically unsafe and insecure time. We have a m- tectonic shift of magnitude with technology and with AI, cost of living crisis and, and, and, and, right? Any change or transformation or any new way of working or any new ask often gets dumped onto already full teams who are running at 100% capacity.

And that is a- another subject that's dear to my heart, the ridiculous, absolute stupidity of an organisation or a leader to even think that a human can work at 100% capacity, let alone 140% capacity, and then we put change on top of them. So I think directors, we want to really see evidence that any change or transformation or adoption or whatever is really well-resourced and that I want to have conscious conversations in the boardroom around have we enabled the capacity for change?

And are we ena- supporting our people in a way, particularly if we're cha- roles are morphing and new capabilities and skills need to be developed. So really factoring in that kind of capacity, but through the lens of a director, and I can ask hard questions of management to ensure that we're not

killing our people. Is there a resource you would like to share with the Take on Board community? There's a thousand articles, isn't there? And, uh, podcasts and videos.

I have developed on, um, organa.com.au, right down the bottom of it, really fun, slightly cheeky, but super informative quiz you can take for anyone that's working on transformation. So go to organa.com.au and look at the bottom for the transformation reality check tool. Free. I've done it under Creative Commons. Knock yourself out I've tracked for those that are interested in tech. I've been in tech 40 years. I spent 20 years advocating for it. I spent 20 years telling the government to get right out, leave us alone, the industry would self-regulate, it would all be okay.

And I've spent the past 20 years going, "That's a disaster." Since Facebook arrived, TikTok, Snap, um, we have massive, massive, massive issues with the way that we've allowed Silicon Valley and tech companies in particular- Yeah ... to go unregulated, uh, and to, um, deliver grotesque profit for very few whilst they extract so much from the rest of us. So I track tech, venture capital, um, and I follow the dismal behaviour of Silicon Valley very closely. So there's a podcast called Pivot with Kara Swisher and Scott Galloway, and either of those two are, um, incredible Americans.

Finally, um, Eric Ries, uh, who wrote The Lean Startup, um, and most of us have adopted some kind of agile or lean startup, uh, product development mechanisms inside of our businesses. He's just written this amazing book, and he's on a mission to modernise corporate governance in America. Um, you can think we're some- yes, we argue we're over-regulated, but those folks are under-regulated. He's written an amazing book called Incorruptible, um, and I'm really going deep into that at the moment too. Excellent.

Oh, there's some good listening and watching and, and, uh, reading for me in there too. Oh, Sandy, thank you. Thank you to Erin Turner for putting me in touch with you. I can totally see why she thought this might be a good conversation. Um, and indeed, I cannot wait to continue it at some stage in the future. So thank you so much for taking the time to share your wisdom with the Take on Board community today. Thank you everyone, and thank you, Helga. It's been, it's been a delight to talk about it. Cheers.

So that's a wrap for the Take on Board podcast today. Thank you for being here and for being part of the community. I do this podcast because I love bringing good women and gender diverse peoples together. So I invite you to join us over in the Take on Board Facebook group, an active group that helps, supports, and cheer squads each other. Just search Take on Board in Facebook to find us.

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