



Take on Board Podcast – Episode 377

Transcript – Creating space for every voice with Shona McGlashan

Today on the Take on Board podcast, I'm speaking with Shona McGlashan about inclusive board cultures. Before we start that conversation, I would 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 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 introduce Shona. Shona is the chair of PAIN BC and governance committee chair of Bard on the Beach Theatre Society. Shona is a governance professional, board director, and consultant who believes boards are only as effective as the culture they create. As a fellow of the Chartered Governance Institute and credentialed director, she spent her career working at the intersection of governance rigour and the human dynamics that make or break a boardroom. Welcome to the Take on Board Podcast, Shona.

Thanks so much for having me, Helga. It is awesome to have you here, and I can already tell from your introduction, and indeed from our chat last week, that we're going to have such a fascinating conversation, and it may end up being more than just today's conversation. But as always, before we start, I would like to dig a little bit deeper about you.

So tell me, where were your mom and dad born, and do you know where your ancestors are from? Yeah, for sure. So I do know where my ancestors are from. So my mother was born in Glasgow, Scotland. Uh, uh, but actually her family is from the Highlands, uh, specifically from Skye, and she actually spent most of her childhood living in the Hebrides. My father was born in Paisley and also in Scotland, and he spent his childhood living in various places in Scotland, England, and Singapore. And my family, my grandparents and beyond, are from, uh, the Highlands and the Lowlands of Scotland.

So what about you then? Where were you born? Where did you grow up? What's your family unit? Yeah. I was born in Glasgow and spent my early childhood in, in Scotland. Later on, moved to England, uh, uh, with, with my family, and then, uh, just over 20 years ago, moved to Canada with my husband. Now live here in Vancouver, which is the traditional territories of the Musqueam, Squamish, and Tsleil-Waututh Nations in Canada, uh, with, uh, with my husband John and our two teenagers. Oh my gosh.

Okay. So what prompted that move? I wouldn't go so far as saying it was off whim, but it was... We, we originally planned to kinda come for a bit of an adventure and probably stay for about two years,

and it's 22 years later, and we have, uh, a house and two Canadian children, and Canadian citizenship ourselves. And it's, it's a, it's a place where we feel very much at home. We've been- Ah, well good for you ... we've been very lucky. It's a beautiful spot. Oh.

Well, I was thinking when you said, you know, moved 20 years ago and now have teenagers, and I'm like, "Okay, so your, your teenagers only know Canada." Interesting. Yes. I mean, they think, they think of, of Britain as a bit of a land of milk and honey where the grandparents kind of- shower them with, with sweets and soft drinks and spoil them. So they, they feel pretty at home in, in the UK as well. In fact, they traveled there themselves last summer, uh, just the two of them.

Um, but they... But no, they feel fully Canadian. Like Canadian accents, Canadian vocabulary, all that kind of stuff. Interesting. Oh my gosh, that must make for very interesting, you know, family dinners and so on. Yeah. So, so that tells me, I think you told me, um, the traditional owners and the First Peoples actually of, of where you are in Canada now. Tell me, back in the Highlands, Lowlands, um, and in Scotland, how does, how does it work there? Would there be any- Yeah. As, as we said, the conversation is very, is very different in, in colonised spaces as opposed to colonising spaces.

Um, and the, you know, the, the, the custodians of the land in Scotland would, would really be the Scots and the Gaels, I guess, although there's been waves and waves of migration, um, throughout history. Um, but, but nowadays I would say that the, um, the traditional owners are also the people in, in power, uh, which is, which is different from, from the experience of, say, North America and, uh, and Australasia. Mm-hmm. Yeah, it's interesting, isn't it? Re- it's such a... It's second nature almost now for me as an Australian to do an acknowledgement of country, and it's interesting interviewing people from around the world and just how that lands differently, um, often, as you say.

And I was actually reading a very... I've actually reading a really interesting book this week by Rebecca Solnit called, um, *The End Comes Before the Beginning*, and one of the things she talks about is how the knowledge exchange between the Indigenous people in North America and the colonisers is actually depicted as really being one way, but in truth it was really two-way. And lots of our ideas in our kind of Western Eurocentric dominated culture, um, are actually Indigenous ideas. Uh, so there's... And there's a h- there's a, there's a big movement for reconciliation here in Canada, as I'm sure there is in Australia.

And we're not there yet, but we're, we- even in the t- even in the 20 years I've been here in Canada I feel like we've made good progress. Oh, absolutely. It is very different to 20 years ago. Um, although it does sometimes feel like two steps forward, one step back, or even sometimes one step forward, two steps back. But there is... I think if we compare to 20 years ago, there is progress, absolutely. Yeah. Okay. So I think we've touched on traditional owners and First Peoples, and I think you even touched on where you feel your place or home is.

You now feel like your home is in Canada, in Vancouver where you are. And in Scotland too. Maybe both. Yeah. Never, never qui- It's hard, isn't it? Maybe like 80% at home in each place, and never 100% at home in either. Well, it's... I, I don't think you need to have one home. I think it's okay, partly because I think that's how I feel about it as well. And how many languages do you speak? Um, four, uh, to various degrees of competence, I would say. Well, English obviously.

Uh, I speak French. I'm not fluently bilingual, but I can get by pretty well in French, in business French. Um, I also speak Russian, but my Russian is, is really rusty these days. And my most recent language is, I, I mentioned that my mother's from the Highlands, and she's, she's a childhood Gaelic speaker. And during COVID, my brother and I both decided to learn Gaelic, so I do speak a bit of Scottish Gaelic, um, as well. And as well, one of my aspirations, I'm learning a few words here and there of Hun'qumi'num, which is one of the indigenous languages here spoken by the Coast Salish people.

So for example, right now here in Canada, you know, I know in Australia you're going into the fall, but we're in the spring, which in Hun'qumi'num is yeqwe qwelas, which means warmer weather is coming. So we're, we're looking forward to that. Yeah. I know. As we have had chillier mornings, I know- Yeah ... uh, you know, the other side, uh, you're, you're- We're turning towards the sun up here in the northern hemisphere ... I love spring. Spring is my favourite, favourite season where, you know, it feels like hope.

So that's your side. Yep, yep, we're looking forward to it. Well, speaking of hope, I'm going to use that as the segue, uh, thinking about inclusive boardrooms. Um, so thinking about inclusive board cultures, inclusive boardrooms, where, where should we start this conversation? Oh, hard to, hard to know. I mean, I've seen... You know, I've been working in governance for, say, 25, probably a bit longer, y- years now, and I think the way we talk about governance and how people interrelate and who have, who has a voice and who has a place at the table has really shifted.

But I do think there's a whole bunch more work to do in terms of people who are not part of dominant majority groups, bringing them out onto boards, helping them see themselves as potential board members, and understand why do they, why would they want to be in the room. Uh, because it's the room where it happens. It's the room where big decisions are made. So, you know, changing the dynamics and the composition of our boardrooms, but also making sure, because what are boards if not a mechanism for collective decision-making?

Um, making sure that in those boardrooms we're creating inclusive cultures so that everybody's voice can be heard and everybody can be part of that decision-making. So lots of threads to pull on in terms of accessibility, in terms of board recruitment, uh, in terms of, you know, how we even talk and think about boards. Well, uh, we love a good story here at Take on Board. So I'm wondering if in your experience of chairing boards, of your experience in the boardroom, um, maybe even working with boards, although it's always more fun if it's your own story, is there a story you can share maybe about, uh, one or more of those aspects?

Maybe about bringing people into the boardroom, um, that are, you know, the non-dominant culture of a boardroom, or some accessibility culture behaviours that occur. Yeah, is there a story you can share? Yeah, maybe, maybe I can tell you one that has really resonated throughout my career for years and years and years, and this happened very early in my career when I was, I want to say, 23 or 24. And I was at that time working in the House of Commons in, in London in the UK, and I was working with committees of MPs, select committees of MPs, investigative committees of MPs.

And at one point, I was, I was passing notes to the chairman. We used to call them chairman in those days, whether or not they were men. This chairman was a man. Um, uh, a, an MP called, called

Bruce George, who's sadly no longer with us, but an absolutely great guy. And I was passing a whole bunch of notes to him, and he turned around and he said to me, "Shona, in this room, we play total football. If you've got questions, you ask them. You don't need to, you don't need to flow, have them flow through me." And his generosity and confidence in opening up that space to me, I think really had...

I didn't think I realised it at the time, but over the years, it's really resonated with me. And it's a European sporting metaphor that I use a lot, even in Canadian context. But total football, you know, everybody can go everywhere. Let's make sure that people really feel that they can speak up. And, you know, it's still the case that people have the power to include. Uh, but when I'm chairing a meeting or when I'm facilitating a group, I try and make sure that that's a thread that runs through.

Um, and I often explicitly say it. Um, I want to hear from everybody. I want to make sure that we're getting all the perspectives here. Mm. It's interesting, isn't it? Yeah, they, um... You know, to bring diversity into a boardroom, it might be the non-dominant kind of cultures knocking on the door, smashing the door down, getting in. But that inclusiveness You can ask for inclusiveness, but you can't create it without others in the boardroom being able to create it. And some of it could be quite simple, like those questions you ask.

Yeah. Yeah. What is the competency? And I would say, you know, the, the chair has a big responsibility, but actually every single person in the boardroom is responsible for creating in- inclusive, safe, psychologically space, psychologically safe atmosphere. Well, that's interesting too, because you've just said a moment ago that as chair you'll often, you know, maybe do an around the room, make sure all the voices are heard, is there anybody that hasn't spoken, those sorts of questions from the chair. What are some of the things you've either done or seen from non-chair board members that help to have an inclusive environment?

Yeah, so I think, I mean, at some, at some level it's, you know, civility and respect. It's listening to people's contributions, it's not shutting them down, it's not interrupting, um, it's treating people with respect. Um, but in other ways, one of the other things I do, and this is... You mentioned earlier that I'm the chair of the board at Pain BC, which is the world's largest kind of charity, um, that supports people living with chronic pain. And on our board, the majority of us, including myself, live with chronic pain.

And so we're really thoughtful about how we decide and how we build our meetings and our processes to allow for people with varying degrees of pain and varying degree, varying energy needs because of that. And certainly one of the things we do in our board meeting is, is start off by saying, you know, everybody's responsible for their own, their own comfort. If you need to stand up, if you need to stretch, if you need to go for a walk, if you need to go to the washroom, fill up your water, whatever you do, you're responsible for that, and you don't need my permission to do any of those things.

Um, and so every single board member, every single... Every time somebody in a room stands up and stretches, they're signalling to everybody else in the room that it's okay. And, and again, I think back to my early days working in the House of Commons where, by the way, I had an absolutely phenomenal 10 years. But in those days you weren't... If you were what we called the clerk of the

committee, you weren't allowed to take off your jacket if you were too hot unless, unless the chairman said it was okay.

And that to me is ludicrous. You know, we're adult human beings, and even if you weren't an adult, you should be able to... What, what do you need to be engaged and mindfully present in a room? You know, and so explicitly giving people permission to do that. But every time somebody takes that, takes that responsibility, they're showing everybody else in the room that it can be done. That's true. And it's interesting, isn't it? I think in the... I really noticed, you know, we had our COVID period where obviously everything was done online, much like we're having this conversation, and then went back to being in person.

And I really noticed, people might be able to tell when I'm recording, when I'm running meetings, I'm always standing up. I have a stand desk. So when I went back to the boardroom and I had to sit for two or three or four hours, I found it even, uh, I don't have chronic pain, but I found it really difficult. Uh, and so- And even- You're right ... even wearing like pants with waistbands, trousers I should probably say for the Australian audience. Even wearing trousers with a waistband again, it's like, "Oh, do I have to?" Getting out of slippers.

Exactly. Yeah. Um, so I, I find I very often stand up in meetings now. Uh, and it's interesting, there's one board, uh, that I've been on for six years, and I'm now the chair of the board, and it's so interesting. I think you've just prompted this for me. Like, I've always, um, well post-COVID, often stood up- Uh, I've done it a couple of times from the chair, and it's interesting from the chair. I think it prompts it more for others. I've seen others, as soon as I jump up, they jump up.

Yeah, and you know, it's a kind of a shame really because inclusion shouldn't be in anybody's gift. But nonetheless, the signals that, the signals that we send are really important. And when you, you know, when you're on a board anyway, you often have more power, more authority than pe- than you even think yourself. You know, I remember when I was, um, when I was elected chair, I just happened to mention it to one of my friends, and she was like, "That's amazing, Shona. That's amazing." And I was like, "Oh," I s- I suppose it is, yes.

But you know, you don't really think of yourse- most of us, I think, don't really think of ourselves as authority figures, and yet over time we accrue authority. So let's use it, let's use it to bring other people in.

So you talked about Pain BC a moment ago, where you're the chair. I think there's also been, um, some work there about bringing in younger directors, and you talked about inclusiveness at the recruitment stage. What, what can you tell us about that? Yeah.

Yeah, for sure. So, so a couple of years ago at Pain BC, we did, as you would usually do, we do our board evaluations and our skill, skill matrices and all those kind of things. And we did, we did a bit of a dive into what diversity d- attributes did we exhibit as a board. And one of the things we realised was that we, we really didn't have any younger members. I was one of the younger members of the board, and I guess I was in my late 40s at that point, maybe early 50s.

Um, and, and of course, young people's experience of chronic pain is very diff- and I can say this as somebody who's lived with chronic pain for, since my early 20s. Navigating the system when you're younger is, is much harder. You get taken less seriously. You have different constraints and so on.

And, and we realised we really needed to, to broaden our reach. And when we thought about it, we realised a couple of things. The first was that younger people didn't necessarily see themselves in the boardroom.

They didn't really think of it as a place for themselves, uh, that, that, that they could, they could thrive or that they had a place, and yet they would think of it as, you know, captains of industry, succession type, uh, type folks. Uh, and also we hadn't previously We collectively, not p- not PNBC, but we collectively as a governance community I think really haven't talked to people about what can you get back? Like, why would you want to j- join a board? So when we went out to try and specifically recruit, um, like Gen Z and Millennial younger board members, we, we said a couple of things.

We said, "First of all, you don't need any governance experience. We can teach you that." We said, "We want your voice to be in this room. Uh, you belong in this room. And what you might expect to get back is a sense of value and purpose, a contribution to your community, growth in education and development," right? So, so, you know, come and be part of this. And as a result of that, we did, we, we did manage to recruit a couple of phenomenal, uh, super talented, uh, Millennial directors who've really shown up well in the boardroom, and I think that's a real model I'd love for other boards to take it away and, and, and steal from us and improve on it, uh, because I really do feel like those people need to be in the room.

They need to be informing decision-making. They need to be making decisions. Yes. And, and if you're thinking succession planning, you, you need, yes, you need them in the room for the future and for ensuring that the work that your organisation does, and I don't think it matters whether it's a paying organisation or a bank or a, I don't know, a, a energy company, whatever it may be, they need to understand the breadth of people that they deal with. They all deal with people and, uh, younger people are part of that.

And boards are making decisions that will impact our future. So people that have a longer future have more stakes really. So then I'm interested that... So your recruitment process changed in that, in a way or, yeah, it changed in that you could focus more on the purpose and what, what they could give to the organisation, but also what they would get from the organisation, which quite frankly I think is good for any director, no matter how old they are. I think there is always a two-way value proposition.

Oh, 100%. Bringing these directors on, what then changed in the boardroom? So you changed the process. What happened when they came in? Ooh, great question. Um, well, when I think of one of them in particular, she just brings so much energy to the table. Uh, but I guess it's, it is really a cliché to say that young people have more energy. Um, so, so that's, that's, let's say that's a personality trait, not a, not a Gen Z, um, that's not a Gen Z attribute. But I think what really helped was, um- The younger, the younger people on our boards have a kind of visceral understanding of what it's like to be in your 20s right now.

And I think, oh, yeah, I, you know, I'm not that old. I still remember what it was like to, you know, be renting, to be living with roommates, to be, you know, worried about the cost of living. I mean, of course I still worry about the cost of living, but my, my issues are different. I feel like I understand it, but viscerally I don't really. So I think they've brought a lot of perspective to help us understand not

just, um, the experience of younger people navigating the system, uh, with chronic pain, but also o- of our employees, for example, many of whom are younger.

Um, and again, you know, directors are not delegates. They're not here to speak f- to speak for, you know, like the Lorax. And, um, they're not here to speak for the youth. But they're here to bring their lived experience to bear on our organisational wide strategic questions, and they've been great at that.

Absolutely. Yeah, there must be so many, you know, uh, you know, younger f- younger folk who, uh, have grown up digital natives and beyond. Like, they communicate differently. They access healthcare presumably differently. They access their information and interact differently. So having an organisation that has, uh, an experiential understanding of that rather than- Yeah just somebody coming and telling you about it would ma- And, and that there's something that... I mean, I don't have an answer to this question, but we all know, I mean, it's a cliché to say that, you know, the world is, change is speeding up and it's just accelerating.

It's going to get faster and faster. And of course, traditionally board directors have been, have been retired folks, have been older, have been senior, who bring a lot of wisdom and still do, of course. But I do wonder, um, you know, as, as the world speeds up, how long it is that people's experience is still going to be relevant. You know, if you've been out of the workplace for 10 years, you missed the pandemic, you've missed AI. Um, I'm not say- I'm absolutely not saying that, you know, our elders don't bring value, but I don't, I don't know if the longevi- longevity of board directors is, is going to change as a result.

I just don't know. I actually think it's a mix. You know, again, if I think about if I think about the financial services sector and even some in the aged care sector and the health sector, you know? My mother's 92 years old, and there are so many things that you cannot access these days, literally cannot access unless you've got a mobile phone. She doesn't have a mobile phone, so I do it all for her. Um, so I think it is, not that I'm suggesting she should be on a board, that is not the case, but I think having a diversity of experience, having some younger people and having some older people that do interact.

I imagine some of the younger folk I say sounding like an old person immediately- in saying younger folk. But anyway. Yes, those younger folk. Yeah Yeah. Like if, you know, talking to them about how there was no mobile phone when I was a kid makes me sound like a dinosaur, but it impacts the way I interact with technology, which is different to the way they access technology. So I think on the other side of things, sometimes probably particularly in the tech space, it is often a lot of younger people that have no understanding of how older people interact or don't interact with technology, and in decision-making of boards that might be helpful too.

Yeah. And again, but it is really important that directors don't, in my mind, that directors don't see themselves as kind of these delegates, that I'm here to represent- Oh, abso- ... this group. Yes. And, and of course that's a disaster- Definitely ... if you've, say, got one woman or two women on a board and you're like, "What do women think?" Well, I mean... So, so it's- Yeah. I'm a woman. I am not all women. Yes. Yes. Exactly. So- That's, that's definitely true ... but I think we're, I think we're moving, we're moving past that now, hopefully.

Yeah. Yeah, yeah, that's true Well- I loved what... Yep. Board members are not a d- how did you put it? You put it so beautifully and succinctly. Board members are not delegates. Yeah, they're not delegates. In most boards- Yeah ... in most, in the b- in board, the kind of boards we're talking about, boards that are here to kinda steer organisations towards, uh, you know, achieving their purpose.

Absolutely. It is, yes, not always well understood. That's true. And I'm wondering just b- back on the inclusiveness, bringing people in and inclusiveness. Oh, look, you've touched on it in some ways that often bringing in inclusive practices actually benefits others in the boardroom, like people like me who go, "Well, I don't have chronic pain, but I would like to be able to stand up in the boardroom as well because it is just more comfortable for me." Are there other practices that you've seen, um, that may have come about or been prompted by those that need them for accessibility but it's, it's then benefited others?

I would say that, that, um, any attempt to... W- You, you think back to that conversation I had about total football. Any conversation that is explicitly calling out, you know, we're here to bring together our brains, trust to make really good organisations to s- as stewards of this organisation to fulfill its purpose. Um, anything that's explicitly calling that out I think is helpful. And of course we all have different means of communication and communicating and taking in, um, information. So anything that, that makes sure people understand that their input is valuable, that will help.

There's people like me that I, I think by talking, but there's other people who will go away and come up with their opinion and then produce it, right? And so, so how do you, how do you allow for that? That people, uh, different kinda styles of communication, different kind of styles of talking, um, can benefit people. Um, uh, y- you know, your, your, uh, a colleague in Australia, Sara Harrup, talks a lot about, um, the practices that support neurodivergent people in the boardroom actually being important for everybody, neurotypical and neurodivergent alike.

Um, and so I think- You know, some of the practices-- So I think, for example, in here in Canada, opening a board meeting with territorial acknowledgement is, is an inclusive practice. Um, there's a lot of-- I don't know what it's like in Australia, but there's a lot of conversation here about, oh, are territorial acknowledgements becoming too performative? And I think when they're spoken by rote here, they kind of-- there's that, there's that risk. Um, but I want to share a learning I had from my friend Shannon Henderson, who's a member of the Squamish Nation here, and she said to make an effective land acknowledgement, only two things need to be true.

Uh, one is that you get the actual nations right, uh, but the second one is that you speak from your heart. So I think when people are speaking from their heart, they're bringing different modes of thinking into the room. We are maybe think-- I mean, some decisions need to be fast, but some need to be slow. Some can be majority, some need to be consensus-based, right? How can we, how can we change our modes of communicating and coming to decisions and, and understanding each other's perspective depending on what the question is?

You know, how can we move away from this very rigid, we're moving and we're seconding and we're tak- you know, we're, you know, we're put-putting the question, how can we move away from this very rigid, also colonial Western Eurocentric model that's like, let's move to decision fast. Sometimes that's appropriate, but how can we make sure that there are other modes of thinking and which one is the best one to-- which levers are the best levers to pull depending on the context we're in?

Absolutely. Oh, yeah. That prompts... Oh, I'll tell this story very quickly, but, uh- Okay, go on ... it's not, because it, it's not a boardroom conversation, but the program that I run, Accelerator, is a small group, and quite frankly, sometimes they operate like a board. And in one of the groups we have a non-verbal person, and we've, I've tweaked up the process just a little bit in that to allow some thinking time, essentially, like structured thinking time, which allows her time to also write some, think and write her responses as opposed to speaking them, which is what everybody else does.

And as you're saying, what a surprise, that thinking time and the structured thinking time actually means that everybody gets that brain break and that opportunity to think through things without just blurting things out. So you're right, those accessibility measures can be very helpful for everybody in the room. And I'm also on a bit of a tear now, so stop me. But, but the other thing is I feel really strongly that board service ought to be beneficial to the people that are doing the service as well, and people should enjoy their experience of sitting on boards.

Yes. Yes. I mean, you're not going to, you're not going to enjoy it all the time, and sometimes there's very hard decisions and sometimes you've got, like, a 500-page board book that you've gotta read when you'd rather be doing something else. But generally speaking, you should be getting something back, and some of that is, is about your purpose and living your purpose, and some of it's about learning and growing and, and interacting with other human beings. But, but, you know, who doesn't want to be in an inclusive space?

We all know instinctively that what it feels like in terms of our engagement, our effectiveness when we feel included in a group, and we know what it does to us when we feel excluded, right? We probably all experienced that in middle school some poi- some- sometime, right? So, so it's also about human wellbeing at a really fundamental level, and a more inclusive space is a more enjoyable space.

Oh, Shona, I knew this would happen. Way too much for us to talk about. Well, I'll come back if you'll have me. I think that's probably going to happen.

So tell me, what are the key things you want people to take away from the conversation that we've had today? I think the first one is boardrooms are places for everybody Right? Uh, if you are thinking, what, you know, I'm not senior enough, I'm not seasoned enough, I'm not wise enough. Like, yes you are. We need you. We need your voice. This is the place where decisions are being made that impact our, our present and our future. Um, so board service is a wonderful way to give back to your communities, to your organisations, to learn and grow.

So board service is for everybody, and also each one of us who's in the boardroom right now have a responsibility to make that space inclusive for the other ones around it. And, you know, have fun doing it, I guess. That would be the key takeaways.

I love it. Nothing wrong with fun in the boardroom. Um, is there a resource you would like to share with the Take on Board community?

Well, at the risk of being very self-promoting, um, on my, on my website, I have a bunch of, uh, resources. I have a bunch of articles that I write, uh, includ- including one actually about why directors aren't delegates. But I have a, I have a series on inclusive boardrooms. So, uh, if anybody's

interested to go there, it's, uh, www.mcglashan.ca. Um, but I do know that's very self-promoting. Otherwise, um, you know, the other thing I think that's, that's, that's really important for all of us to kind of grow into our understanding of people and cultures and dynamics that are different from us, I think make a commitment to learn from outside your groups.

Whether you learn by listening to podcasts or watching documentaries or movies or reading fiction, you know, take, take the opportunity to, to understand points of view that are different from your own. You cannot lose by it. Oh, I love it. Get outside your own little circle. Yeah.

Oh, Shona, thank you. Um, thank you, Sarah, for doing the introduction. Thank you for being open to the conversation. Uh, I suspect we'll have you back at some time. There's so much more to explore. But thank you so much for sharing your wisdom with the Take on Board community today.

Well, thanks so much for having me, uh, Helga. And yeah, let's talk again soon.

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