

EPISODE 131

[INTRODUCTION]

[0:00:03.0] ANNOUNCER: Welcome to The Mentor List.

[0:00:05.0] To turn you into the best version of you that's around.

[0:00:08.4] To seek support and you need to allow yourself to be supported.

[0:00:12.0] Really have a point of difference.

[0:00:14.3] What is precious, what's really important, and then putting some boundaries there.

[0:00:18.7] ANNOUNCER: The Mentor List specializes in interviews with top business minds. Gather their advice for your career. This is The Mentor List.

[INTERVIEW]

[0:00:31.3] SD: Joe was the incumbent director of Mobile Internet with Ericsson Telecommunications during the .com era. He was based on five continents, he was the global director of value-based selling for Ericsson, the largest organization in Scandinavia going through a transformation from 120-year engineering company to an organization competing on value.

Joe is former State Relationship Manager of CSIRO, Australia's Commonwealth Scientific Industrial and Research Organization, heading up relationships with industry and member of the National Commercialization team. Joe graduated with a Master of Business Administration and a Bachelor of Economics and Commerce from the University of Melbourne and/or MIT university.

Joe's expertise as an executive in his key areas of expertise, situational leadership, considering the culture and context of situations, emotional intelligence, behaviors required to act most effectively in any given situation and cross-cultural communication. Wow Joe.

[0:01:37.3] JG: Extensive.

[0:01:38.2] SD: That is out there, wow, you've done a lot. Joe, it's great to have you on the show today and get a few from a different lens on women and leadership itself and gender equity and diversity and inclusion. Welcome and it's lovely to see you in person.

[0:01:55.0] JG: Yeah, absolutely. Sharon, thank you and thank you for the huge introduction. It is lovely to be with The Mentor List and to see yourself, Sharon and Peter, thank you. As you're saying, live in concert for real.

[0:02:08.2] SD: Yeah, absolutely.

[0:02:08.2] JG: It's great.

[0:02:09.9] SD: Absolutely. We've touched on a good few touch points on your career there but can you tell us a little bit more about your journey and I guess, on your journey, what you have experienced with gender equity, diversity and inclusion and what that means for you.

[0:02:25.3] JG: Yeah, absolutely. As I hear your question, I think this aged person, myself, does have a few touch points and I think a couple of the key points are probably to do with values. Living by your values has become more and more critical to myself and attracting and working with and being attracted to and aligning with people and organizations where we share values, I think that's probably number one.

You know, a couple of those values are integrity and trust and then I think if you dig a bit deeper and you are a bit more personal, that inclusion has become something that I'm more and more aware of and it's special to me. I lived on five continents and actually worked on these five continents and that was the blessing of a couple of corporate but particularly, Ericsson.

Inclusion is a very strong value and diversity is a strong value set in the Scandinavian countries. 20 years ago and 15 years ago, I saw in practice that you could work with people and that was a bit, I thought it might show the chauvinistic cultures and then new frontiers, the UK, the US, Australia, we can be a little bit – it's not about people, it's about us and them or men and women or you and me, we subset people along.

I think if you start with humanity and just people, keep it pretty simple, yet some of them might be blokes and some of them might be women and I think that adds to the fatherhood.

[0:03:50.1] PJ: Yeah, absolutely.

[0:03:51.7] JG: The diversity means you can really optimize your skillset and your talent and your talent management can be quite strategic by looking at including who is good at what they're doing so employing merit, promote on merit, be inclusive. Of course, a lot of smart companies are now doing that and I just saw that sort of happening in Scandinavia probably ahead of Australia, at least.

[0:04:15.7] SD: I was going to say, yeah, it was probably quicker and probably a bit further back.

[0:04:20.4] PJ: Well, it's interesting, yeah, our first move are in that context and we are a little slower in this part of the world in sort of embracing that sort of change in mindset as well, which is really interesting.

[0:04:32.5] JG: Yeah, the first mover advantage, that's why commercial corporates do it because it certainly benefit and why not, you know? No money, no honey. Do the right thing, you attract good people, whether they're men, women, younger, older, indigenous or not native. That's all positive because money drives the world and the economy and I think diversity and inclusion, I've already used that benefits society and economics, you know?

That was over in the Scandinavian countries. Certainly, Peter, as you say, first mover sort of position that they held for a good reason.

[0:05:11.5] PJ: Yeah.

[0:05:14.0] JG: That made me develop more of a consciousness about bringing something back home to Australia and that manifested itself in this networking – professional networking organization, Brilliant Women Global and I always thought about this and I’m waiting for tomatoes to be thrown, it’s not about women, it’s about diversity and inclusion but I think the name created the awareness particularly after the [hang roll 0:05:36.6] commission, which although that was into banking and corruption, the next layer of the hang kind of saying rural commission, are from the high court down to the banks and all the organizations. Now, it was about diversity and inclusion is a form of corruption, you know? If you say, you can’t be in the club but you can that is –

[0:05:56.5] PJ: Yeah, it’s shown a lot on the culture historically and how that needs to change.

[0:06:01.3] JG: 100% yeah.

[0:06:02.6] PJ: That’s very interesting. How about like I’m keen to understand Joe, what was the catalyst behind the professional network and you setting that up, sort of came to understand.

[0:06:13.2] JG: Yeah, no, that’s a great one. What was driving me, I think I’ve accepted this role in state relationship managers, the CSI role after 10 years abroad and a few continents, a lovely experience, now with a great organization, good to settle back home in Melbourne.

After a couple of years I thought, you know, this is not really me. This is being formal and it’s pretty serious and it is very structured. I just would like to do some consulting and what do I enjoy at my corporate life, it’s the leadership side of things, hence the emotional intelligence and situational leadership, the people stuff, culture.

I thought what I would do with all of these and it’s like writing a song. You play a few of the lyrics and I thought, “Well, diversity and inclusion just hitting me in the face.” Again, back to the hang roll commission and where Australia was at the time, five, seven years ago, I thought, “Okay, Brilliant Women Global, it could have been Brilliant Leadership Global.” But that’s pretty generic.

Brilliant Women Global made a lot of sense and I was doing some leadership consulting after the CSI role. Women would come to me and say, “Joe, I’m getting board roles” so then senior consulting for and it just happened, the 50% of my clients were women on that role, “So, I’m getting board roles but the men are getting the paid board roles.”

That is the big difference because when you want a career, you are hoping to pay your mortgage, pay for your kids, pay for your life. That one I was saying, I’m going to go from a C-level role, C overall to the next level and I’m getting paid nothing, it’s a volunteer job. After three or five years I realized it was a bit of a scam. I was like, you can sit over here for a long time and do something nice and green, literally sometimes in the space but – which is very important space, right?

Sustainability and green but no, all the good feeling stuff, heavily biased towards women in those roles and of course banking and so on, some heavy hitting roles. For me, again, as an economist just by trade but for me, I thought that doesn’t make sense because you’re here to do a job and the organization has a purpose and if I only employ my mates that I drink with, if you knew me, well, after one drink, I’m not going to make a very sensible decision.

Some people can do it after five, but not me. It didn’t make much sense to just go to the pub, play golf and then decide on who you’re going to employ. That’s a little bit colloquial and humorous but I think that stemmed from the culture that I was observing and back to your question Peter, the driver was our guest enabled as in setup this professional networking group to shine a light on let’s employ our merit and let’s celebrate diversity and inclusion.

The light we shine on that was about 10 years abroad and you know, made it easier to make it contrast between where am I now, that comes. It’s been a pity that it’s still on chauvinistic or slow to adapt. I’ll give you in the stage, California and New York is so much more progressive than the fly over states all around the planet in some cases. I’m not just stereotype, I don’t mean to stereotype it but some places just have some sort of impetus and they get moving and others –

[0:09:25.0] PJ: How do you measure success in terms of this professional network growing women, how do you measure your success?

[0:09:32.1] JG: Regarding diversity and inclusion in general or actually our network?

[0:09:35.5] PJ: Both I think. I'm interested in the network and understanding here.

[0:09:41.3] JG: Interesting enough, I just had a quick chat and thank you for allowing me to jump off but having a quick chat with it's coach. I think Hilda Ross –

[0:09:48.8] PJ: Yeah, brilliant.

[0:09:49.4] JG: I've heard of the same here literally.

[0:09:50.8] PJ: Yeah, okay.

[0:09:51.8] JG: It was nice to bump into him. We were talking about diversity and inclusion. Look, the way we measure it, looking back at five or seven years, our first we made in Sydney was sponsored by the Australian Stock Exchange. Max Cunningham, he's the general manager of the ASEX. Now, he got up, I had no debrief with him, didn't have time. I was doing an interviewing like this downstairs in ASEX in Sydney and went upstairs and there's Max and I just appreciated that he sponsored that event. Great drinks and cocktails and servers, so I didn't bother him.

Then he introduced me and he's shared with the audience everything I'm sharing with you, merit and diversity and we need more women in corporate Australia and he represents the top 100 companies, listed companies and more than that to the top 500 and my MC for the night was Tiffany Cherry, who is a former football personality and Tiffany has an indigenous child who is a good friend of mine.

It was probably six or seven now but she was four or five at the time. Tiffany lifted her up, she rang the bell of the ASEX and for me, this was just a stunning pitch of diverse uniforms. It's the reserve, that bell is reserve of listed companies, so men in gray and dark suits.

[0:11:00.1] PJ: Very traditional.

[0:11:01.1] JG: It's very traditional and here is this indigenous four or five year old girl being lifted up by a blonde mom, an Aussie, ringing the bell at the end of their event.

[0:11:10.0] PJ: Yeah.

[0:11:11.7] JG: That was the scene that Max Cunningham did.

[0:11:13.2] SD: That just gave me goosebumps. I just got Goosebumps with that. That is a beautiful story.

[0:11:16.6] JG: Yeah, but probably more than one, being on the inside. I wasn't aware of the goosebumps but I'll probably had it.

[0:11:21.3] PJ: That's a brilliant story.

[0:11:22.8] JG: It was lovely.

[0:11:22.3] SD: That's beautiful.

[0:11:23.6] JG: That is how I would measure Brilliant Women Global. We did start in the first few years that ease. I was knocking on doors and I was talking to the women from my leadership consulting days who had influence and had, were leading organizations at C-level and would you like to join, bringing your people – that was really hard work. It was such a novel idea, a member of multicultural society but it had the right purpose.

Measuring your success sponsored events, particularly the ASEX, Abercrombie and Kent, five star, six star, they're just across the phone and so Jacklyn Roman, the MD, colored woman, even went to Australia MD for Australasia and they haven't had any real business in the last year and a half because they do six, don't travel. To be sponsored by clients like that was –

[0:12:14.4] PJ: It was amazing.

[0:12:15.2] JG: A real honor. Yeah, it was lovely. Paul Russ came in and is –

[0:12:18.1] PJ: Excellent.

[0:12:18.4] JG: Karen Park Anderson. Janine Kirk is our patron and that's another measure, Janine was the CEO of the Princes' Trust, Prince Charles has a trust in the commonwealth countries for causes he's fond of such as indigenous new women and diversity. Jenny was the CEO for Princess' Trust, she's the CEO of Committee for Melbourne before that, she's been our first member and I was at CSR and she's sort of our El Patron, sort of movies on Netflix but that's –

[0:12:46.2] PJ: Yeah, 100%.

[0:12:47.0] JG: The patron of Phoenix Australia, which is about mental health and former.

[0:12:50.0] PJ: Very well aware, yup.

[0:12:51.0] SD: Yeah.

[0:12:51.7] JG: Yeah and that's so relevant because if you don't include that person over there because they're of color or another race, they're a woman or they're too young, we're human, we might have some rules versus informant. I'm not getting being enough at home, you weigh this, it's emotion or physically or at school, all these things that are. You want to be inclusive to bring up the best in people.

[0:13:13.8] SD: Absolutely. Everyone has their own journey and their own story.

[0:13:18.2] JG: Yeah. It's again, let Amazon and Google and Ericsson take the lead, they've got the money and we all benefit from that. It's not going to come out of the trees and then all that is gone. At least, Google will get that, take the lead and sponsor our event or just look after their own people, that's what we're – this awareness is important.

[0:13:37.8] PJ: As an economist, is your perspective that diversity of thought drives better commercial outcomes for organizations. Is that the sort of underlying rationale?

[0:13:49.8] JG: Peter, I take or resembled over month, that was my line but you just highly articulated it. That was pretty much my opening line at their initial events, get on there and diversity and thank you for saying that. Diversity of thought was literally that became my tag line.

[0:14:04.8] PJ: Yeah, cool.

[0:14:06.4] JG: Because if you got diversity of thought and Peter thinks like this and Sharon thinks like this and Joe thinks like this is something slightly different. We're going to open that –

[0:14:13.7] SD: Exactly.

[0:14:14.3] JG: To new ideas.

[0:14:15.6] SD: Exactly, yeah.

[0:14:16.0] JG: Innovation and I mean, that really brings you to women in tech in the context or in a sense because not that it needs to be women or men but humans are open, they're happy to put their hand up. It goes all the way being shy or nervous, putting your hand up at school because you're not the brainiest kid in the class. Diversity if thought means that there is crazy ideas on the table and one of them might lead to something interesting.

[0:14:38.1] PJ: Fascinating.

[0:14:38.6] SD: Absolutely.

[0:14:39.1] JG: We all benefit, it's really – that's the economics as you put it. Diversity of thought really comes from the economist in the end. I think it makes sense.

[BREAK]

[0:14:48.9] 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 lives experiences.

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[INTERVIEW CONTINUED]

[0:15:30.9] SD: Joe, you give us some examples of in sport, what happens in banking and finance and where you witnessed some different scenarios there in terms of the equity, of gender equity and that I am going to bring it back now for our technology listeners. Was there any examples in your tech world where you saw this being an apparent situation? It was really clear to you, "Wow, this is an issue."

[0:15:56.4] JG: Yeah.

[0:15:56.5] SD: Was there an example of that for you?

[0:15:58.7] JG: Absolutely and Sharon, thanks. I mean, you're sort of bringing me back to your initial introduction to this purpose, you know, women in technology and there are certainly gaps. I was with Ericson for seven or eight years, I worked with leadership and just general leadership development to do with in Stockholm and then I was given some projects in Eastern Europe, so Hungary, Czechoslovakia, Russia because they are opening up to the world.

Then I was expectorated to Brazil as a Swede and you know, you look at me, I look typical Swedish in your imagination, I would be the norm, the Swede so that to me was a real honor. It was a pleasure and I had some outliers that were Swedes, when I left there were some friends that I've never for life in Sweden and Scandinavian and again, I look back at it and it ties back to previous equations.

I look back and I thought, “Well, not everyone has that opportunity” and you know, I am not from Sweden and I know that there are different [inaudible 0:16:55.2] you’ll learn that Aussies and Scandinavians are very different. They might look similar in some ways like westerners but they’re very different. I just was honored to have that opportunity and went to Florida and then back but the gap that I noticed was I look myself in the mirror and go I’m really thankful.

This is fabulous, you know? But when I go to see my client in Washington or in wherever we went, you know, in Brazil or in northern Latin America, we were on again with men. It wasn’t about women in technology and men in technology, it was just very clearly obviously kind of make a blog about technology and it didn’t really make sense from this economic and diversity a full point of view and that grew on me.

Of course, I was doing my job and I was busy and I was travelling a lot and enjoying it but then when I came back and reflected, the huge gap in technology was biased towards men and in leadership and in my consultant, I really enjoy the human side of the culture, cross-culture communications, emotional intelligence and I don’t want to be stowing for this as it move and then starting something thrown on me but you know, we have a propensity to be better at some stuff and a lot in general. Women –

[0:18:10.4] PJ: More relational perhaps in their focus.

[0:18:12.5] JG: Exactly and men are more about things. Now, not all of us. I think I’m somewhere in the middle. I don’t think I’m too blokey and I’m probably not too feminine but most blokes are a bit more underthings, so they do the engineering of stuff and technology but some women if they’re not, you know back in those days, if I am looking back at the gap that you are asking me about, there is a huge gap because well, it’s always been done this way and a man does this job and women because they have very high emotional intelligence.

I would say that with confidence, compared to men in general the ranking is high certainly on in intuition for women, then beyond you’re looking at me like I shouldn’t be here because I am a woman and you know, there referred to those movies. You know, [inaudible 0:19:00.1] there was

some fabulous impersonations of that reality, in life. Yeah, the gap was just we're in technology, we just presume.

We get meet man and do with men and behave like men but I think that is really important, so if you don't get up to get lined to the point right after this important meeting because we had a good partnership meeting together, maybe some men but also some women might not feel included or that you factored them into this meeting and really what we love, when we address inclusion from different angles, it is not just hire women.

It is consider women based on marriage is what you would consider the men whether they should have the job or not have the job but you know, culture needs to have respect. I think that is important because if I feel respected I feel like I can put my hand up, so can I contribute.

[0:19:49.7] PJ: Yeah, that's great.

[0:19:51.3] SD: Absolutely and do you feel that particularly Australia, do you think there is more kind of work on this now than those times? Do you feel that there is more being done now?

[0:20:03.2] JG: In Australia?

[0:20:03.5] SD: Yeah.

[0:20:05.8] JG: Yeah, so I think – I have a written a little bit on authenticity and relationship. That is very, very important to me and I think being authentic, having integrity so I would rather not talk to you about a subject if I really wasn't into it because that is the point I am acting. My answer is there is all the tokenism and I think COVID has probably pulled us back. The year and a half of COVID has pulled us back five years.

If you ask me that five years ago Sharon, I would have said, "Yeah, it is looking like we are going somewhere" and we probably were five years ago, seven years ago when I started bringing women global but I think COVID has pulled it back to the baseline because people are just busy surviving. I want my business to survive and do well. We are not having the time to just talk about at least these nice stuff.

[0:20:47.0] PJ: It is the hierarchy of needs in some respect and then having to fulfill those more basic needs.

[0:20:52.1] JG: Absolutely, [inaudible 0:20:52.9] No, absolutely. It is really human nature and so you've got to push harder if you're championing something like this. It is not that it is nice to have because again, I will bring it back to this economic side because it is a must have. We've got to grow and flourish. In countries and societies that are really flourishing ahead of us, Singapore, Israel, they don't talk so much about men and women.

They talk about I'm a member of Israel, I'm a member of Singapore or I am Swiss, I am a Swiss woman.

[0:21:23.5] PJ: Yeah, whereas we're still stuck on that other conversation, yeah.

[0:21:26.7] JG: Yeah, definitely.

[0:21:27.8] PJ: In the work of brilliant women and all the great work that you do Joe, is it focused across all sectors? So private sector, not for profit, government, like is there a lens across that way or talk to us about that?

[0:21:40.1] JG: Great question. The intent is to be honoring diversity because it is to be a cross sectors because somebody wants to move from one sector to another or go from a C-level job to I think a [inaudible 0:21:52.5] or just change jobs from one industry to another. It's a bit coming across but naturally I guess because of my background with telecoms and technology and CSR, I just gravitated I think in my own world to people and women who joined Brilliant Women Global and men because a real – another measure of success for me and a real pleasure was I think any event, 20%, 30% of the attendees were men and that is very important otherwise, what are we doing here?

[0:22:23.0] PJ: Well, have your neck change as well because it was sort of an echo chamber.

[0:22:27.7] JG: Yeah, absolutely and there are plenty of groups like that so that is not my interest so I am trying to make something happen.

[0:22:35.8] PJ: It is interesting, so the COVID, I'm really interested in the exploring that COVID perspective shared and so to better understand that that's about again people reverting to traditional roles, being in the household, in the organization like kind of to your point takes us back a bit right now because of that survival mode that people have been in. Now that we're opening up, thank goodness in 2022, touch wood, it is looking a lot brighter, we can kind of get back to the trajectory we were on. Is that the intention?

[0:23:09.8] JG: Yeah and I would say that is the hope. That would be my intent, our intention that is certainly the hope and I mean, a real material measure of us falling back to our survival instincts I can totally understand it. I don't have any sort of judgment calling it but I can call out to some pretty big players and I would be just sponsor an event by the end of this year, I want to celebrate you know, coming back to life.

It is a pretty hard gig, it is a tough gig and so I am going to leave them alone until first quarter next year because you know what? I am not trying to help an organization survive and they are getting their butts keep floating aboard and so these might be big shots but they have to take a look hard – yeah, a little bit. Bosses, they work hard. They're not going to fulfill, maybe they might have for a tough couple of years.

To coming at a party probably isn't the first thing even though the purpose is a strong one for them, so yeah, the survival is real here.

[0:24:04.5] PJ: That's great and in terms of the network, does it embrace people less experienced in the workforce sort of came to understand the demographic that they are currently kind of focuses on?

[0:24:14.2] JG: Yeah, look one of the really important lessons I learned early in the life of BWG was that and I got that comment from my advisory board straight up and that we're pretty seeing. You know, we have been around the table like this and have some sushi, you know, have a glass of wine and you go to CRP. I am going to see you out there and Jenny and Kirk

and I'll see your personal banking within that and you know, it was pretty obvious to me that okay, how is that inclusive if you are not including people that are 20 to 40?

20 to 30, these of age, so we started to appeal to everyone but and then what we do, we'd provide some sort of mentoring with people who are 50 plus, they've got lots of experience and they've had a good career mentor and coach you but keep on the top of your mind that inclusion and diversity is important to them, so yeah. It's probably as you're saying, the lesson learned early in the place was are we having all these toffees, you know?

As in all of these and stuff and wines but what about something that's saying, "Oh where do I go? What is my direction?" and these are the ideal people that gives them a bit of mentoring.

[0:25:20.9] PJ: That is brilliant, I think the listeners absolutely will resonate with that chest.

[0:25:24.7] SD: Totally, yeah. Thank you for that Joe and what is your perspective I guess on one thing that businesses and individuals can focus on to maximize the impact in this issue I guess?

[0:25:39.7] JG: The issue of diversity and inclusion?

[0:25:42.0] SD: Yeah.

[0:25:42.9] JG: Well, if you look at the gap and again, my experience does come from technology, I think just open communication. It is top down so there's no denying, top down than bottom up would be ideal because then we're all talking but leadership. The leaders, now the leader doesn't just need to be the CEO. It could be the sales director and the marketer and the officer and the communication.

Whatever leadership position and the role leaders that is probably if we are going to get done, it's got to start from the top I think and then you inspire your direct reports and then you inspire the people that they work with. I think the key to making this all happen for women and technology and men anywhere actually to being inclusive and embracing of each other, I think it is just going to be setting an example and communicating that quite clearly and quite purposely.

It can be just a nice thing to have, so yeah, cultural communication, just open communication between really definite about.

[0:26:40.5] SD: Yeah, great words. Thanks Joe.

[0:26:42.8] JG: Thank you Sharon.

[0:26:43.9] SD: Great to hear, so do you have any quotes or words of wisdom you would like to pass along to women in tech who maybe still facing these issues today?

[0:26:53.5] JG: That is a big ask. Look, I think my advice would be the flipside of that previous question where communication from leaders is important because it can be inspired. If you have a little niggle that I want to ask something, just ask it. That might sound simple but the key to that one as in don't be shy and stay at the back of the class and don't resist putting your hand up and asking what's in your mind and your heart.

Ask the question and I think the real driver to make that happen is ask yourself why it is important to you. That's the real key. What's your motivation? If you are saying I just hate the way I am treated, maybe you have to keep quiet because you might start a fight even though you've got good reason, you might take that with the HR director why you're feeling mistreated and treated poorly but if you've got something that's niggling at you and you know it is going to benefit the organization and culture, let's have [inaudible 0:27:49.2]

It inspires a lot of people around us and I think the world has changed a lot including Australia and all nations in general. You know, if someone says something that's worth saying, they tend to attract followers rather than [inaudible 0:28:04.1] I think my advice would be if it is niggling at you and you think it is going to benefit more than just me, that is a bloody good reason and motivation for me to say, "Hey, what about this idea?" and then people will come and talk to you and then as a group, you can go write an email and copy the group.

Saying, "Dear boss, we think this might be a good first step to opening up technology to women."

[0:28:29.4] SD: Absolutely.

[0:28:30.4] PJ: It's amazing.

[0:28:30.9] SD: Yeah, I agree. Thank you so much Joe. It's been an absolute pleasure to have you on the show today and obviously, you've given us great insights from your perspective, from your lens and we look forward to following the journey of Brilliant Women Global as well further. Thank you for joining us on the show. Until next time listeners, this is The Mentor List.

[END OF INTERVIEW]

[0:28:52.1] PJ: 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]

[0:29:21.8] 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 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.

[END]