



Defining Moments of Leadership with Marsha Acker and Oksana Kubushyna on Trusting Yourself



Marsha Acker: Hi everyone, I'm Marsha Acker and this is Defining Moments of Leadership. My guest today is Oksana Kubushyna, and we are exploring what it takes to really trust yourself as a leader and battle the inner critic in your mind, as you push your own edges, you make mistakes and learn and grow. I think it's a really rich conversation, so I'm really excited that you're here.

Before we dive in, let me tell you a little bit about Oksana. So Oksana is the Vice President of Entertainment Operations for the Entertainment Division at Riot Games. Her goal is to imagine and develop bespoke experiences and products like animation, film and interactive narratives, music, consumer products and beyond, that deepen players' and fans' connections to the universe Riot has created in League of Legends. After joining Riot in 2014, she quickly rose through the ranks holding positions including Head of Infrastructure, Development Director for League of Legends, Founder and Head of Riot Platform Group, and Vice President of Game Studios Operations, helping build the foundation for launch and operating Riot's new games globally. She's also been a leader of diversity and inclusion efforts within Riot. Her passion for the advancement of women in games and tech reaches beyond Riot, and she has been honored by groups such as Girls Inc and Wonder Women Tech. Let's dive in.

Well, Oksana, welcome to the podcast.

Oksana Kubushyna: Thank you so much. Thank you for inviting me.

Marsha Acker: So you're currently the Vice President of Entertainment Operations at Riot, is that right?



Oksana Kubushyna: Yeah, that's correct.

Marsha Acker: What does that look like for you on a daily basis?

Oksana Kubushyna: It's kind of like COO role, it changes depending on the day and on the circumstances and on who you have around you. So Riot Entertainment Team was fairly new, was formed about a year and a half ago and formalized at that time. And so my job for the past year and a half was to help basically bring in a new team and rebuild the leadership, help establish all of the processes and procedures and tools that allow us to operate. But at the same time, somewhere in between, we also shaped a small TV series called Arcane that recently won Emmys and broke all sorts of records.

Marsha Acker: Yes. Nice. And is that part of what you're responsible for?

Oksana Kubushyna: Yes. So within Riot Entertainment we have multiple groups. We have consumer products, we have a video game branch called Forge Games, which works with amazing indie developers. We have a music group, focused on building amazing music experiences for us, as well as the hope of building location-based experiences. We have a film and TV group which launched Arcane but also hopefully we will see more from them in the future. And consumer products as well. So building amazing products, everything from statues to... We also just released our new book called Ruination that was from our consumer products group as well. And my job is to help operationalize basically all of them individually but also within the umbrella of greater Riot Games company and help them integrate with the rest of the organization.

Marsha Acker: That's awesome. It's a lot going on.

Oksana Kubushyna: It's a bit.

Marsha Acker: Yeah, just a little bit. Yeah. Well, I'm curious about if you were to take us back in time, what would your 10-year-old self say about the role that you have in leadership now?

Oksana Kubushyna: I would never believe it. I would never believe I'd be here. When I was growing up, I was growing up in Ukraine actually, and United States was something I read in the books or watched in movies that were kind of bootlegged into the Soviet Union back in the day. And leadership was not a concept back then, and when I was growing up also it was more about just focusing on day-to-day and this perception that leaders are something unachievable something far away, somebody far superior to you who somehow got the keys to the kingdom. It was



never an option of consideration or aspiration even. It was more around just do good in school, get a good job and hopefully that was the success.

Marsha Acker: Do you have a concept of when you could first think about the concept of leadership?

Oksana Kubushyna: Leadership was not necessarily a concept that was taught. It was more like which algorithm to use and all of the thoughts were in that space. I graduated college, I got a job and I was working as a programmer for many years before I was asked to step in as a team lead. That was the first time where I was forced to start thinking about myself as maybe leading and actually realizing maybe what I was doing up to this point was also leading without actually labeling it. You can be leader without any title. And the head of studio came to me and he's like, "Hey, we think you should be the team lead for this team leading these features." And I'm like, "No, no, no. What are you thinking? This is not happening. You're wrong. You must be mistaken." I was shocked and I also was a woman in a mostly male environment, and I constantly felt that these guys know more than I do, constantly.

That was a very persistent feeling because whenever I would go to work, somebody has read this book I haven't read or knows this algorithm or researched this library, and I felt constantly behind. And they also spoke with such confidence, which I didn't feel inside that I had. So it was explained that in fact I do exhibit some leadership skill set. I keep advocating for doing the right things for the team, for the product. I tend to organize people around certain actions. I tend to create harmonies or when people disagree, I'm able to navigate disagreement to a good outcome, that's shared and valuable for the entire team. And however, I was recognized for that and given an official title and now all of a sudden, I had to do it officially, which scared me a lot.

Marsha Acker: That's awesome. What I hear is you beginning to notice or put definitions around things that were just coming naturally for you at the time.

Oksana Kubushyna: That is very true, Marsha. At some point during my journey that, while I was able to do things, I was not able to explain to somebody who was asking for advice or mentorship. I was not able to explain what is it that I do or give them concrete framework to follow on their own. And so I try to formalize a lot of these learnings that I acquired over time. It's like your mind is your battleground. I am my biggest critic. I will prevent myself from taking the next step. I will maybe not act because of a fear or a self-doubt and overcoming that, that's the battle, not actually what you do through your work. So I learn a lot of frameworks throughout the years.

- Marsha Acker: I love it. I love your phrase, your mind... What did you say? Your mind is your biggest battleground.
- Oksana Kubushyna: And I found if I am able to overcome that, then there is nothing that can stop me.
- Marsha Acker: Yeah, I love that. I think that certainly has been my experience for sure and in my own leadership journey and then certainly watching others, is that we are often the one in our way the most, and it is what we believe or how we think or how we're looking at something. So I love how you talk about, what I would say is, reframing your mindset or perspective and channeling music or something that helps you reframe that and look at it differently.
- Oksana Kubushyna: Yeah. The other thing I kind of realized is that what's usually holding you back is fear. And fear is a terrible reason not to do something and I try to think about what am I afraid of? And there are different things you're afraid of, but generally speaking, most people are afraid of failure. Failure is the opposite of success. And then I start asking what is a success? Because throughout my career, there are a couple of moments where the definition of whether I failed or succeeded could be either/or. So for example, at the same studio we were working on a pitch, it was a third-party development studio for video games. And usually, the studio like this depends on the publisher for funding, and funding depends on having a great project that you can pitch to a publisher that they can fund, which will pay all the salaries for the studio.
- And I was put in charge of creating a pitch like that for a small project and literally the future of the studio was riding on the success of this pitch. And I put together a pitch, we build a prototype, went to pitch, and then we didn't get the funding at that time, which led to some layoffs. That was very difficult, and in one way, you can say it was a failure. And that was kind of when I was looking for my next opportunity, I was searching inside myself to figure out how do I then go to another place and say, "Hey, hire me because I'm a failure, I failed, but hire me anyway." What was my mindset is, how would anybody want to hire me after that? And so what I was not seeing is all the success that led to it and also all the external circumstances beyond my control, but it also allowed me to find or actually define success for myself, which I still use to this day.
- I read a book by John Wooden, I don't know if you know John Wooden, but he's an American basketball coach and he won a bazillion national championships and set all sorts of records, so he knows a thing or two about performance and success, and he defined success is the piece of mind knowing that you have done everything you can to be the best you're capable of becoming. It's a mouthful, but basically what it says is if you did your best at a given time, then

you are successful. So now I try to, at any given time, do my best and if circumstances don't play out, also try to be kind to yourself. You will not win at everything, but you are winning if you are trying your best.

Marsha Acker: I love that about trying your best. How does that help you today? Do you ever find you're pulling on that particular frame or definition of success?

Oksana Kubushyna: All the time. Yeah, I come from video game industry. My entire career was in video games, and I took on this new role in Riot Entertainment, which is music, which is books, which is film/TV, which is consumer products. None of that I've done in the past. And so I constantly question what am I doing here, what value am I adding? And as you can tell, I'm still struggling with a little bit of self-doubt. And this is the one definition I keep coming to is, first of all, trust yourself but also always try to do what's right in a given circumstance and defining what your best is a bit tricky too. Because first of all, you kind of know if you're not given it all. Inside yourself, if you're taking shortcuts or if you are avoiding something, you will know. And so I try to remember this whenever I feel like that.

And also when you avoid doing something because you self-doubt. So if I'm like, "Hey, I don't know how consumer products work so I'm going to kind of defer this to somebody else," what I try to do, this mental gymnastics, again, the battle ground is in your head. First, I wrestle with myself. It's like, "No, okay, your best here would be to go and figure it out, how to get it done, go to talk to people, go find out what the right outcome is, learn and then act, and if you make a mistake, learn from the mistake and keep getting better." So that would be my best. And so then I try to do that despite the feelings I may have a fear of self-doubt, that stuff. And so that's kind of how I've learned to operate.

Marsha Acker: That's awesome. We talk a lot about, certainly in the world of agility, this notion of failure and fail fast and learn from your mistakes. How do you bring that into working with teams?

Oksana Kubushyna: I think when you work in a high-performance culture where people are very smart, very intelligent, but very high EQ but also very high self-doubt, they tend to be very hard on themselves. They tend to strive for perfection and then they tend to be very hard on themselves when something doesn't go the right way or when they see something going the wrong way and they're unable to influence it. And the way I apply this in that scenario is just be very kind. I actually learned a lot from you and from other coaches. I've learned about this wonderful discipline of coaching for performance, coaching for life skills. So I employ a lot of coaching skills that I've kind of picked up over time to help people navigate through their perceived failures and help them see that it's not a failure. The only way to fail if is not learning, because the other part of this is safety.

You got to have the right support system in your leadership to feel safe to fail. So I try to help people when they struggle, help people when they self-doubt, help them be safe and kind of work through that perceived failure or maybe actual failure to see the light at the end of the tunnel. And then when they actually come through on the other end to recognize that they actually managed, they survived. Not only they survived, there is this kind of notion of anti-fragility, they become better because of it. It's not that you just persisted through it, they become better because of it. And once a person realizes that and does a couple of reps of that, I think it becomes much more natural for people to then lean in and take risks and fail without feeling like it was a personal failure.

Marsha Acker: That's really helpful. And as you think about this whole trajectory or timeline of your leadership journey from very early on to now, is there any moment in that you would say is a defining... I'm sure there are many, but a moment that's defining for you or that stands out?

Oksana Kubushyna: I think the biggest moment was the moment when I was asked to take on the biggest role of my entire career. I was at Riot Games at a time and I had a couple of roles, but I was Development Director for League of Legends, huge game. And at that time, I was kind of struggling with supporting the new games that were kind of in development, but people from those games kept coming to me and asking, "Hey, can I get support from your teams on this or that?" And over time, it became clear that we have one game League of Legends, but we have these new games that we're about to release or they were getting ready to release, and we haven't had a formalized way to structure the release. And releasing a game is an incredibly complex endeavor, so it became clear to me that we have to formalize it somehow.

And so I went to the powers that be, the leadership team, and I basically made a pitch that we form a group called Riot Platform, which would be tasked specifically with building all the capabilities needed to transition us from a single-game to multiple-game studio.

Marsha Acker: Wow.

Oksana Kubushyna: I remember I was kind of trying to think about how to do that and I come up with a proposal and I come up with some candidates, internal candidates, for both League of Legends because chunks of League of Legends would move into this platform. And I also identified a couple of candidates for leading the platform. And then I went to our senior most leadership, including the founder of the company, Marc Merrill, who was very intimidating, who is still very intimidating. And I pitched it and I said like, "Hey guys, here's what we should

do. I think should split League of Legends into two groups. One is actually the game, but one is a platform and tasked platform to prepare for the new games."

And we talked a little bit about it, nobody seemed to disagree. And then we started discussing who should be the candidate for leading the platform, leading for release. And Marc Merrill just kind of interrupted everything, "Why don't you do it?" And similarly, to my past and you'll see the pattern here of kind of self-doubt, I was like, "No, there's no way. This is the most complicated, technically challenging, it's most expensive, it's the biggest cost center for..." I've never done something like this before. And surely he made a mistake.

I was thinking in my head how to talk him out of it. So he said, "Think about it." And then I had to do the mental gymnastics again after the meeting to convince myself that maybe I can do it. So that's kind of the biggest moment because I ended up taking the role that was the biggest but also most rewarding and meaningful role I had, and also the one that caused the most pain and growth for me as a leader, and as a human as well. So I would say this is probably the most defining moment in my career.

Marsha Acker: I just imagine this moment of you being passionate enough and visionary to see a path forward. And it sounds really clear, at least as you tell the story today, about the proposal that you were making. Did you think about putting yourself forward or that had not even crossed your mind?

Oksana Kubushyna: No, I absolutely thought I was not qualified. There was no way. It was the biggest group. I only managed a group of about 150 people for maybe four months directly. That was the biggest role previously. This was a group of 350 people, which included incredible costs. All of our infrastructure, like data centers around the world, I had experiences leading up, like building blocks towards my ability to lead this. But if you were to hire me from the street, I would not be able to. That's, by the way, the other thing I love about Riot Games, it's frequently that's how people tackle big problems is rather than hiring somebody with deep experience, people with high potential were given a chance. So I feel like I'm very grateful for Riot for giving me a chance on this as well. In my mind, I completely did not feel like I was ready.

Marsha Acker: I love it. And you said yes?

Oksana Kubushyna: Yes. After a long debate with myself, I did. Long session of working out and listening to Eminem.

Marsha Acker: You should call up Eminem and say thank you for saving-



Oksana Kubushyna: I should.

Marsha Acker: Oksana, how did that role grow you? What are you most grateful for?

Oksana Kubushyna: I say I'm grateful for the pain. It was incredibly painful. It was very difficult because I had to learn so much in such little time. I'm very grateful for my manager at a time, Scott Gelb, who helped me kind of navigate and build my confidence and made it safe too. And Marc Merrill as well, and other leaders at Riot who believed in me, so when I questioned myself, they said, "No, no, keep going. You got this." I'm grateful for people who are willing to give me feedback. There was a lot of feedback, which is what made it very painful as well. I'm very grateful for Riot's cultural feedback. Sometimes we still get people where they come from other studios or companies and they tell me they never received a single piece of feedback in their career. It just blows my mind because they have been robbed of the opportunity to learn. I've received so much feedback.

Sometimes it was very critical. I still feel kind of the pain from some of my decisions that were maybe not great. I did not navigate some of the challenges well. I had to let somebody go from a role that I felt they were not doing a good job. That was an incredibly difficult decision because that person also was navigating their own personal life challenges. And I had to struggle with, do I do right by the human and let them keep their job, or do I do right by the team and the project, because that person was clearly not the right person. So learning to navigate this and building frameworks in my head, for example, this advice, I don't know if you remember Andre Benhamou, he gave me one time, it's the best way to fire somebody is to help them realize that they're not the right fit for the job, so have them fire themselves. A framework like this help me navigate to have conversations going forward. So yeah, there's lots to be grateful for.

Marsha Acker: Yeah, I hear the growth and the pain as you talk about that story. I think anybody, I would imagine just about anybody in any kind of formal leadership role where you're managing people, has likely encountered something like that in the past where they've had to wrestle with the tension between the person or the team or what's best for the organization. And so I don't think that's ever easy.

Oksana Kubushyna: No. And there was many, many painful examples. But another one that was particularly painful for me is when people I was leading, who were previously maybe peers and who we had really great rapport, maybe didn't do a great job in their role. And I had to give that feedback and they questioned me in return. It's like, "Hey, you don't know what you're doing." It was incredibly hard for me to also navigate a feeling of personal loyalty and attachment to the human and

a sense of self-doubt because, especially in the first two years or however long it took, I constantly felt I did not know what I was doing. And so for somebody to verbalize that to me directly and point out, "Hey, it's you who are messing up, not me," that was painful. Even though I did believe that they were not doing a good job, and learning to separate their performance from my performance and even if I mess up, it doesn't mean they didn't mess up either. And their performance and my performance are two separate issues to be tackled. There's a lot of stuff like that that happened in between.

Marsha Acker: And I'm curious about, one of the things that I hear is about you and your leadership is pushing edges, pushing yourself, really being in it for the growth and the feedback. How do you also take care of yourself or balance the places where self-care takes precedence?

Oksana Kubushyna: Yeah, I think self-care is critical. I notice most people don't do it nearly enough, myself included. I think the other part of it is kind of finding joy and understanding that your job is not just this slog of serving and suffering. It's got to be joyful and learning what brings joy to you and trying to do more of the joyful things, whether it be throughout work, which makes it feel less like work and burden and more like privilege. And the other part of it is actually it's the unsexy of managing your calendar, building breaks, taking time off. I actually got really burned by not doing enough self-care. It was an incredibly challenging couple of years at Riot, launching multiple games, but also what was happening in the environment and in the market. And I actually did burn out and had to take time off. So I did not do this well.

This is one of the key learnings that I have now is when you run so hard, and the job is hard, part of it is managing your mindset. There is this saying most people are just as about as happy as they make up their minds to be. So if all you focus on is how hard it is, that's what you're going to feel. If all you focus on is the privilege that you have, the greatness, your goal that you're kind of going after, then you're going to feel that. So it's different energy, different mindset. But then also just purely physical effort, taking 15 meetings in a day, probably not a good idea. Skipping your vacation time, probably not a good idea. Sitting in the office without breaks, all that kind of stuff.

Marsha Acker: What did your break look like? How did you carve out time?

Oksana Kubushyna: So yeah, I came to, I would say, a near breaking point. I felt like it was a good breaking point from a product perspective, because we launched multiple games and I felt like everything was in a good place so I could take a break. But also, I felt like I couldn't go much longer without, because I would just simply break. And so I took that break. It was about four months away from work. And

the first couple of months were kind of still in a work mode, I would say. I made a bunch of to-do lists, every single day that I had time to do. And I finally had the time to sort my cupboards and learn how to play violin, which I actually never did, but I made a lot of to-do lists and I tried to finish them, which was like a hangover from that hyper go-go-go mode. And then maybe after second month, I finally started to relax and ease into just being, there's this concept of doing and being.

So I just ease into being, and I started to discover or allow myself to have free time to let my mind wander and to let myself discover new things of interest. I never had time to kind of pursue my interests. I just browsed internet and then whatever sparked my interest, I'm like, "Oh, let me learn about this." I read some books, which similarly, the ones that sparked my interest, I kind of pull on that thread and investigated deeper and allowed me kind of the space to discover what I was passionate about, what I wanted to do, and allowed me to realize that for all this time I was kind of chasing something other people maybe wanted or the circumstances demanded of me, but I was more of a passenger on this ship versus steering the ship myself. And so this time allowed me to figure out, one, that I can in fact steer the ship of my life, and two, kind of find maybe some possible directions.

Marsha Acker: That's awesome. I'm appreciating this journey, this one of a humble, high performance, being okay to fail and also taking time, taking a break. How does all of this shape your leadership today, what you bring in this role?

Oksana Kubushyna: I think I'm much more mellow now. People would describe that I'm not as urgent and as black and white, maybe not as critical because everything feels very big when you're doing it for the first time. Very important, you cannot fail at the smallest of tasks and you kind of don't see the forest behind the trees. Every tree is equally important. And so I was treating everything with that same sense of urgency. And so people felt like they had to kind of perform at all times on all things. There's no room for mistakes or at least not in my head. And now I feel I am able to see the forest a bit better, and I'm able to prioritize what's important a bit better. The spreadsheet does not have to be perfect. It has to be good enough, as long as it serves the goal. And I think, I'm much more patient with people, as well, in their roles.

Before, I kept expecting perfection, I was so focused on achieving the goal and not failing that I forgot that people are going through their own journeys and struggling, and I just demanded so much of them and myself. So I feel like I'm also much less intolerant of other people's mistakes where... It's not even other people's mistakes. It's like when I see something going wrong in the organization, before I would use to wave a flag, it's like, "Hey everyone, we've

got to fix that." And now I'm like, "It can stay like this for a bit. It's not the end of the world while we fix this other more important thing." So it's a bit more tolerance, a little bit more scale, a little bit more patience.

Marsha Acker: I hear it even as you speak in the tone of your voice, there's just more space.

Oksana Kubushyna: For sure. It's easier for me too because when everything is a huge priority or challenge in your head, your life is miserable too, because everything's a priority all the time when it's not really.

Marsha Acker: I appreciate all of that. I'm curious, what are you super passionate about right now?

Oksana Kubushyna: There's a couple of things I do outside of work, which I found during my sabbatical, if you will. I always wanted to volunteer and help underprivileged kids, and it's finding my passion for helping people who are in need. I've been volunteering with this organization called CASA. If anybody's considering, I highly recommend. CASA is a fantastic organization, helping kids in the system who're going through challenges in their families, and it helps advocate for the kids. It's called Court-appointed Special Advocate group, CAS. So I'm at CASA to a couple of kids, and it's just been an incredible and humbling journey, which reminded me also and helped me realize that whatever I'm going through work, does not even compare to what some of these kids are going through in their lives. That brought a lot of meaning to my life. I'm passionate about that, and I'm also passionate about helping people accomplish their potential.

It looks different now because before I was so focused on not failing and accomplishing the goal, now I'm more about helping people to accomplish their goals. It's super rewarding because when you still will reach the goal. You will reach the goal if you have the right people focusing on the right things, but seeing somebody going from struggling to actually crushing it, and actually overcoming their struggles. I have a couple of stories like this where there's a lot of critics, anytime you try to do something new, there's an army of critics that tell you you cannot do it. And helping people kind of like mute that, those voices, trusting themselves and then see how they come out on the other side and thrive. That's incredibly rewarding.

Marsha Acker: Wow. We'll put the link to the CASA organization in the show notes, but I also don't want to totally gloss over what you just said, which is... Because I think it's a really big mindset shift in leadership is this really slight nuance that you just pointed to of going from I'm high performing and worrying about not failing, to what am I doing as a leader to help others to create that environment, for them



to succeed and the conditions for them to fail and have a definition around what success looks like. And I think there's a big shift internally around that.

Oksana Kubushyna: Yeah, 100%. I also like this concept of there's this book Good to Great and describes different levels of leadership, level four and level five.

Marsha Acker: Level five. Yeah.

Oksana Kubushyna: Level four is like do everything themselves and when they leave, it's like Steve Jobs kind of a thing. They leave, everything falls apart. So I was that for a while. Now I'm more of, if I leave my success definition for my organization is amazing people can continue and do bigger, better things after that. You don't have to prove yourself in this one thing. So again, mental gymnastics a little bit, but there is a lot of joy and ease because now you are free to go and try so many different things, and there is this pride that when you leave you can see these amazing people just crushing it. Absolutely.

Marsha Acker: Lovely. Well, Oksana, I end every podcast with a speed round of questions. So the idea here is I'm just going to say a phrase and you complete the sentence with whatever comes to mind. So you ready?

Oksana Kubushyna: Yeah.

Marsha Acker: Awesome. All right. Leadership is?

Oksana Kubushyna: Leadership is having a goal, a North Star, and being able to help people see that North Star and navigate towards it.

Marsha Acker: Lovely. A piece of advice I'd give my younger self?

Oksana Kubushyna: Believe in yourself more and take it easy. Don't try so hard.

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

Oksana Kubushyna: I think people think I'm intimidating, and I don't kind of emote well. So for people sometimes they feel it's like I'm intimidating, I'm unapproachable, or they cannot tell if I like something or not. So generally, I'm much more in the camp of I loved it, but I forget to kind of emphasize that.

Marsha Acker: Well, you've been doing plenty of that here today, so-

Oksana Kubushyna: Thank you. It's a thing that I have to be conscious about.



Marsha Acker: That's awesome. Something that brings me joy?

Oksana Kubushyna: I think a lot of things bring me joy. Books, cats, nature hike, but I think one thing I noticed that brings me tremendous amount of joy is seeing people come together and kind of trying to solve problems together in a harmonious way. I've noticed when I am able to step back and just watch that, which happened a number of times at work, it's incredible. So I derive a lot of joy from that.

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

Oksana Kubushyna: I want to be the leader that is more confident and able to do more of what I think needs to be done versus what other things need to be done.

Marsha Acker: Well, Oksana, I just want to say thank you for being here today. Thanks for sharing your story. I really appreciate just hearing that whole arc, so many nuggets of wisdom. So thank you for being willing to share it.

Oksana Kubushyna: And thank you so much for inviting me. It's an honor and a privilege. I really appreciate this opportunity, but also every conversation I have with you is a joy, so thank you so much.

Marsha Acker: I feel the same. If people want to get in touch with you, what's the best way for them to do that?

Oksana Kubushyna: I think LinkedIn would be the best.

Marsha Acker: Okay, perfect. Well, we'll put your link to your LinkedIn profile in the show notes as well. All right, Oksana, thank you so much.

Oksana Kubushyna: Thank you so much, Marsha.

Marsha Acker: I love Oksana's stories around learning to trust herself, and as she describes it, your mind is your biggest battleground. How true is that? How many times in your life has something happened and you find that voice of your inner critic taking over the microphone in your head to tell you that you can't or you're not enough or you'll never succeed? We have all been there, and I love how she describes it as mental gymnastics. And the process of going to work on the internal thinking and truly learning to trust yourself.

I think about it as turning down the volume on that internal voice and turning up the volume on the belief that you have in trusting your own gut, your own intuition. I also think one of the other things that really stood out for me in

Oksana's story is this transition in leadership from the leader as hero, which has the thinking of "I am a high performer," to the leader as the creator of the conditions for high performance. And in that, there's a real shift from "I'm the high performer" to "I help create the conditions for others to succeed." So it's such a huge shift, and I'll invite you to think about questions for your own reflection here might be like, what's something you viewed as a failure and what would it look like to reframe it as a success? And how would you define success? You'll remember in the podcast, Oksana gives you her definition of what success looks like.

And then what's a narrative that you would tell about your learning? So all great food for thought as you really step into trusting yourself. I really appreciate you being here. If you want to continue the conversation about this or any other topic, I'd love you to join me in the Facebook community on Defining Moments of Leadership, keep growing your leadership range and defining your own model for leadership. And I'll see you next time.