

## Greenpeace CEO, David Ritter, on the role of detachment for bigger impact | [Transcript](#)

**Clare:** How do you keep your team motivated when the work never ends? Welcome to leading generous Teams, a podcast dedicated to making leadership easier. We bring you insights from leaders who are having an impact, even when resources are stretched, resilience is constantly tested and the social issues and opportunities are never ending.

I'm your host Claire Desira from the Top Five Movement. We're a team of award-winning coaches with a vision to support generous leaders to have a bigger impact. Our expertise lies in the practical application of neuroscience for sustainable behavior change in the workplace, and we're so glad you're here.

Hello and welcome to another episode of Leading Generous Teams. Today our guest is David Ritter, the CEO of Greenpeace Australia Pacific. David leads a really talented and determined team over at Greenpeace, that is 100% focused on fulfilling their mission to secure an earth capable of nurturing life in all its magnificent diversity.

Before joining Greenpeace, David was an indigenous rights lawyer and spent time becoming widely published as an author of three books. Greenpeace has been involved in some epic campaigns during David's time in the role, and I encourage you to check these out. One of those was recently persuading one of Australia's major polluters, AGL energy, to agree to early coal closures.

Another was shifting 21 major Australian corporations to adopt 100% renewable energy electricity commitments by 2025, including household names like Bunnings, Coles, and Woolworths. Greenpeace are working on some big campaigns right now, as always, a couple of those are called Stopping Woodside's Climate Wrecking Massive Gas Expansion Plans and also transforming Australia's passenger fleet to electric vehicles.

Welcome to the podcast, David, it's terrific to have you here.

**David:** Hi. It's great to be with you.

**Clare:** Oh, terrific. I can't wait to dive into some of your experience and decades of campaigning and advocating in really important places. But let's kick off with your team and tell us what you most love about leading your team and what you find most challenging at the moment?

**David:** Well, I mean, love's the right word. I love the team I work with and I've loved the organisation, the movement that we all work for, Greenpeace, since I was a teenager. I've fessed up many times that I used to have a picture of the Rainbow Warrior on my wall when I was a kid. That I can remember visiting the Rainbow Warrior as a teenager when it visited Perth. That I started donating to Greenpeace pretty much as soon as I started earning a salary as a lawyer.

So I guess I love the entity, the movement, the organisation that we work for, but the team is simply the most extraordinary group of people. And you know, none of them will blush if they hear this, because I've said it to them often enough. I cannot imagine a finer, more talented, more committed, to use your language, more generous group of people than those I get to serve with and work with every day. So when you're committed to the mission, you love the organisation and you've got such a brilliant group of people around you, it's very easy to start a conversation like this one on a very enthusiastic note.



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**Clare:** Terrific. And what do you find most challenging?

**David:** Look, the challenge, unfortunately, is the most obvious thing really, which is that we are in the midst of this planetary, ecological crisis, of which the rapidly declining biodiversity and the rapidly accelerating greenhouse gas emissions, are at the cutting edge of. So the challenge is, the scale and the urgency of the issues that are in front of us. Of course, in that challenge also lies a great purpose and opportunity.

**Clare:** Of course. And look, you've touched on, obviously the challenge for you is a challenge that each member of your team is well aware of and feels, and whilst they're really talented and determined, I'm sure they get tired as well. So tell me, what are you doing to help their mindset and resilience as they go about their work?

**David:** Look, it's a deeply personal question for people. I mean, we have staff based in the Pacific who are on the front line of climate damage in the Pacific. We've had team members who've been caught in the middle of the floods, or whose family or loved ones have been caught in the middle of the fires or have had a direct experience of extreme climate damage.

But we also, probably all of us have a deep, deep love, deep attachment to nature, and people experiencing the places that they personally love and that they personally know well, coming under extreme pressure from climate damage. And, you know, that might be a national park, or it might simply be that your garden rotted in the catastrophic rains of the last month, or something as close to home as that. And even if you've been one of those people who has, by the grace of good fortune, been spared the worst of it so far, you're still reading the data every day. If you work for Greenpeace, you're required to engage with the trends of where climate is headed, and we are very, very rapidly at emergency speed and scale from here.

So we concentrate a lot on our culture as a team, as a group at Greenpeace Australia Pacific, we talk about culture a lot. We have a set of cultural artifacts in our culture of accountability, which is the foundational layer and in the tertiary layer, which is a culture of impact. We don't just have these things as cultural artifacts. They're living and we know from our regular temperature checks and our annual culture surveys, how much they are part of the fabric of the place.

When the old maxim that culture eats strategy for breakfast, we absolutely believe. And in the context of resilience and mental health, that commitment to culture creates a kind of broader framework in which then, the specific measures around making sure of course that you've got the EAP type resource available, so that the fundamental things like that. And then you're doing things on top of that, like making available advice from experts working in the field of building up psychological resilience in the face of climate damage. That we are openly able to have those group conversations and one to one conversations where we talk about vulnerability, where we talk about how people are feeling in the face of all of this. All of those kinds of specific initiatives have a very organic and natural home within a deeper culture of accountability, a deeper culture of impact.

So I feel like we've kind of got an architecture there.



**Clare:** Yeah, it sounds like it. And it sounds like it's just not a "nice to have" or "an afterthought" or a "tick the box" exercise every now and then to quickly do something, which sounds really powerful.

**David:** Well, I think that's right. I mean, if these things are to work, then they're a matter of whole of organisational orientation. The same applies to justice and belonging initiatives, or it's called various things in various workplaces, diversity and inclusion. But if you are anchoring your commitment to justice and belonging within a deeper organisational culture of accountability, culture of impact, then you give yourself a good start at avoiding traps of tokenism.

But it's about whole of organisational orientation, and as you say, living these things. And when you create a culture in which it's okay to talk about culture, that itself is generative. But also to remember that these things are always a journey. That culture is never set and forget. That resilience is never set and forget. That also gives people permission to be working on these things very actively as a key, as foundational to how we have impact in the world.

**Clare:** I love that, active permission, to be working on these things. That's really powerful.

David, I'd love to shift gears and ask you a little bit more about what some of your go-tos for building energy and resilience are, because you've been personally advocating for a greener and more peaceful future for years and years. So that must have taken a lot of energy. What are your go-tos?

**David:** Well, look you learn, I guess, as you go. Well, hopefully you learn. I'm sure there are plenty of things I am yet to learn, and hope there are. But the more you knock about on the planet, the more you reflect back on the various mistakes that you've made and the things that you've learned from those mistakes. I certainly had a period of time when I thought that I could just work that bit longer, get up that bit earlier, always take the earliest option for things. I think I could cram that one more thing in.

One of my non-negotiables now, is that I've got just a set of operational rules about maintaining a reasonable balance of commitments, about getting the sleep, about allowing the buffers, in case the transport is delayed. Because if you try to run a life on adjusting time away, when you're pinching from the sleep bank and you're pinching from the energy bank, then you start to make mistakes. And in a sense, what each of us can bring a lot of the time is our best judgment. And you can't bring your best judgment if you're not doing all those habitual things around bringing your best judgment.

So non-negotiables for me are around those rules of getting enough sleep, of having the transport orderly, of being properly prepared for meetings; it's better to do one meeting properly prepared than do two meetings that are poorly prepared that then you have to repeat anyway.

**Clare:** Good advice.

**David:** Then there are some other non-negotiables that are just, get the exercise, get the time with the people whom you most love in the world. And the animals, he says, looking down at the dog that's currently asleep in his lap! You know the non-negotiables, you know because they are the things in your life that are genuinely non-negotiable.



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**Clare:** Terrific, thank you. Something that I'm really interested in your thoughts on is, I guess how you fuel your mindset? You've talked about some logistical things and some other ingredients that are really important. But for someone that's been working in a space where I guess you're seeing trends which aren't really going favorably, yet you're obviously hopeful because you're still doing the work. How do you fuel your mindset to keep going?

**David:** Well, look, there are a few things and it is something that I work on consciously, because you see the news coming out of whichever place of the world happens to be on fire at that moment. Or a particular decision around deep sea drilling or something, somewhere in the world, and it's very easy to descend into the abyss.

The horizons start to become defined by the thing that you are struggling with. So it is very mindful. I'm very fortunate to have good friends, good mentors, a coach I've had for some years, and mentors of different ages and stages and inclinations as well. And so I'm extremely fortunate to have had a range of people who have been able to share their wisdom, their encouragement.

One in particular who just sat me down a few years ago and said look, you need to make time for detachment, and you need some habits of detachment so that you are focused on the things that you can control, because Greenpeace is a mighty organisation. And I have a significant role within Greenpeace, but it will take the work of many communities, organisations, movements, and individuals, millions, hundreds of millions for us to get through the crisis.

So to maintain that energy and that focus, you need to find ways of detaching and focusing on the things that you can really control and work on. So that was terrific advice. And as a consequence of that, I did begin to take up some meditation, which I had never practiced before in my life.

But aside from meditation, it's also habits around making sure that your list, and again, this comes back to practical things, but making sure that your list is regularly checked against how you can have the most impact. And then reminding yourself that the most impact is the contribution that you make.

And making that contribution is how you are manifesting hope through action. And that is working on the things that you can control, which then again, becomes your answer in our conversation around how you maintain hope and resilience. And then look, finally, the other thing I would say is that I'm one of those people who is shaped by what I read. Whether it's the Simone de Beauvoir novel, *The Mandarins*, which I found really significant reading at a particular point. Which I don't know if you know the book, but it's about the way a range of activists, intellectuals and writers, try and come to terms with the great crisis of the Second World War and what it did to France, and it provides a set of moral frames of thinking.

Or whether it's reading the Wonderful Amitav Ghosh book *The Nutmegs Curse*, which is a thing that I'm reading at the moment, great writing, great language. Whether it's nonfiction, whether it's novels, whether it's poetry, whether it's song, intensely helpful, always as a source of maintaining that positive energy, that positive mindset.



**Clare:** Thanks for sharing that. And, who knew detachment might be the key to momentum. You know, it sounds like an uninspiring thing, if you were to tell someone young to have the biggest impact you can, you're going to have to detach. Right? But the way that you've talked us through that, seems really clear as a way to, what we would call at Top Five, circuit break.

You know, giving yourselves that break, whether it's in the moment to reset, reframe. Sort of audit and check whether the action or the thought or the word that you're going to focus on next is actually going to give you the most impact or giving yourself breaks so you're able to do that.

**David:** Look, I couldn't agree more strongly. Again, one of the people whose advice I've really benefited from, the first board chair I worked with, a woman called Laina Alby, gave me the advice that, you know this is urgent, but jobs like these are always marathons, not sprints. And it was just one of those moments of someone creating permission to take a breath and to do some thinking.

And so, even on an individual day if you know you've got too much on, the diaries got cluttered, one of your key people's on leave, whatever it might be. That strategic five minutes where you just think through, how do I alleviate the pressure from the day so that I make better decisions today that then set up tomorrow better? What do I need to do just to cut myself a bit of a break today? You know, who else is under pressure here that I might be able to do something to alleviate the pressure they're under, how can I create a bit of momentum? Just those moments of pause, those moments of reflection, they're extraordinarily important.

And then I think you can repeat those in a larger way when you're looking at larger periods of time.

**Clare:** Such powerful questions. We call it, as I mentioned at Top Five, circuit breaking. That advice that that chair gave you, we would say that's around slowing down to go faster. You know, that permission and role modelling, to support people, to slow down, to go faster, or go bigger, with their impact.

And I think having some of those questions that you've just said written down somewhere. A question we use a lot is, what are more helpful, encouraging, or productive thoughts to focus on right now? So helpful, encouraging, or productive. Having those questions there as a circuit breaker means that it makes it kind of quicker and more effective even to have those breaks, rather than just kind of pausing with no end or no focus in mind.

It can help those of us that are wanting to really work hard and have that big impact. To give us something to do and a reason, more of a reason to anchor to, to stop in that it's about asking those kinds of questions and taking a breath, rather than just slow down, or just stop, or just switch off for a moment as well.

So thank you so much for that insight.



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**David:** Look, again, I agree very strongly with the way you've put that, and obviously there are different ways of thinking about these things and I like the framework you've just suggested. The framework I tend to use comes from our culture of accountability, culture of impact, that I mentioned earlier on. Because that does start with a whole lot of prompt questions or prompt ideas about what you believe, what you're focused on, what that results in.

You can contrast thinking in terms of accountability and impact with instead thinking of things in terms of blame. And for those moments of pausing, I do often start with the, well if I look at the culture of accountability, it reminds me that people are problem solvers. If I look at the culture of impact, it reminds me that people have the ability to solve even the most persistent problems.

I don't mind saying, very honestly, that at times when things have been really difficult over the last couple of years, and certainly when Covid first hit, there was a moment of real organisational vulnerability. I got myself up on a Saturday morning and essentially just reread our culture documents to get my head in the right place to then do some of the hardest work I've had to do in my professional life.

**Clare:** What a great thing to anchor back to, right? Because it would be easy to get up on that Saturday morning in a state of panic and maybe anxiety and frustration and worry. To then circuit break that by reconnecting to that bigger picture, is incredible.

**David:** I absolutely agree with you and I think to have circuit breakers ready to hand, means when you are vulnerable, the help is there. I mean, it's a way of thinking. Like you pack your provisions when you go out into the bush, or you know you've got your medical kit with you. It just means it's already there. And then that also just starts to develop the habits of mind.

And one of the real joys about watching culture change in an organisation is watching how habits of mind start to really get settled in the topsoil of human relationships and then really start to germinate and flourish and the interdependencies that people have in an organisation start to flourish.

**Clare:** Absolutely. And the other thing I love about what you've been sharing, David, is that your culture, there are questions that are hung on to, that it's not just a few words on a nice poster on the wall, but you've actually got questions to really engage and guide people through. And again, use the Circuit Breakers, just so powerful.

No wonder that team is so driven and talented with these sorts of tools in place to really amplify the experience that they're already bringing.



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**David:** Well, I think that the other thing of course is that teams construct themselves. And what we saw in the aftermath of Covid when we had to undergo a really significant organisational rebuild, was a large number of people just putting their hands up and taking on really difficult work. Of almost thinking about the new shape of the organisation and that kind of shared leadership. Some of it was about formal acts of distribution, and so on. But a lot of it was just about watching individuals rise to a really difficult challenge and then finding that collectively we were able to do so much more together through just habits of shared leadership.

You know, again, just anchoring that in a very conscious shared curation of a culture.

**Clare:** That's terrific. Hey, David, I'd love to come back to that idea of helpful, encouraging, and productive mindsets and thinking, or HEP thinking. What are a couple of things that you think are important for leaders to remember right now that are helpful, encouraging, and productive?

**David:** Well, look, I think in terms of helpful, it's great to remember that just whatever challenges, problems you're experiencing right now, in whatever leadership role you have, there are other people out there who are experiencing those same challenges. So that means there are peers you can talk to. There is shared wisdom that can be gained and you're not alone. So there's always encouragement to be found in just that knowledge of shared experience.

And then in terms of encouraging, one of the best things I ever read is a management book that was fairly unmemorable as I think most management books probably are, but there was just a line in there around remembering that "persistent problems are not unsolvable, they just require persistent attention". And the moment you go from thinking, oh no, we're never going to solve that, no one's ever going to.....to oh, that's alright, we can name it as a persistent challenge, and that actually, again, it's a creating of permission. It's a circuit breaker to use your language.

That means, oh, we can just persevere with that. And then to start seeing that perseverance through a lens of learning, through a lens of evolving, through a lens of adapting, through a lens of well is it safe to try something on this? And then iterate that it's a way of breaking down that persistent challenge and then you start to build up the experience of actually what we used to think of as a persistent challenge is now not really there anymore. People don't talk about it anymore, or it's just become business as usual, or indeed it's become something we now see as a strength.

So I think I've really found that taking the ogre out of the persistent challenges is something that's been a very encouraging thing to learn about over the years.

So then if I think about productive mindsets, it's endlessly productive to remember that people are problem solvers. People are by nature problem solvers. And that when we create the cultural space, the structures, the time, so people aren't overloaded with priorities to solve problems. The ability of human beings to work together to solve and achieve almost anything is something that we all know to be true through our experience and through our observations of the world. And that's so important right now, not just as a way of retaining confidence and retaining purpose for addressing internal organisational challenges, it's also just fundamental in facing the challenges of the world.



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Because if you think about what it's going to take to transform our economy, politics, society, to keep global warming to the Paris climate goals, to the 1.5 degrees, to keep it as low to reduce every fraction that we can from here. It is fundamental that we remember that human beings working together can achieve practically anything.

So both that narrow organisationally, and then on the global, and then the universal scale. I can think of no more mindset as being more important at this point

**Clare:** Absolutely, I agree. That's incredible. Thank you for sharing that. Hey, looking over the last couple of years, or even if you want to throw back to earlier times, in your experience doing this type of work, what lessons will you take forward right from this time?

**David:** The biggest lesson to take is one that I think that is sort of in vogue at the moment, but I hope you'll humour me, because it probably is a lesson around vulnerability. There was a particular instance a couple of years ago where I thought I'd lost the team because I did have to talk to the team about some difficult decisions that we were having to make as an organisation. And I showed a significant level of vulnerability in that meeting. I thought, well you know I'm a bloke of a certain age, and when I was growing up, that degree of vulnerability probably wasn't looked upon in that kindly of way.

But the response from my wonderful workmates, my wonderful colleagues, was extraordinary in just how supportive and affirming, again, to use another jargon word, and gave me great confidence to go forward from that moment. Not just with the strategy, but also with a particular kind of approach to the work that just more deeply embraced vulnerability and being able to say how difficult things are, how difficult you're finding things.

I contrasted that with a number of instances, with one in particular, from some years earlier, where in a not dissimilar situation, I'd in a sense sort of toughed it out. And, in the earlier situation, I'd alienated my team, and I'd also felt quite hollow myself. And in the latter situation, the team were an enormous source of strength. And I also felt much more true to I guess who I feel like I am, so that's a lesson I've learned.

**Clare:** That's really interesting. So when you looked back, what was different about those two situations?

**David:** Look, the first was more personally difficult, because it was just after my mother had died. And, again in terms of lessons learned, I didn't take time immediately to grieve.

So my advice to anyone who experiences the loss of a loved one, is to take the time straight away because you just don't know your own mind and you need to take time to do that. So there was also that personal context that was different. But I think also in the second case, in a sense, the stakes were higher and there was almost nothing left to lose.

So, it was a moment of not just vulnerability, but intense personal honesty.



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**Clare:** Really interesting. Thank you for sharing that. David, our work is all about supporting generous leaders to have a bigger impact. We absolutely, of course, see you as a generous leader. But when you think of other generous leaders who springs to mind, I'd love you to drop some names, I'm sure there've been many, but don't be shy to drop some names.

**David:** Thank you for asking this question, because one of the great joys in life is expressing love for people who have been generous with you. So I'll name a few names.

Helen Szoke, the former head of Oxfam, had couple of terrific conversations when I was still comparatively new in the role. Tim Costello, longstanding leader in the space. Again, we're only talking about a few conversations, but incredibly thoughtful.

My great mate, Kelly O'shannessy over at the Australian Conservation Foundation. I've delighted in working so closely with Kelly over the years. My dear friends and colleagues in Australia Remade, Louise Tarrant, who is the chair of Air and who is also now the board chair of Greenpeace, just one of the most extraordinarily wise human beings. But others there are Milley Rooney, and Ann Porcino. If you don't know Australia Remade, I'd really encourage you to get one of those leaders on the pod. Lily Spencer and others associated with that grouping.

I think also, there's one person I won't name because they're quite shy about being named in things, but let's just call them person X, who has a very high public profile. But who has been very generous with their time with me over the years in giving some really granular advice. And then I'd love to name also just some leaders inside Greenpeace. So I mentioned Layla Alby earlier on who was the first board chair I worked really closely with. I've mentioned my current board chair, Louise Tarrant.

We've had some outstanding board members over the years. I won't try and name them all, but each of those board members, many of which have made really fine contributions globally. There's been some people inside Greenpeace offices all around the world. Some of my peers who run Greenpeace offices, Annie Leonard and Ebony Twilley in Greenpeace US. Mads Christensen Greenpeace Nordic, just to name a couple of people who have been very generous with their time.

I've fallen into the trap of naming people in formal positions of leadership. I'm surrounded by leaders, and when I think of generous leaders, I also think of folks who have positions of all kinds inside the Greenpeace movement, the Greenpeace organisations who just lead.

I mean, I'll use the example of Ella Colley, who is our head of creative. Ella's had some very important conversations with me over the years where she's pointed out some things to me about my own leadership that I hadn't noticed that have been very, very valuable. Nelli Stevenson, our head of communications, who introduced a degree of professional expectation, that's been absolutely fantastic.

Glen Kelly has led our incredibly successful campaign against Australia's biggest climate Polluter, AGL, and the leadership that I have seen Glen exercise there. Each of my leadership team, Luke Edwards, Terry O'Donnell, Kate Smolski, they all bring integrity, a balance and a heart to their work.

The coach that I've had for many years, Meredith Turnbull, a civil society leader in her own right. I mean, the extraordinary thing is when you look around for leadership, you realise how anything you do in the world is the sum total of the generosity of others. And you are surrounded by this fabric of leadership.



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And so I don't really, in a sense, believe in that kind of sole leader thing that is sort of foisted on us through the story books. I believe in the core of my being in a more democratic, a more solidaristic idea of leadership. Where all around you find people stepping up and standing up, not only to do the hard public things, but also to do the private things, the invisible things.

The person who exercises leadership by organising the meeting, by being the one who picks up the dishes at the end of the meeting, by making sure that everyone finds a way to get to the meeting. Or you see the kind of leadership that is demonstrated all the time by activists and volunteers all over Australia, all over the world for whichever cause they are involved with.

And a practical example, that leadership shown by the half dozen activists who came along to the Midnight Oil concert in Perth the other week and staged an extraordinary display, naming the fact that there's this giant company, Woodside, that wants to have this massive climate wrecking gas expansion in Western Australia. And here they are half a dozen people, leadership organised there, showing up. There are these multiple forms of leadership.

You've done me a great favor because of the opportunity to express thanks and to express acknowledgement of that kind of leadership. And then you look to the sort of leaders in public life where you don't even know, but who you think set a kind of example of leadership. Or the kind of leadership that you witness when you see someone behaving in a certain kind of way in a supermarket queue or, at a bus stop or something. There are so many ways of exercising leadership when you're alive as a human being.

**Clare:** That's so incredible, David. I've just got goosebumps listening to all of that. And one thing we know for sure is that the brain is like velcro for the bad stuff and like teflon for the good stuff. The way that you've just framed that leadership is everywhere, I really hope that our listeners will really open their eyes today and look for all of the wonderful examples of leadership, as you said, that are around us all the time. And to acknowledge it and to role model it and to give other people permission to recognise that as well. I think that's an incredible note for us to end on today.

**David:** Well, next time around if you ask me the question, all I keep thinking now is.... gee I wish I'd named this person, I wish I'd named that person. Because the moment you start to see it, you realise that we live in a flourishing leadership ecosystem and all of a sudden the most insoluble challenges, the most insoluble problems feel like they are just a matter of time and effort, because we have that fabric of leadership around us.



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**Clare:** Brilliant. And I'm going to be carrying and practicing that belief today that you've said around, that people are problem solvers, people are amazing problem solvers. So the more we practice these things, it's something else that we know about neuroscience. The more we practice these things, the more we believe them and they take us forward when we make a decision around that next thought, that next action, which is so important.

Thanks a million for your time. This has been incredible, and I know our listeners will love it. We'll also drop the books that you mentioned, links to those in the show notes, so feel free to obviously listen to this episode many, many times and take in the incredible insights David has shared or follow some of those links below and I promise you'll be onto a good thing.

Thanks so much, David.

**David:** Thanks. It's been a great pleasure talking.

**Clare:** As we wrap, if you are ready for a refreshing take on mindset, resilience and leadership training, then sign on up to our newsletter over at [topfivemovement.com/tools](https://topfivemovement.com/tools). When you join us, you'll get access to our free resources, episode summaries, and exclusive events where we bring generous leaders together.

We'll share the links in the show notes.

I'd also like to acknowledge the Wurundjeri People of the Kulin Nation from the country where this podcast is produced and pay my respects to elders past, present, and emerging. Thanks again for listening to the Leading Generous Teams podcast. We've loved having you here.

Have a cracking day.

