



Defining Moments of Leadership with Marsha Acker and Melissa Boggs on Unconventional Leadership



Marsha Acker:

Hi everyone, I'm Marsha Acker, and this is Defining Moments of Leadership. Welcome to season two. It is so good to be back and thanks for being here. I'm really excited about the second season. So many fun things are coming up. We have an all-new lineup of leadership voices. I have a new book which will launch the first of next year. It's called Build Your Model for Leading Change, a guided workbook for clarity, confidence in leading yourself and others. And it's very different from my first book on Facilitation.

And this past summer we actually did something I have never done before. I released an early bird edition of the book and it was incomplete, not perfect, and missing over four chapters. So, the book is complete now it's off to final design and looking at bringing that forward in the new year. And we had just really fabulous group of people who joined us in September as part of a book club who were reflecting on the process of building their leadership model. So much really fun stuff since I saw you last time in season one and more to come on model building this year in season two, including a series of episodes that we're going to take a deep dive into that process of model building. So, lots coming in season two.

Let's focus on today. So today my guest is Melissa Boggs, and we are exploring the concept of unconventional leadership. What's it takes to lead in a way that does not fit with traditional societal norms of what leadership might look like? I feel like we could probably make a whole season on that topic alone, but we're going to take a deep dive into what that looks like and some tips for how to find your authentic leadership.

So, before we do, let me give you a quick intro to Melissa. Melissa Boggs is a keynote speaker, leadership coach, and employee experience designer. I love that. She is the host of the podcast, Wild Hearts at Work, redefining our relationship with work through stories and conversations with those challenging the status quo of today's workplace. And Melissa is a former executive with a background in leadership, business and product development. She's a former nonprofit board member having served on the board of directors for both the Scrum Alliance and Agile Denver. She was privileged to present at the 2020 World Business and Executive Coach Summit and at the 2021 Women Tech Summit and has been featured in business coaching, business agility, emergence and authority magazines. So welcome to Melissa, let's dive in.

Welcome. Today I have with me Melissa Boggs. Melissa, I am super excited to have you on the podcast today. You have your own amazing podcast called Wild Hearts at Work, where I've listened to some of the episodes and you tackle some really relevant, important topics facing all of us today. So love your work there. And you've also been a board member for Agile Alliance and Co-CEO of Scrum Alliance. So, I think the first time that I met you was actually in your leadership role with Scrum Alliance. So anyways, with that, welcome.

Melissa Boggs: Thank you, Marsha. Thanks for having me and for the little shout out to Wild Hearts at Work. I appreciate it.

Marsha Acker: Yeah. So here we talk a lot about leadership and defining moments. And one of the things that strikes me as I think about just your bio and some of your background and also wanting people to get a sense of who you are, but I would imagine that your CEO role at Scrum Alliance was memorable, but I'm curious about what would your 10-year-old self say about that role? If you can take us all the way back in time to imagine what that might be.

Melissa Boggs: When I was 10, I went to a very small private school in Alaska. I was very, very nerdy. And I say that was so much love for my 10-year-old self, and not shy at all, but certainly had my social challenges, if you will. So, I think that my 10-year-old self would've been flabbergasted at the idea that I would be in a role like that. I'm not going to lie; I joined Scrum Alliance when I was probably 39. My 35-year-old self might have been flabbergasted that I was in that role. But yes, it was rewarding, memorable, to say the least. Yeah, a really wonderful time.

Marsha Acker: Yeah. Can you think back to your earliest concept of leadership? What would you have said early on about leadership?

Melissa Boggs: I was really fortunate to have my first job at a company that was really focused on leadership and being people-centric. And I always say that they were so far

ahead of their time. And I joined that company when I was 20 years old. And so from a very young age, I was taught that leadership does not equal management, that we are all leaders, that we have an opportunity to develop leadership in any role that we are in. And again, just the fact that I learned that as a receptionist when I was 20, and I was at that company for 12 years and it really did shape everything about who I am as an employee, who I am as a leader. I was in training and development also relatively early in my career, and got to co-teach a leadership class that we did for our entire company.

And I learned a lot through that as well, not just through the content, but through just hearing people's thoughts about leadership as they came to the class, hearing people talk about, of all ages. We had everyone in this class from our youngest, myself, to folks who had been in the workforce for years. And so I got to hear this spectrum of what does leadership mean?

And then my first 'leadership role,' formal management role was, I was probably about 28, and I was so incredibly fortunate that I actually got promoted to that role at the same time as a couple of my peers. It was this big moment where three or four of us all became managers at the same time together. I was the only woman and those guys became my brothers, because we were all managers for the first time all figuring it out together. That's what we learned about agile principles. It was a very formative time for my career and I was really lucky to have this group around me that supported me and them of course. So yeah, that was my first 'management role.'

Marsha Acker: I'm curious about the concept of having other people with you in that journey because it sounds like it was memorable to you. So, what was it like to have other people walking that same path with you in that moment?

Melissa Boggs: Again, I felt super fortunate. We bonded. We became close very quickly, and some of them, again, I still to this day am quite close to. In fact, a couple of them we went on to other companies together. We would just reach back and pull the others with us. But yeah, it was a support system that frankly I took for granted until much later when I looked back. I was a woman in tech, so that first role was a QA manager role, and I was alongside a development manager, a product manager, actually two development managers. And so, I was the only woman, the team was probably five or six. It was just that three or so of us were promoted in together, and it was many, many years later. I used to always think that I had never experienced sexism in the workplace. I used to always say, "Oh, I believe women," trust me, I believe that it happened, but it's just never happened to me.

Marsha Acker: Yeah.

Melissa Boggs: And it was many, many years later that I look back and I realize that it was because I worked with this group of guys for, again, two different companies over the course of probably seven years that I didn't experience it because they protected me from it. I look back and I remember times when even if one of them accidentally interrupted me, one of the others would say Melissa was speaking, let her finish. And I just took that for granted and realized like, "Oh, maybe I had experienced it, but they just of made sure that it didn't impact me." And that was pretty impactful too, to recognize that they did that. And I'm not even sure if they knew they were doing it or not, but I was really fortunate in that way. But it did make me a little naive for a few years there.

Marsha Acker: Yeah, I think there's something about, as you are talking, I can remember back to even cohort experiences that I've had when I've been learning a new skill or taking something on or really trying to chart a new path and the invaluable feeling of having people with you and for you, that both maybe you feel like you can fail together or get it wrong, but you can also ask questions and who are supportive in nature. I think many times people have to go outside their organization to get that or they have to do programs outside. So it's just striking me that I hear in your story the importance of having others with you in your organization to do that.

Melissa Boggs: Oh, 100%. And we just had fun too. I mean, being so serious about it, oh, they protected me from this and that, but also, I remember, this was a while ago, but we used to have to test in production, which meant that we had to do overnight releases and we made it fun, not just the managers, but with our teams. We used this app called Turntable that doesn't exist anymore, but you could go in and share music with one another. And so, we would do that all night long when we were testing.

And I also remembered that my peers insisted that their team show up all night long, even though it was really my team that was on the spot so to speak. But the development managers would make sure that the developers were there in case anything happened or came up. And that just felt very supportive. I mean, they could have been like, "We'll call you if something comes up," but they were like, "No, we're all one team here, so we're going to show up all together as one big team."

Marsha Acker: Nice. So, it sounds like they set a fairly high bar. Did you ever say yes to a lower bar and then have to course correct, or did they just set the bar and you said from here on out, I know that's what I'm looking for?

Melissa Boggs: Certainly. I think every company wants to be a good place to work and leaders want to be good leaders, but sometimes we're misguided, sometimes things are

missing and sometimes it's not that it's a bad company, it's just a values mismatch. I several years ago sat down and actually wrote my own mission statement and my core values for myself, having nothing to do with whatever employer I worked at. And so, I'm very picky about I need to be in a role or work with a company even as clients that would allow me to show up in those core values and allow me to chase that mission. And so, prior to doing that, when I didn't have that kind of clarity, I'm sure that's why I ended up in a couple of places over time that again, we're not bad people, not bad companies, but there was just a mismatch in the value systems.

Marsha Acker: Yeah. I love the idea of defining your own mission and values.

Melissa Boggs: I wouldn't say forced into it in a negative way, but it was when I was pursuing my certified enterprise coach credential with Scrum Alliance because it's a pretty lengthy application process and there's some pretty deep soul-searching questions that you have to answer. And I don't remember if one of them was specifically the mission statement, but it was something that it assumed that you knew what your mission statement was and your core values. And so yeah, it took me a number of weeks to actually get down to it, to spend the time and understand myself and what I really wanted in my career and the impact I wanted to make.

Marsha Acker: What helped you get clear about it? Did you have a process that you worked through?

Melissa Boggs: At the time I didn't have a clear process. I had really good friends and a support system. People who knew me well, that knew my career history and could probe me a little bit and go, "What was really good about that role or what felt valuable or when did you feel valuable in that role?" It was so impactful to me that when I do one-on-one coaching with leadership clients, I take them through this. It's one of the first exercises that we do, is what is your mission statement? What are your core values as a person? And I have to say, one of the most difficult things for people to do, and I think this is telling, is to separate their own from their current employer.

Marsha Acker: Aha. Yeah.

Melissa Boggs: And I have to nudge them a couple of times through the process with most people of like, "No, I don't care what your current job wants from you. What do you want deep down in your soul?" I always tell people, when you're retiring on the beach with Mai Tai or your mocktail, what do you want people to say about the impact that you made in the world? And it is really hard for us, all of us to disentangle. We're so used to wanting to impress our current boss or our

current job and be impactful. And that's great. None of that is bad, but we need to have clarity about us, about our own work in the world.

Marsha Acker: As you say that, that has certainly been my experience as well as the really tightly intertwined, who am I? And then where do I work? And that really affects my core identity. What do you make up about that? Why is that?

Melissa Boggs: Oh, capitalism. We are taught from a very young age to enmesh our identity with all kinds of things. To enmesh our identity with how good our grades are at school or who our current partner is. It's problematic in my opinion, because some of us, I'll just own this, get to be in their 40s and they're like, "Oh wait, who am I?" Aside from this job or aside from this partner? But yeah, it's just built into the system for us to base our value on things like productivity and again, what our boss thinks about us or what our partner thinks about us rather than, "No, my value stands alone and that's what I bring to the relationship." That's healthy to me. But we have to unlearn some of these things now.

Marsha Acker: Yeah. It points to this concept of actually being in relationship with the place that you're working and the people that you're working with rather than being dependent on it, even though there's certainly maybe some nice things about having a steady paycheck or having the work that you care about to do, but as you speak about the difference between healthy and unhealthy, I think there's this clarity and confidence that can come from really owning your part of that.

Melissa Boggs: 100%. And you're just singing my song, by the way. Because if you go to my website, I'm not trying to promote myself here, but if you go to my website, my tagline is that I help leaders close the gap between them and their employees. Because what I recognized having been on both sides is that it is a relationship and it's not a one-way relationship. We all have to take part in it, and there's empathy needed on both sides of that relationship. And so, I try to help leaders to understand that they need to have empathy, but they also need to advocate for themselves. And that's hard to do when you are in a position of power. But leaders do require rest also. Leaders do require understanding and empathy as well.

And so absolutely it's relationship and it's understanding that you are a whole person and you can bring that whole person to the table. I've seen a lot of folks in the last... During the pandemic a lot of folks lost their jobs and some of them who had been in the same job for X amount of years or the same industry might be starting over. I know a number of classroom teachers who are trying to start over in the corporate world, but they had believed they would always be teachers. And so, who am I now? What do I have to offer? What is transferable? What I'm I if I'm not a teacher? And so, I think it is so healthy for us to recognize

I have a set of skills that are irrespective of my role or my employer. I have value to bring to the table.

Marsha Acker: I love that. I have value to bring to the table. That would be a great journaling question.

Melissa Boggs: Ooh, yes.

Marsha Acker: Yeah. So it's so helpful to hear just a little bit about your journey and your take around leadership. I'm curious if you were to think back over your whole trajectory, is there a moment that you would say, or, I'm sure there are many moments, but a moment that you'd want to talk about around a defining moment of leadership for you?

Melissa Boggs: Sure. I think we overused the term authentic leadership, but that is what the theme essentially was, was showing up as myself. So, in that team that I referred to when I was in my very first management role, again, I was the only woman. They were very protective of me, but in their protectiveness, there were times that they would be like, "You need to be more like this." And that this was always masculine. It was always, "You need to be more aggressive or you need to be more loud, or you need to hold your team accountable." And it was using accountable in that very, you need to force them away basically. And at that time in words, I stood up for myself. Even that early on I was like, "No, I'm going to manage the way that I manage," but it 100% caused imposter syndrome and caused me to be like, "Oh, well I'm not leading the way that they're leading."

And so that sat with me for a while, for a couple of years, even in other roles. I continued to still lead my way because what else was I going to do? I was me. But it sat with me in a certain way for a number of years. And I think the second defining moment was when I interviewed for my role at Scrum Alliance as Chief Scrum Master co-CEO. I was talking with a really dear friend about... I had to come in and do essentially a presentation, and then there was a set of question and answer interview style. And I was speaking with a very dear friend who knows me very well as a leader and trying to put together this deck. And at first, I was really trying hard to impress, trying to prove something in this deck.

And I don't honestly remember exactly what he said, but it was something along the lines of, "What are you doing? Be yourself." And I sat with that and I thought, "I am a 'unconventional leader.' I don't want them to hire me unless that's what they want." It took him saying that one thing for me to come to that conclusion. So, I went into that interview again, defining moment here. The very first thing I did was I asked them to stand, and we did a rock paper scissors

tournament. This is the board of directors and the existing leaders at Scrum Alliance at the time. I followed that up with a retro, where I literally had the board write down, it wasn't a retro so to speak, but a retro style conversation, what are you looking for in this leader? And post it notes and sharpies, the whole thing.

And then when I did the presentation, I kicked off with the silliest photo of myself and my husband and my kids making silly faces. And the entire deck was really talking about my vision, who I was as a leader. And the statement that I was making was, "Do not hire me if this is not what you want." And I meant it. I really wanted the job, but I didn't want it if they were going to expect someone that I wasn't. So then when just, I don't know, two or three hours later, they offered me the job. I was able to enter that role with so much confidence and the authenticity because I knew that they knew what they were getting into, you knew what product you were buying when you bought me. And that allowed me to take that into my entire two years there where every day I'm like, "I'm showing up the person that I told them that I was." And I have to say to their credit, I mean they backed me up every step of the way.

Marsha Acker:

You talk about receiving feedback along the way of, "Man up or be somebody essentially that you're not." And I can't tell you the number of leaders that I feel like I talk to who are coming into a coaching conversation. And it was somewhere along the way gotten some kind of feedback that just, "Here's the behavioral model that I think you should fall into if you were going to be better." And the dissonance that it creates when you hear that. And I think a lot of times part of the dissonance is, "I don't know what it would be or look like. What would I be doing that would have me be more articulate or man up or whatever." So, I think there's the dissonance even in what would I do?

And then there's also the dissonance that's created from, and that's not me. So I love the story that you're telling about really stepping into who you are and owning who you are. And I'm curious if there's anything in the lead up moments in that and that decision of go this way or that way, and the tension that I imagined, I think we all feel in some of those moments of, what did you decide to let go of or what did you decide to move towards?

Melissa Boggs:

I'll tell you what's funny, my father's side of my family are very proud of who we are. And there were times in my young career that I would for a second question myself, but I literally could hear my dad saying, "You know who the heck you are? You are my daughter. You are yourself. You are Melissa." At the time, it was Brooker. And it's just so funny because I do have this inner voice that is very confident in who I am and what I bring to the table. I've always had it because of my dad and my mom. And so, what was always the tension was,

there's that voice and then there's society and there's battling in my head, and my dad's always going to win in my brain. And so, they're not kidding. It does become your kid's inner voice. I've been very careful about what I say to my kids.

But yeah, there's that dissonance of I was very fortunate to have super supportive parents who told me I could do anything I wanted to do. And that has stuck with me. And then you've got these other voices and it's like, "Who do I believe?" Well, I'm going to believe my parents in this case, I guess, or at least they're echo in my brain. There were even times at Scrum Alliance where... Here I am, a CEO and making very difficult decisions. And I don't care what people tell you, CEOs question their own decisions. And I would call my dad and be like, "Did I do the right thing?" And my dad would say, "You know who you are. You know what's right for this company?" And I have no shame of calling my dad at 40 years old and being reminded of who I am. But it doesn't always have to be your parents. I think we all have friends like that too, who know who we are, who can just confirm and affirm what we bring.

Marsha Acker: I feel like if somebody might be listening to this podcast and going out, they might be wrestling with a tough decision or a decision that impacts a lot of people, or they're interviewing for a job. Anything where they notice attention, maybe they can borrow your father's phrase that says, you know who you are, you know what you stand for, and you know to trust yourself in those moments, because it feels like really wise guidance to remember in the moment.

Melissa Boggs: Absolutely. He would not mind at all. So, you can borrow my dad.

Marsha Acker: That's awesome. So those moments of really leaning to who you are, how has that served you moving forward?

Melissa Boggs: Ooh, that's a great question. I left Scrum Alliance at the beginning of 2021 with a full heart. And I will say till the day that I die, how much I love that team. My former Scrum allies, you know who you are, I love you. And I ended up working at another, a tech company in an executive role for a period of time. Again, wonderful company, but I found myself missing the one-on-one connection of not being in a big corporate setting, but rather connecting with people one-on-one as a coach, as a leader. And this week will be one year since I left the corporate world, the non-profit world, all the worlds, and went out on my own as a coach and a speaker. And that in itself was the most stepping into myself that I could possibly do, because I only have me to rely on.

I have to make decisions based on my core values because they're just mine. I'm not entangled with a bigger company or anyone else. And having been through

those prior experiences gives me a lot more steadiness in those values and in that mission that I have and the ability to make really good decisions around that, I definitely make decisions about what clients I will and will not work with. Not because I dislike them, but I don't think I can serve you in the way that you need to be served because our values might not match. And so yeah, the ability to really own that in a legal and financial sense is terrifying and also terrific.

Marsha Acker: I think there's no better test than being out on your own. Yes, when you're completely relying on yourself. Do you have moments where you pause or you question?

Melissa Boggs: Oh, 100%. I would say three months in, six months in. There seems to be a quarterly cadence of like, "Do I need to get a regular job?" I won't say a real job because it is very much a real job, but do I need to be FTE somewhere? Yeah, I would say at the three-month mark, at the six-month mark, by the nine-month mark, it was like, "No, I can do this. This is going to be okay." And like I said, now I'm three days from hitting my anniversary and the work that I get to do is the work that means the most to me. I'm actually going in a week to do a talk in Chicago about what... Well, I'll spoiler alert this talk too, the five things that employees need to increase their own engagement. And it's not about the leader needing to increase their engagement, it's the leader needing to provide the environment that is engaging.

And that is so exciting to me. That is so fun to get to go and have these conversations with people. Because it's not just me 'giving a talk.' It's like then we engage in a dialogue and we're like, "Oh, that's a great idea. Let's do that." And I take that into my next coaching session. It all ties together. So yeah, I couldn't be more happy.

Marsha Acker: That's fantastic. Do you have any advice that you would give someone who maybe in a situation where they got some feedback that's dissonant for them or they feel like they're being asked to be somebody who they're not? What would you say to them or what's the piece of advice you'd give them in this moment?

Melissa Boggs: I think when we have dissonance, it's obviously because there's some competing ideas going on in our brains, but I'm not always sure that we know what the competing ideas are, if that makes sense. If we haven't taken the time to actually sit down and say again, what is my mission? What are my values? What matters to me? Then that dissonance is even harder to grasp. It's like it's swirling around in your brain because you can't pin it down and go, "Oh, I have dissonance because these are my values and what I'm being asked to do is in contradiction to that." So, my first piece of advice would be... It's hard to do this

in the wake of feedback. So, my proactive advice would be, figure that out before you get the feedback.

But if you are in that place, sit down and try to understand, put the feedback aside for a moment and just say, "What is it that I value? What are the characteristics that I value in leadership? Who do I want to be? Who do I want to show up as?" Then take that and contrast it to what you're being told.

And it might be that the feedback that you're getting does get you a step closer to that and you just needed the clarity, or it might be in contradiction. And if it is, then you have to decide what you're going to do with that feedback. But it doesn't change who I am. Sometimes can tell us more about them than it does about us. And that's not negative. It tells us how they want to be interacted with, how they want to be led, and then we can take that and if we understand ourselves, we can try to, I say braid those things together, but know that when we're interacting with them.

Marsha Acker: Yeah, I love that advice. I love what you said about how they want to be led. That's great. Well, Melissa, I'm curious about what you're passionate about these days. Where do you find your energy going?

Melissa Boggs: Ooh, that's a big question. I have two passions that are compatible. Maybe that's the way to say it. I do one-on-one coaching with leaders who really want to be different. I mean, this is where Wild Hearts at Work came from as well, is I have a lot of passion around non-hierarchical organizational structures, around frameworks like holacracy, sociocracy, organizations that are moving toward a more teal perspective if you think about Lulu. And so, I work with leaders who want that, who to create that kind of environment in the organization, which is not easy to do, especially if you're not building from scratch, but rather trying to turn the tide on something.

And so I do that work and then I also am just really passionate about getting out and spreading that same message, but in a bigger way through conferences and speaking at companies by invitation and just sharing that it is possible. And that is why I started the podcast is I got so tired, even as an agile coach of people saying, "Oh, that's nice," in theory, but in the real world... I started the podcast so that I could bring people on and be like, "See, in the real world, people aren't doing this. This is real. It's not a fantasy."

Marsha Acker: I love that.

Melissa Boggs: Listeners, if there's anything that annoys you, apparently you can just start a podcast about it. I have had so many cool stories on the podcast of people just

challenging things, challenging what we believed to be true when we were early in our careers. And I always talk about how I look at my kids, both of my kids are teenagers, very Gen Z, and Gen Z is not putting up with any of the BS that we put up with. And so we have to be ready as a society when these kids reach the workforce, because we're already seeing the pushback, but it's going to get stronger. We have to be flexible and nimble as a society and in our workplaces because that is the expectation of this generation that's coming behind us. And I'm so proud of them. I mean, I wish that I had an ounce of the grit that this generation behind us has.

Marsha Acker: My daughter started high school this year and we went to the orientation back to school night for parents, and I'm in love with the principal, but the school has a mission statement that talks about being both a learner and demonstrating leadership. Learning, leadership and diversity are their three-core mission and values. And I'm thinking, "Great if these are our future leaders, I'm okay with that," I don't know that I would've been able to define leadership for you at the age of 14.

Melissa Boggs: Absolutely, agreed.

Marsha Acker: Well, Melissa, I end every podcast with just a speed round of questions. So are you ready for that?

Melissa Boggs: I'm ready. Let's go.

Marsha Acker: Cool. Okay. So, the deal is just whatever comes to mind as I say it. So here we go. Leadership is...

Melissa Boggs: Challenging and rewarding.

Marsha Acker: A piece of advice I would give my younger self is?

Melissa Boggs: Be you.

Marsha Acker: One thing people sometimes get wrong about me.

Melissa Boggs: I am not an extrovert. I am deeply introverted.

Marsha Acker: Something that brings me joy.

Melissa Boggs: Roller skating.

Marsha Acker: When you look forward to the future, what kind of leader do you want to be?



Melissa Boggs: A loving one.

Marsha Acker: Awesome. Melissa, thank you for coming today. It's an absolute joy to talk with you and thanks for being willing to share some of your perspectives and moments of leadership. If people want to get in touch with you, what's the best way for them to do that?

Melissa Boggs: Melissaboggs.com. Also, my email is just Melissa @melissaboggs.com, and I'm pretty active on Twitter @MelissaDBoggs.

Marsha Acker: Perfect. Well, awesome. It's been great to have you. So, thank you so much.

Melissa Boggs: Thank you, Marsha. It's been fun.

Marsha Acker: Authenticity, clarity and confidence comes when we get really clear about who we are and what we stand for. And I love what Melissa shared about getting clear on her personal mission statement. As you hear her talk, it's almost the core of how everything she does centers around that statement. And I think it's this clarity that allows us to take a stand for how we want to show up and how we lead. And then it gives us permission to invite people to either join us or choose you or not. And it's okay if they say no because I think there's lots of data and then that's not the place for you. And it also, I think, gives us clarity in when we run across feedback that says, "Hey, you're not doing it in a conventional way or you're not doing it in the way that might work for me."

I think the second big takeaway that I had from this conversation with Melissa is how to process feedback. And we'll all receive feedback, lots of feedback, it's a gift, but when you get the feedback, remember that it will likely be through the behavioral model of the other person. Feedback is as much about the other person as it is about you. And I love what Melissa said about that. That feedback is data that tells you how others want to be led and interacted with. And then you have to decide what you want to do with that. So thing is like, what do you hear in the feedback? What's this piece of feedback mean to you? Even if it's only 2%, what part of it is for you? What can you learn from it? And what's the other person asking, even if it's in an unskillful manner.

I really appreciate you being here. If you want to continue the conversation, come join me on the Facebook group in the defining moments of leadership community. Keep growing your leadership range and defining your own model for leadership. And I'll see you next time.