

EPISODE 130

[INTRO]

[00:00:02] ANNOUNCER: Welcome to The Mentor List.

[00:00:05] MALE: To turn you into the best version of you that's around.

[00:00:08] FEMALE: To seek support, and you need to allow yourself to be supported.

[00:00:12] FEMALE: To really have a point of difference.

[00:00:14] MALE: What is precious, what's really important, and then putting some boundaries there.

[00:00:18] ANNOUNCER: The Mentor List specializes in interviews with top business minds. Gather their advice for your career. This is The Mentor List.

[INTERVIEW]

[00:00:31] SD: Welcome to The Mentor List. I'm Sharon Daly, Managing Director for Mentor List Talent, and I am co-hosting today's episode with a good friend and the Director of Mentor List's Digital and Advisory, Peter Jackowski. I think I may have gotten your surname wrong again, but I'm always doing it to Pete. We're back once again with another episode focused on women in leadership, thinking of women in leadership.

On the show today, we have Nicole Forrester, who is Head of Office of Purpose at Fujitsu. Nicole brings to Fujitsu over 15 years of diverse leadership experience in Australia and across the Asia Pacific region. As a former Australian diplomat, science translator, industry advisor, international nonprofit CEO and diversity advocate, Nicole's expertise delivers inclusive cultural change through impact driven strategy. Nicole joined Fujitsu in April 2021 in the newly created role of Head of Office of Purpose. Nicole is responsible for making a real difference through championing and driving transformative change across sustainability, diversity and inclusion and their corporate social responsibility programs.

As a member of the executive leadership team, Nicole reports to Graeme Beardsell, Fujitsu Australia and New Zealand CEO. Fujitsu's purpose is to make the world more sustainable by building trust in society through innovation. Nicole and the office of purpose team is pivotal in Fujitsu's ability to fulfill its ambitions. Nicole joined Fujitsu from her role at the Commonwealth Scientific and Industrial Research Organization, where Nicole served as the inaugural representative in Washington DC. Upon returning to Australia in May 2020, Nicole has designed and led CSIRO's philanthropic engagement program in alignment with the UN Sustainable Development Goals.

Her work at CSIRO has spanned its entire R&D enterprise with a focus on environmental sustainability through energy, water, agriculture and space research collaborations. Before joining CSIRO as the CEO of Pacific Resources for Education and Learning, Nicole and her team across the Pacific Islands supported communities to grow their sustainability by utilizing indigenous traditional ecological knowledges alongside Western STEM to combat the impacts of climate change.

Nicole's work has spanned global next generation leadership development, Pacific Forum CSIS, Regulatory Forum for the Australian Industry Group and Australian US Foreign and Trade Policy as a Diplomatic Officer with the Department of Foreign Affairs and Trade. Prior to her diplomatic service, Nicole was an associate lecturer at the Queensland University of Technology's Oodgeroo Aboriginal and Torres Strait Islander studies centre. In 2017, honoring her with [inaudible 00:03:36] ancestors, Nicole founded Gamarra, meaning awaken, Consulting to support organizations with strategic diversity and inclusion advice across the government industry, education, non-government and community sectors.

Nicole, wow! Now, I can breathe. That is absolutely fantastic, outstanding accomplishments from you, Nicole. I'll pass over to Nicole to say a nice introduction and knowledge of the country also.

[00:04:08] NF: Thanks, Sharon. Before I start, I wish to acknowledge the traditional custodians of this nation, the Quandamooka people from where I'm calling in today, and my ancestors, the Rhodri people, and pay my respects to elder's past and present who have walked upon and cared for this land and its seas for tens of thousands of years, and to all First Nations peoples from across all the lands upon which we live, and work and listen from today. I was delighted to accept Sharon's invitation to be with you here today and to meet Peter, and to have a chance to speak with your listeners. Thank you for allowing me to join your podcast today.

[00:04:45] SD: Thanks, Nicole. That was wonderful. That was beautiful. Thank you. Nicole, we have gone through so much of what you've accomplished, which is absolutely wonderful. I'm sure for our listeners out there, they're just probably, the same when I read your bio I was like, "Oh my goodness, impressive." I imagine a lot of listeners that can relate and really learn from somebody like you, and we thank you for being on the show today. Going on from I guess what I mentioned in your bio, if we could dig a little deeper, Nicole, if you could tell us a little bit about your career story, I guess.

[00:05:19] NF: Thanks, Sharon. Sometimes when I hear people read that bio, I say to myself, "Gee, I think I might have an attention span problem." Because in my short 30 years of working full time, I've managed to do a few things. But I think that underpinning all of these experiences has been a curiosity about how to bring together some things from my cultural background, and from my education experience that brings the threads of how we use science together with traditional knowledges, to really come from a place of trust, and respect and empathy. And how do we aspire to a world which has a place for everybody to feel included? I just feel that I've been really lucky to kind of have that thread of relationship building and connecting the dots across different people's knowledge sets, to create solutions that really deliver impact in more than one area of operation or domain of impact.

I say that, us, black fellows, which is how we refer to ourselves here as aboriginal Australians, we don't live our lives in silos. What we do is we bring our whole selves to work, regardless of what sector we're in, and then we pull in the people that we know that can help fill out those knowledge gaps. We're natural collaborators. I think if there was one thing that I've brought to my journey, and to those who have been able to share that journey with me is that spirit of collaboration, because everyone has something to bring to the table. Creating space for those conversations is really where I enjoy the most of the activities of the work that I do that underpin the impact.

[00:07:09] SD: Excellent. We share a common passion, Nicole, for diversity, equity, and inclusion. What are your core findings of gender equity and diversity throughout your kind of time?

[00:07:24] NF: I think we're making progress. We've come a long way, but there's more to be done. That is what really excites me about the opportunity to be the Head of the Office of Purpose at Fujitsu. When I started out, I wasn't actually able to do the career that I wanted to

do, because it was restricted to only men. I wanted to join the Australian Navy, and to be a clearance diver. Using my passion for the marine environment and for technical things to help protect Australia, my homeland. But unfortunately, apparently, even though I was a very skilled scuba diver, and dive master, the fact that I wasn't a man meant that I wasn't allowed to go into that field. But that's okay, because things turned out alright, in the long run, I think.

I think when I think back about the different career that I could have had, it tells me that we've come a long way because those jobs are no longer restricted. I see where we are today with organizations like Fujitsu, who really are putting effort into creating inclusive environments for colleagues of diverse backgrounds, but in particular around gender, because the tech sector has and still is a lower representation of women in particular, not even talking about our non-binary colleagues, in our sector. When you look at, in particular technical roles, and Sharon, I know that I'm not telling you anything new here, that the representation of women technical roles in technology organizations in Australia is really much lower than what it should be.

The reason I'm excited to work with Fujitsu and in particular with Graeme Beardsell, our new CEO, is because he has visionary leadership and a genuine commitment, which he showed through the creation of the Office of purpose to really put women front and center in our strategy for growth. He did that in a very practical way. When he came on board, he restructured our executive leadership team and created the Office of Purpose. I sit on the ELT. There are very few roles like this in the Australian-New Zealand environment or even globally that has a horizontal line of sight across the entire business around three big buckets of work of which diversity, equity and inclusion is one.

I usually shorthand that to inclusion and the reason being is, you can have all of the diversity that you like, but if your people aren't feeling included and able to bring themselves and their full selves to work every day, and feel that that is their way to success inside your organization, then diversity doesn't mean enough. So really, I focus on the inclusion piece. Inclusion is one of the three big buckets that the Office of Purpose has and I get to drive strategy across the entire organization, and through my teams, guide implementation.

I think the other thing that really spoke to Graeme's visionary leadership was, that when he restructured the ELT, he created a balanced ELT. We have 47% female on our ELT, which, I don't know too many tech organizations in Australia that are balanced at their ELT level. And made a commitment to increase the number of female senior managers in the organization. I'm pleased to say that in the six short months since I've been here, we've actually started to

convert those commitments into action and impact. Month on month, we're promoting more women than we are to men into our senior management roles.

[00:10:57] SD: Fantastic. Yeah, we're super aligned there, Nic. I really applaud you and Fujitsu for all the progression there in that space, so well done. I guess, upon reflection as well, what tips, advice would you give your younger self?

[00:11:17] NF: That's a great question, Sharon. Especially as we get older, and we wonder about, were the decisions that we made right? My first piece of advice to my younger self is, the decision that you make right now with the information that you have available to you today is the right decision for right now. I think living a life of regret and second guessing, and not being sure of your decisions, not being confident in your decisions, is one of wasted energy. That first piece of advice is, own your decisions. They're the right decisions for what you can do right now, and really invest in them. Once you've made a decision, then double down on it and really give it all of the energy that you have to make sure that you can be a success.

I think the other piece of advice that I would give myself is you can have it all. It's not going to be easy. It's going to be hard work. But if you want to go after career, and family and lifestyle, you can do it, you can balance. You don't have to make a choice, which is something that I think a lot of women, especially as they reach maybe their early 30s, they have to think about that balance. What is it that they want? Do they want to be successful professionally? Do they want to make a lifestyle choice that they want to invest time in their families? What I've worked out is that if you do choose to take and invest in what you want, you get the things that have to be done, done. And if it doesn't get done, then it didn't need to get done and it's really about prioritization and that's how you get to balance.

I think the other piece of advice that I give to myself is be brave and be curious. I think I was already doing that, but I could have been braver and even more curious. Because one of the things that I think when people look at the journey that I've had so far is, "Gee, you might have kind of jumped across sectors," for example. But what I really haven't done is jumped across content. There's that kind of ongoing partnerships' theme and ongoing theme around using different sources of knowledge and creating vast collaboration networks. The content area for me is really based in traditional knowledge as coming into modern interface with modern knowledges. I wonder if I have done something completely different from a content area where that could have taken me. But that would have required me to be even more curious and more brave to try something completely different.

[00:13:52] SD: Yeah, Nic, I can still relate. Look, that's advice that you're giving back to your young self, but I'm sure our listeners are taking a lot of that advice as well. We all have those little battles in our head, so that's wonderful advice that you've given out to myself and the listeners as well. So thank you for that.

[BREAK]

[00:14:08] ANNOUNCER: Today's podcast is brought to you by Mentor List, a collaboration of business services and professional growth. We connect the very best minds and insights in Australia to accelerate personal and organizational growth by leveraging and learning through lived experiences. If you'd love what you hear, and want your own direct access to great minds, visit us online to learn more about our mastermind groups, business advisory, digital solutions, and our talent division. We are [mentorlist.com](https://www.mentorlist.com).

[INTERVIEW CONTINUES]

[00:14:51] PS: Sharon, from my perspective, I'd like to explore the Office of Purpose. Like I think it's a profound change to see a big corporation invest in that role and have that as part of an ELT. Perhaps Nicole, you can give some insight to people in terms of how, within their own organizations, they can lobby and push for this to be on the agenda at the ELT level. How have you sort of been able to work with Graeme at Fujitsu to really give this idea of inclusivity, of environmental sustainability, visibility at the executive level cutting across the whole organization? Really interested in your insights around that, please.

[00:15:33] NF: Thanks, Peter. Well, I love that question, because I could talk all day about purpose. It's both an opportunity and an obligation. I think there's something that each of us can do in our existing organizations to really raise the profile of whatever you want to call purpose. I know for some – I often get asked, "What does that mean?" Peter, you mentioned two of the three big buckets. The inclusion bucket and the environmental sustainability bucket. The third bucket is social impact.

When I said at the beginning about not living our lives in silos, what this job and the Office of Purpose have done for Fujitsu, is really brought into clear refrain that these things are actually connected to our customers. The advice I'd give to listeners around how can we operationalize our sense of purpose as individuals within our organization, is really look at what the

connection is between our drivers of our business and our personal purpose. For example, we as Fujitsu do a lot of work around sustainability, and ICT sustainability and looking at new ways to help our customers deliver on their customers' sustainability needs. The ability to tell those stories with our customers about work that we're doing is one way that we can live and breathe our purpose. Then having an inclusion lens on that is another way to reinforce those stories.

I'll give you a really quick example of something that connects all three. Our customers, we have a large data center business, so we have a lot of people who use our data centers around Australia and New Zealand. We have a commitment to reducing for our own organization, our carbon footprint. We looked at, what can we do to reduce our carbon footprint and help our customers in their scope three emissions? Because we are reducing our carbon footprint, the flow on effect through scope two and scope three, is that they get to reduce their carbon footprint as well. But then we said, "That's not enough. How do we actually go one step further and connect that to social impact?" One of the things that we're committed to is increasing our partnerships with community organizations, and with particular groups that we've identified that we want to invest in. One of those groups is First Nations peoples of Australia and New Zealand.

When we went to put on the solar panels to reduce our carbon footprint on our data center in Eight Mile Plains in Brisbane, we specifically identified an Aboriginal owned and run business to install those solar panels with us. That's really the closing the loop, is the connectivity between these issues really makes us able to have an impact beyond those individual areas of commitment. As each of us look at these things within ourselves, identifying what our areas of commitment are, I think is absolutely the first step for an individual as well as how that fits into the organizational piece, connecting it back to customers. So how do we help our customers and their customers? Then finally, how do we amplify the impact of our decisions by nesting into them second and third order effects by who we partner with and how we do our business?

[00:19:02] PS: That's amazing, Nicole. I mean, it is so inspiring and you can hear the passion in your voice. It's palpable.

[00:19:02] SD: I was just going to say.

[00:19:10] PS: I can feel it. That's fantastic. I mean, I think, again, it's a breath of fresh air and long overdue to see in the corporate landscape these kinds of priorities really getting, as I said, visibility in the executive level. I think that your passion and connection, obviously, with the

First Nations people is really, really important. I think that again, that idea of collaboration and diversity of thought is so important. I think that's, again, a really interesting takeaway.

[00:19:42] NF: Actually, I want to just draw on that thread that you've made there. I think that how we know we've been successful at Fujitsu with this Office of Purpose, because in a way, we're not just leading the Australian-New Zealand corporate environment, we're also leading our Fujitsu colleagues around the globe, because we're the only region outside of Japan that's actually created a dedicated Office of Purpose. We're leading the group as well as leading our local landscape. I think we know we've been successful when we see other organizations take on the mantle of, of course, purpose is the word that we use, but whatever word that other organizations want to use and elevate these issues. For us, that's diversity and inclusion, environmental sustainability and social impact. For many other organizations, it's the same thing. Sometimes people talk about environmental social governance and ESG. These things are all aligned and create executive level positions that do have horizontal line of sight.

The other way I'd say that we know that we've been successful is when we create a community of purpose, that's something that I'm looking to do in the months ahead, is take a collaborative approach to creating impact by joining together, not just with customers, but also with people who have traditionally been competitors, and work together on projects that recognize that we can't do these things on our own as an organization. And that to have the greatest impact, we have to collaborate with others. I'm really looking forward to making some big investment announcements further down the track, maybe I can come back and talk about them next year, which will really focus on intergenerational impact and change. But we know that Fujitsu can't do that on our own, so we're looking to create communities of purpose in Australia and New Zealand to bring together people who are practitioners, but also people who on an individual level want to invest in these big impact opportunities so that we can work together to make a change that will benefit women, not just for today, but in for the generations to come.

[00:21:43] SD: Yeah, absolutely. Nicole, you've touched on a lot of the important buckets there, inclusive, social, sustainability. Coming back to another area as well, one of those buckets is gender equity. Why do you think gender equality is so important?

[00:21:59] NF: Well, as a former science translator, I love data. I think whenever someone tells something to me, I say, "Show me the data and don't just show me from one source. I need to know that it's verifiable." The data is in that more diverse organizations, more diverse teams

have better productivity, and better impact. And in a commercial sense, better profits. This has been well and truly researched and worked up internationally, that we know when you include women into teams and into organizational structures that have traditionally been men, that there is an immediate return to the bottom line. It's not just the right thing to do, equality is a human right, it's also smart business.

I think that the organizations, especially the internationals, the large corporates internationally, have really understood this for some time now. Where we're at, I think, is that the goodwill is there and the desire and the commitment to do something is there. Sometimes, organizations are really struggling with the how. There's a saying about, "By, with and through." What that means is, it's kind of like, "By all good means." As long as it's ethical, and we're having a good impact, let's try to implement as many strategies from as many different touchpoints and perspectives as possible to create the impact that we're trying to have.

The impact that we're trying to have at Fujitsu is have, we've got a balanced ELT, or almost balanced. We've got to add an extra person to get that to 50%. We're as balanced as we can be with our uneven numbers. We also want to increase, and we are increasing, the number of female managers. But we recognize that to create the company that we want to have tomorrow, we need to invest today in creating pipelines for young women and girls to get into the STEM sector and specifically into IT jobs, and specifically into technical IT jobs. That's where our focus is at the moment. We're involved in a bunch of partnerships externally about how we collaborate to create those pipelines. For example, with TAFEs, with universities, we haven't yet, but we are looking at how we can get into creating partnerships with the schools, because we recognize that the younger that we can have a girl experience a positive experience with STEM or with tech, the more likely she is to consider that as a potential career. The longer that we wait to create that positive experience, the less likely she is.

Fujitsu is really looking at how we can bring all of the amazing things that we get to work on and create excitement for young women and for girls to join the tech sector. Because we recognize as an organization that we'll benefit as much as they will from having them join us.

[00:25:10] SD: Absolutely. I agree. I completely agree. I think some of these words that go around sometimes that I hear, like the quota of getting in women and things like that, you kind of think, "Really? Quota? Come on." So yeah, and I agree, it comes from younger generations coming up and realizing the beauty in the new world of technology and how exciting it is. We

know how exciting it is, and we just need to spread that word around to the younger generation, and they'll love it as well.

[00:25:44] PS: I think in that context, Sharon, it's harnessing the power of technology to have social impact. I think that sort of concept of shared value, sounds like it is firmly entrenched in the Fujitsu strategy, which is great to see and hear. I think giving people visibility that they can invest in STEM in terms of themselves, and learning and skilling up, and then being able to have a far more meaningful impact on the world in which they live in in a positive sense, I think is really cool.

One sort of interesting point that I was keen to explore with Nicole was around, there's been a lot of articles in the media at the moment around the post-pandemic resignation, the great resignation. There's some stuff in the US now and obviously out in Australia that's sort of starting to become part of the conversation. I think what's really interesting from listening to Nicole today is that there's obviously a disconnection with purpose. What Fujitsu and Nicole are doing is so critical and important, because I think part of that great resignation is really people not really feeling connected to any sense of true purpose. So that Office of Purpose, I think is, again, so interesting to see because I think that's something that's really missing in a lot of organizations today. I think they'll see that in terms of the engagement of their people in 2022 and onwards. Nicole, do you have a perspective on that point?

[00:27:05] NF: Yeah. I think you're right, Peter, that the great resignation wave is coming. It hasn't quite landed on the Australian shores yet. There's such a war on talent already, because our borders have been closed, so the talent that we normally would have brought in from overseas hasn't been able to land. What that's allowed, I think of these things not as challenges but as opportunities, so allowed for us as an organization to really invest in our own people, and make sure that we were giving them the opportunities to learn, and grow and develop as we wanted to promote them through our opportunities.

Then, I think the other thing that we've been able to do is really listen to our people around what's important to them. We've been doing that in two ways, or multiple ways. Two that come to mind is helping our individual employees through workshop kind of design thinking processes, connect their personal purpose without corporate purpose. That's been really powerful, to actually have a structured workshop with our people to help you define what your purpose is, and then help you find that linkage to our overall organizational purpose. Really, people are connecting to that. The other thing is, to provide opportunities where the

organization actually acknowledges that people are interested in doing things in their communities and that we should support them to do that.

We did a new policy about three months ago, where we provided three days of annual paid volunteering leave, where we said to our people, “Go do skilled volunteering with organizations that you care about, but that also align with our focus areas for our inclusion.” Of course, gender is one of those, First Nations, culture and reconciliation, health and disabilities, LGBTI plus. We have one for generations, because we recognize that young people in the tech sector is an area of focus for us. Then we added another one around emergency first responders and veterans because we recognized in our communities that that was a group that we really wanted to engage in more and with more. Our people have started, now that the pandemic restrictions have started to ease, people are reaching out and saying, “Oh! I’m going to do volunteering with this organization and help them in this way using the skills that I have through my job in Fujitsu.” That could be things like project management, for example, not necessarily technical skills, although some people are volunteering with their technical skills.

I think people’s excitement around the organization supporting them through paid leave to volunteer with community organizations, the impact created is incredible, but the engagement is really I think something that’s going to help as that great resignation wave does come down and land in Australia.

[00:29:53] SD: Yeah, this is what it’s all about, Nicole. That’s just amazing. I think that impact is the perfect word to use there. I’m blown away. I think it’s absolutely fantastic. I’m sure our listeners will feel the same. I guess to look at the overall picture, we’ve touched on a lot of points, what I wanted to ask you as well is, I guess for our women in tech and or women in leadership listeners, what are your thoughts, I guess, on the importance of having a mentor as you go through your journey as well?

[00:30:22] NF: Oh my goodness. I would not be here today without the mentors that I’ve had. Mentors, multiple mentors. I am such a big believer in capturing people who enter my orbit and holding onto them and never letting them go, but in the best of ways. I use the word mentor to describe not just people who have formally helped guide me, but also mentors are people who are thought partners and helped me think through complicated issues in a way because they’re different to me and my background. I think diversity of mentors is so important. I am so happy that I have – my longest mentoring relationship is 30 years.

When I think about the richness of that mentoring relationship and how it has grown with me, and with my mentor as we have moved forward through our careers and our personal lives. It makes me smile to think that I have the privilege of having that person in my life. She is a First Nations professor and I met her very early on in my uni days. The great thing about the diversity of mentors is that I have other mentors who are white men, who are CEOs of multinationals. The difference of thought between those mentors means that I can look at a problem that's really sticky for me from a lot of different perspectives. That really allows me to be the best of myself, because I can take such a kaleidoscope view of all of the opportunities, and all of the different ways that they could be navigated.

I would say, don't ever hesitate. I've never said no to anybody that's asked me to mentor them. I think it's a privilege to be able to have that role for somebody else. I currently have three formal mentoring relationships and a bunch of informal mentoring relationships where people just reach out to me and say, "Hey! Can I have a chat with you?" And really just providing that sounding board advice. My approach to mentoring, which is one that I picked up from my earliest mentor, is one of asking questions, I never actually provide advice.

[00:32:45] SD: Look, we can all take from, like you said, the mentor aspect and the diversity of who you have as mentors. That's exactly why you bring in diversity to organizations. The same concept, right? So it all flows in together. But yeah, certainly I'm the same in terms of the mentors. You learn from all different people or different experiences. And certainly, I like to mentor myself because you kind of want to protect people and almost save them from going through those experiences where you can, where you've been there, you've gone through it and you're like, "Here, let me tell you about this, so you don't have to go through it," or guide them in the best possible way that you can. Thanks for that.

[00:33:27] NF: Storytelling is a really powerful way for people to learn. When I say I don't give advice, I don't say you should, because I don't like being [inaudible 00:33:36] by people. But what I will say is, "Hmm, your challenge or whatever you're dealing with reminds me of a time, let me share that with you," and then back it up with a bunch of questions about how they're feeling and what they think. I think centering ourselves in our truth, we will always make right decisions.

[00:33:55] SD: Absolutely. It's guidance, isn't it? A bit of guidance and everybody takes their journey where they're going to take it because it's all different. All our journeys are different and wonderful. Awesome! Do you have any quotes or words of wisdom that you would like to pass

along to all the women in tech or leadership who may be listening today, and who are still kind of facing these issues?

[00:34:19] NF: Yeah. I was incredibly fortunate to have met Colin Powell, who passed away two days ago. I think what I learned from him when I got to spend an entire day with him, was not necessarily a quote, but a way of being. He was a wise, humorous, humble man of integrity, who really created shared purpose with clarity. Like I just remember the conversations that we had when we spent that day hanging out backstage at this international event, and how generous he was. I guess my quote is, be kind, be generous, be humble and the world will create for you what's meant to be.

[00:35:18] SD: I love that. Great. Great contribution to him as well. Thank you for that. Nicole, it has been an absolute pleasure to have you on the show today and to listen to your inspiring stories and the wonderful, progressive scenarios that Fujitsu are doing to fix these issues. So I really thank you for sharing that today and also getting some insights into the wonderful world of women in leadership as well and your journey. Thank you so much and we look forward to following your journey further. Like you said, we'll chat again next year when you have more stories and scenarios for us. Thank you for joining us on the show. Until next time listeners, this is The Mentor List.

[00:36:02] NF: Thanks for having me.

[END OF INTERVIEW]

[00:36:05] ANNOUNCER: Thank you for joining us today at The Mentor List. If you'd like to hear more or speak to us about recommending our next interview guest, come on through to mentorlist.com.au. You can also find out more about our suite of mastermind series taking shape in your area, your industry, and your discipline. We look forward to welcoming you to one of our events very soon. Stay tuned for another great show.

[OUTRO]

[00:36:33] ANNOUNCER: Thank you for listening to The Mentor List. If you like what you're hearing on The Mentor List, the best way to support the show is to just take a few seconds to leave a rating and/or a comment over on iTunes. You can also find further information about this show and links to further episodes at mentorlist.com.au. Until next time, this is The Mentor

List.

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