**Defining Moments of Leadership with Marsha Acker
and Leanne Loombe on the Impact of Fear Driven Leadership**

Marsha Acker: Hi everyone. I'm Marsha Acker, and this is Defining Moments of Leadership. My guest today shares the belief that people are not inherently bad or intentionally lead with fear, but many of us still do it anyways and often because we're projecting the fear inside of us. In my experience, I think that is so true and what often compounds this is that we can be in an organizational culture that actually may reward this way of leading because it has the illusion of being successful. And yet while the results of it might be good, how the results get created isn't good, healthy, or sustainable. So I'm really excited for you to meet my guest today, and this is also our last episode of season two.

So I am excited to introduce you. Let me introduce you to Leanne Loombe. Leanne started making games over 18 years ago in the UK working on titles such as Scrabble, Risk and Magic, the Gathering. After working for a third-party publishing division in Japan for a couple of years, she returned to the UK and joined Electronic Arts as a senior producer. It was here that Leanne married her love for cars and games by heading up multiple Need for Speed titles, including leading the transition to a community run live service. She then went on to create and head up Riot Forge, the external publishing division of Riot Games, making a variety of League of Legends, story games. Leanne is currently at Netflix heading up external games and helping to change the way we play games through Netflix. Leanne is a passionate ambassador for women in games and focuses on encouraging women to join the industry and creating diversity in teams through mentorship, panels and events. So let's dive in.

All right, welcome to the podcast. So I am so excited to introduce you to Leanne. We met quite some time ago, so it's been a while, but we've been able to reconnect lately and I'm so excited. Thank you for joining today.

Marsha Acker:	So Leanne, you are the head of External Games at Netflix, and I know you're quite passionate about women in games. For those who might not know, maybe just a little bit about what in the world do you do on a daily basis? What does it mean to head up games?
Leanne Loombe:	I think my role is definitely all about context switching around multiple different areas of the business, but I think in summary, what I do is essentially run everything to do with the External Games organization at Netflix. So you can think about that as running that part of the business. So every single game that we launch on Netflix that is developed by an external game studio comes under my organization. So I'm really responsible for defining the strategy for the overall external games team, what we're trying to accomplish, what are our goals, what games we think are going to help move the needle on that strategy and those goals, how we build the portfolio of games, what is it that our members really want from gaming experiences? So that business and strategy element is a huge part of my role. And then also supporting the team, making sure that we have a really clear direction and that I can remove roadblocks and make sure everybody is set up for success, not just the internal... External Games team at Netflix, but also all of the developers that we work with.
Leanne Loombe:	I'm very passionate about creating that for women coming into games now and also giving those women opportunities to come and make games because I do truly believe, and I've said this many times, but I do believe that we make games for everybody, and that means we have to have everybody on our teams making those games. We have to have representation of all the different kinds of players that we're going after in our team so that we can bring those perspectives to the games we're making.
Marsha Acker:	So one of the things that we do here is explore leadership and the journey that people have had, but I'm curious, if you were to take yourself back many, many years maybe to your 10-year-old self, what might your 10-year-old self say about what you're doing right now?
Leanne Loombe:	I think my 10-year-old self would be surprised. I always wanted to make games, but I think if I looked at my 10-year-old self now, I loved playing games. I couldn't even imagine that I would be involved in making games to this scale. So I think my 10-year-old self would be surprised in one sense, but also not surprised because I'm a very determined person. I would hope that my 10-year-old self would be inspired by what I do now today.
Marsha Acker:	Do you remember the earliest concept of leadership that you had?
Leanne Loombe:	I think it was probably quite young because when I was at school, I was quite into sports, not so much competitive sports, but actually I was a runner. I did cross country, very much into that, and of course you do have your coach and your mentor as part of that, and I think all kinds of management, mentorship, coaching, they're all forms of leadership, all slightly different forms of leadership. But I definitely do remember when I was going in for races, going

into competitions and kind of having that leader person there to look to for advice, for feeling like I can do what I'm about to go and do and feel safe to fail and try. And I think that's probably the first memory of leadership I have is my PE teacher that was helping me to become a better runner.

Marsha Acker: And do you feel like you had safe places to fail?

Leanne Loombe: At school I think I did. As I moved into my professional career, no.

Leanne Loombe: When you're younger and you're a child, you don't have as many concepts of failure. I think it's something that we're still learning, especially when I look back at some of the things that I was trying to accomplish. I feel like my mother was probably very strict on me when I did fail at something or when I could have done better, but I still didn't have the same fear of failure that I do in my adult career life. I think the stakes are much higher when you move into your career. And again, also just the industry that I work in because I am a minority and especially when I first started making games, definitely a minority when it comes to gender. Being a woman in a male orientated industry, I think you have to constantly be on the lookout and constantly be mindful of wanting to show the best side of yourself. If I failed, I'm the female that failed in the game industry. And that comes with a lot more gravitas, I think, than my male counterparts.

Marsha Acker: One of the things that's coming up for me as I hear you say that is that there is a tension in that space of we know intellectually that we're not perfect and there will definitely be moments where we fail, and yet the pressure, as you described that, to sort of not live into maybe some of the untrue stereotypes that exist if you're a woman or you're not capable of doing those things. So yeah, I see that for sure.

Leanne Loombe: And I think to your point on natural stereotypes and natural biases that we have, we all have them. I do think that women in the games' industry have to prove themselves more than men. There's research around it. It's very well known that that is the case in this particular industry. And so that does, to your point, put a lot more pressure on females to accomplish things in a certain way as well. I think that's the thing, the desired outcome and the goal you're trying to accomplish. And then the other is the way that you get there, and both of those things are different for females in the games industry and probably many other industries that are male orientated or the other, or vice versa. So industries that are female orientated with males trying to get ahead.

Marsha Acker: When you think about your whole journey, what moment comes up for you? I'm certain there are many, like all of us, there are many moments, but is there one that stands out for you?

Leanne Loombe: Yeah, like you say, I think there are many moments that I self-reflect on that have helped shape who I want to be as a leader. This experience that I'll share is

one that I wrote quite a lot about during journaling and stuff, so it definitely comes up for me. But I was quite early in my career and I had a manager called Frank, let's say. So when I joined the company, I was really excited. I remember being very, very excited about getting into this role and having this person as my manager because I did feel like I could learn a lot from him. He'd made games that I had played a lot and really enjoyed playing. So I did feel like it was a good step for me in my career to be able to have mentorship from someone like that.

And I felt like he listened and came across as supportive, but as we started to get into this swing of game development where it does get a little bit more stressful and everything's trying to come together, I definitely didn't stay that way. And also I do reflect back as well, and I think, to be honest, it may have never been that way, but I think that initial period was definitely drinking the Kool-Aid. It's kind of strange when I look back, I'm like, oh yeah, definitely listen, supportive, but then if I really think about it, I'm like, I don't know if he did. I think it might been my own feelings projecting into the situation.

Marsha Acker: What's interesting about that is I think that for many of us, I would think about them sometimes as little intuition hits that we get, but we sort of dismiss in favor of the bigger vision or dream that we're buying into. So even as I hear you set that up, it's a big deal. This is someone that potentially I could learn a lot from. This is a thing that means a lot to me. I have experience with it, I know it's familiar, and I think in some ways it feels like there's maybe an unstated dream that we're living into that we sort of maybe turn the volume down on those little tiny hits that we get. I wonder if that's partly what was happening for you.

Leanne Loombe: Yeah, I really like that. I think that's so true because it's also... it's something that we want, we desire, we believe in it. And so to your point, the other things kind of get dialed back, even though instinctually I probably knew, but I didn't want to admit that. So I was like, no, I'm in the honeymoon period, I'm going to learn so much. This is going to be amazing. Nothing can go wrong.

Marsha Acker: Well, I imagine there are phrases that we all have that help us through that. So some of them might be just suck it up and get through it, or you can do this too.

Leanne Loombe: Yeah. I will take a moment to acknowledge that I think I did learn a lot from him as well. It's kind of that duality of both the good and the bad, which isn't necessarily an overall bad thing, but I would say that the bad definitely outweighed the good. So we were in production starting to work much closer together. I was really young, I was looking for mentorship. I didn't know what good looked like. I think that's also the other aspect here is I didn't really know what good leadership looked like. I didn't really know if that was normal. [inaudible 00:13:27] was part of me that's like, okay, I'm in a very highly creative industry with very creative people, and is this just normal working with really creative people? But I don't think that's true, just generally. This manager that I had was a very fear-driven leader, very fear-driven manager, and that was really the crux of the experience, I would say.

Marsha Acker:	Can you think of an example of what that looked like? The fear-driven leadership is definitely a theme that stands out for sure.
Leanne Loombe:	Yeah, for sure. And I will say I don't think anybody means to be a fear-driven leader. I don't think it comes from a place of bad intent. I don't think he was doing that on purpose. I think as leaders we're always projecting the thing inside of us to some extent, our own fears, our own self-confidence issues. And I'm sure that was probably what was happening here. I don't think there's inherently that many bad people in the world, but we just have issues, and we have to work through that. But yeah, to answer your question, I think some of the ways that this showed up was, in many different occasions, there was a lot of toxic feedback sessions. Nothing was ever good enough. Even doing game reviews or UI reviews or anything, that kind of thing. It was really challenging to sort of get through those feedback sessions without it feeling like an attack, always kind of had to be his way, was the way to do things.

I think he was teaching me how to make games from his perspective, but the things that he was teaching me tactical were the way that he did it. And so that was the right way to do it rather than... I think as leaders and managers, we should help our team see all different perspectives and all different ways of doing things, and we should even be open and learn from our teams as well and [inaudible 00:15:35] everybody's perspective on the team is important. There's not one right way to do something, but I think when someone's leading by fear, they tend to project their own versions of things onto everyone else. It has to be my way, my feedback is correct. I'm right about everything and that's kind of how it came across. And they were some of the behaviors that I experienced. I have one really clear example where I was doing a bunch of work on an event and was putting all the plans together.

And then I remember he sat me down and we met for an hour and he basically went line by line through my work pointing out all the things that were wrong. This is wrong, this is wrong. Why did you say this? Why did you do this? It was that kind of feedback session. There was no questions, there was no curiosity, there was no, have you thought about it this way? There was just no questioning at all. It was all very directed, this is wrong, that's wrong. I don't think anything I done was inherently wrong. It just maybe wasn't as finessed as it could have been. But there's different ways to approach that feedback, especially in a coaching mentorship moment with one of your direct reports. That's certainly not the most healthiest way to approach giving someone feedback. |
| Marsha Acker: | What was the impact that had on you? |
| Leanne Loombe: | I just felt like I couldn't do anything right. It really did impact myself esteem and my self-confidence, but in a weird kind of way, it also made me want to work harder and do more. And that's really that horrible double-edged sword of the fear-driven leadership. The reason it still exists today is because to some extent it does drive results. It doesn't drive results in the right way, but it does result in |

an outcome that from the outside might look like a good game, a good product, but then when you speak to the team that made it, they're all unhappy and it's very toxic. And so I think that's why fear-driven leaders still continue to thrive and potentially progress in their career because sometimes the results are still there.

Marsha Acker: We talk a lot here about the difference between low stakes, meaning things are fine, and I can be at my best and I can have all kinds of range in my communication and high stakes, which is, it's an involuntary reaction to what's happening in the moment. And we all will have different kind of high stakes behaviors. But I think what's interesting about high stakes is that we're not at our best. We don't have the range to bring different skills in that moment. We are just reacting, and it's often from a place of habit and fear, and here's what we know about high stakes. We know that it's not at our best to live there. And yet many in organizations like that will say, "I spend the majority of my day in high stakes."

And there will be another narrative that says sort of, "Yeah, that's how we get things done. Tell me what's bad about it." I think some of that is the narrative, the organizational narrative. I think some of it is potentially, we might not see it or be quite aware of it, and it does have that false sense of productivity or that we're accomplishing something. So I'm fascinated by it and curious too about how sustainable that is or where might there be a conversation that we're not having that we need to have at a bigger leadership level about the difference between leading from fear versus leading in a different way?

Leanne Loombe: I think it's definitely a balance. To your point, we can't constantly be firefighting the whole time because then we're just go, go, go. But I think the fear-driven leadership does sort of amplify that a little bit because it doesn't leave as much space to fail and to iterate in a way that you can fail. So I think to your point, there are individual leaders that drive by fear, and then there's the company culture as a whole, and those things have to be symbiotic. I think if you have a fear driven leader in a culture that doesn't fundamentally allow that to succeed, then it will at some point that leader won't be successful at that company anymore.

But if the culture of the company is implicit in those kinds of leaders, then those leaders will be able to thrive. And so I think for me, it's about the overall company culture, creating an environment where those leaders that gravitate towards fear driven approaches are not able to succeed. And I think that really comes back down to me on how you achieve the outcomes you're trying to drive and what does high performance culture mean, because I think sometimes that can be mistaken too.

Marsha Acker: I hear you talking about journaling quite a bit, and I also hear you able to reflect on things that you appreciate both about what you... the other person and really holding them in positive intent or positive regard. I'm curious about what you learned from that process.

Leanne Loombe:	Yeah, I think that I actually went back and looked at my journal to just remind myself of some of the things that happened in that moment. And the thing that I found really interesting just quickly before what I learned because it's connected is how I dealt with it because I took two different approaches to try and navigate it, neither of which are correct, and that's why it's connected to the learning part, because when I first started realizing what was happening, I really leaned in to becoming friends with him because I thought that was going to be a way to build up the relationship and create a strong foundation.
	And maybe if we had a stronger relationship at work, then he wouldn't speak to me that way or treat me in that way. And so that was kind of my first approach to navigating the situation. And it kind of backfired a little bit because then he just ended up coming to me for everything, and I ended up kind of becoming a shield for my team, so I was protecting them, and I thought that was the right thing to do, but it really wasn't healthy for me, obviously, because I was taking the damage all the time.
Marsha Acker:	The brunt of it.
Leanne Loombe:	So then I changed my approach and thought, okay, another way for me to navigate it is to actually just say no more and take a stance and push back. And I overcorrected there as well to the point where I cut him out of the loop and ultimately still my manager, and it needs to be a healthy, balanced relationship. And so it went from one extreme to the other, and I didn't know how to navigate the situation at the time. So I tried those two approaches, and obviously what I learned from that situation is that the best way to have approached that would've been to give honest feedback to him and examples and helped create an environment where he could self-reflect on the behaviors.
	That's easier said than done, of course, because I think if I was to look back, I didn't feel safe to do that or to give that feedback, but now when I think about what did I learn from that situation, when I see behaviors like that, I really do as a leader now want to make sure that expectations are clear with those people, whether they report into me or whether they're above me, provide that feedback with clear examples and then also make sure that person has the right coaching to try and achieve those expectations. And if not, then maybe this place is not the right fit, the role is not the right fit, or the company is not the right fit or the person's not the right fit. So I definitely learned a lot from that situation, but just wanted to reflect on how I navigated it because I definitely wouldn't navigate it in that way.
Marsha Acker:	Yeah, I think that's really helpful, and I think this is a challenge that so many people face. I don't care what level of leadership you're at. I think there is something that is inherently challenging about opening up that dialogue to somebody who holds some level of power over you in whatever format. And to be able to authentically and honestly and candidly offer perspective that might be different than what the other person is saying, and to stay in that conversation long enough to have that dialogue, I think it is so hard.

Leanne Loombe: It's really hard because that person needs to be open to that feedback. And also the environment needs to be psychologically safe for you to feel like you can provide that feedback to someone that might be higher up than you or more experienced than you. I think that's the other thing that I took away from this whole experience was just reflecting on what kind of leader I want to be as well. That really is the biggest point. I am not perfect by any stretch of the imagination. I don't think any of us are, but I do try and lead with empathy.

When I'm giving feedback, I ask questions, I try to come at it through curiosity. I try to come at it through good intent. I don't always get that right. Sometimes I'm a little bit more direct than I should be. Sometimes I voice my opinion too soon, but I'm trying to find that balance so that I'm not projecting my way of doing something as the right way of doing something. Fundamentally for me, what I'm always trying to do is just create that safe space for people to share their perspectives and for people to share their voices and their feedback. That really is the thing. I want people to feel safe to bring up that feedback because we can't get better unless we hear that feedback. That's the thing. We can't make changes unless we know something isn't going right. And sometimes we can't see that ourselves. We need somebody else's perspective to realize that our behavior is not correct.

Marsha Acker: Yeah. How do you make space for feedback in your current role? Are there things that you do or are there things that you're listening for... for someone who might be listening right now wondering, I think I'm doing it, but I'm not sure.

Leanne Loombe: Yeah, I think I try as much as possible to create space for discussion, open discussion. We have on sites every other month because we live in a remote hybrid world, but I think coming together in person is still important. So our team gets together every other month and we use some of that time to sit down and talk about things. And I use just open questions for that, what's keeping you up at night? And then we'll spend an hour talking about that or what's top of mind for you right now. And then just through the whole team, everybody just talking and sharing their voices and opinions. And then I also, as a leader, I think it's really important to spend time reflecting on how everybody's feeling. Look at the dynamics in the team.

I think at the beginning of this year, our team was doing a lot. We were introducing a lot of processes and frameworks, and I realized that was a lot for the team to take on. And so just took a step back and said, okay, I think we just need to talk about this. How are people feeling? This is a lot. What should we prioritize? And just asking people, how are you feeling right now? What's good? What's bad, what's ugly? And trying to create that space to have that open discussion.

Marsha Acker: One of the things, Leanne, that's standing out for me about your reflection is your reflections. So the act of reflecting, and I find journaling to be one of the most effective ways. It certainly has impacted my own learning about myself,

and I run across leaders who are at various ends of that spectrum, some who are all in, some who are at the place of finding it difficult. I'm wondering what you might share with someone who's at that side of finding it difficult or getting started.

Leanne Loombe: Yeah, it's an interesting one because I've probably been journaling since I was nine years old, but I don't mean I journal every single day since I was nine years old. For me personally, it's hard to make it like brushing my teeth, I don't do it every day. So the first thing I would say is don't beat yourself up for not doing it every day, because that's really important. I think the most important thing is you do it when you're feeling that you need some help to digest, to try and understand, to get your own perspectives out on paper, to figure out someone else's perspective. So I think when you get into the habit of not doing it every day, but when you get into the habit of doing it, when you feel something or when you are confused about something, then it becomes a really great tool to go to when you're feeling that way.

So I think I've gone six, eight months without journaling at all. And it's not because I haven't felt that way, it's just because maybe I've had other tools that I've been able to use during that time. And then sometimes I don't have those other tools, so I go back to journaling. But the advice I would give to people is don't beat yourself up for not doing it every day. Keep your journal next to you on your desk. Mine is right here. I have it with me all the time, so it's accessible. And then find the format that works. That's the other thing. I've tried a lot of different formats. I've had empty notebooks, I've tried more structured ones. Everybody works differently and prefers something. I actually like the structured ones where I can go and color coordinate things, and I've got boxes to fill in certain things because I'm a producer at heart. So I love that [inaudible 00:31:38] element.

For some people, they just want a notebook. So find the thing that works for you because that will definitely really help from an inspirational perspective to get into the habit of doing it. And then also, the last thing I would say about journaling is don't care about what you write. I think the best advice I ever got was write it like no one's ever going to read it because then you're just free to write whatever you want to write, and it's just for you. You don't have to justify it, you don't have to show it to anyone. It's just you and yours. And that's fine, it's for you to reflect on and nobody else.

Marsha Acker: I love it. I talked with someone, it's been a couple of months ago now, but they said that one of the things that held them back originally from journaling was the idea that somebody might read it, and so they started a practice of burning them.

Leanne Loombe: Yes, I've heard that too.

Marsha Acker: And so I thought, well, I don't think that anybody comes to read mine. I hope that they don't, but I never quite thought about it that way. So yeah, I think... yeah, if that's a real concern, yeah, maybe a monthly bonfire of journals.

Leanne Loombe: Yeah, or keeping them. I keep mine, actually because I did have a similar fear before, but I keep mine in a box that has a lock on it. I don't think anyone's going to be reading mine either and they'd probably be confused if they did read mine, but I do have that just as a sense of security.

Marsha Acker: That's awesome. So Leanne, we've talked about, one of the pieces of your story that really stands out for me is your learning from fear-based leadership and how does this inform how you lead today? I know you've shared some bits and pieces of how it's informed, but as you think about your leadership today and where you're headed, I'm just wondering what comes up.

Leanne Loombe: Yeah. I want to lead by giving people the space to do their job. I do truly believe in hiring the best people and letting them do what they're great at and giving them the autonomy to do so. I don't think there is one way to do things, and that's my perspective and I try and project that into my leadership style as well. But I like to create that foundation of trust between the team and then let people have the freedom to do what they do best, but of course, be there for mentorship and coaching and feedback. And if that person does make a mistake, talk about it. There's nothing wrong with making mistakes, but let's talk about it and align on the learnings that have come from that mistake and what we might do differently next time. That's the important bit. And I think it's important to create that space to talk about failures and talk about mistakes and wins too. Wins, successes, failures, talk about all of that stuff but my leadership style is I lead with a lot of empathy.

Marsha Acker: I hear that.

Leanne Loombe: Again, sometimes I overcorrect and I have to be mindful of that too. Again, I think when you've been through experiences like fear-based leadership, you want to do the complete opposite, but it's not about doing the complete opposite. It's about finding the balance in the middle somewhere. I definitely edge more to the empathy side, and I'm okay with that, not being directly in the middle, but that means that sometimes if I swing the pendulum too far, then I'm too empathetic and I'm maybe not giving that feedback, or I'm not holding people accountable or I'm not seeing things from the right perspective. But that is generally how I like to approach my leadership style. And again, not perfect, but I'm continuing to learn every day as well.

And I think in the future, I would love to continue to coach and mentor, especially other younger women about the skillset of leadership and how they can also be a great leader themselves and authentic because the other thing I think is really important, I hope I'm an authentic leader. That's one thing I'm passionate about. I feel like I am myself when I'm a leader. I don't turn into

somebody else. I want to authentically be me. And I think that's important too. Don't try and be someone else you don't need to be.

Marsha Acker: We talk a lot about how leadership is a practice, a competency, and so that's one of the other things that's just standing out for me in our conversation today is that it's ongoing. It's never done. It's always evolving.

Leanne Loombe: All the time. Always. I think if anybody ever said they're the perfect leader, it's just not true. It's a constant continuous improvement. It's a constant self-reflection. It's constantly thinking about what went wrong, what went right, what you could do better, what you are doing well, and just honing in on that all the time. It's an ever evolving journey, and I don't think it ever ends either.

Marsha Acker: What's a wish that you have for the game industry in general?

Leanne Loombe: I honestly just wish that more women get opportunities. I think there are so many talented women that know a lot about games that have great ideas for games that can run businesses, but we're just still not given the opportunity to do that. And I think there's just an inherent bias in the industry still. And also, like I said, I think we are definitely making improvements, but it's kind of a self-fulfilling prophecy because 20 years ago, men got the opportunities to run businesses and set up their own companies and get investment. And so today those men are successful doing well, riding the wave of being giving those opportunities, and women weren't necessarily given those same opportunities. And so we're having to catch up a little bit, and I kind of wish we could balance that out a little bit better.

Marsha Acker: Yes. Yes, it is. For sure. Leanne, thank you so much for coming today. I really appreciate the story. It really resonates deeply for me and what I think many people encounter. So thank you for sharing it. If people want to get in touch with you, what's the best way?

Marsha Acker: I hope you enjoyed my conversation with Leanne. I seem to be encountering so many examples of fear-driven leadership today. And one of the things that I really appreciate about our conversation is highlighting the need for a deeper conversation. I think, and you hear it in Leanne's story, so many of us take action sometimes to correct or fix or change the outcomes we're getting. And in taking the action we avoid almost at all cost the feedback conversation, which really gives both parties such valuable data and context for what's really happening in the relationship. And yet there are so many reasons why we do this, all of which are valid. We can have stories that we're not skillful at feedback. It's not our role to give feedback to the other person, particularly if it's feedback upwards. We don't believe the person is open to feedback. We can feel like it's not a safe space. All really valid reasons.

And, our but, here's what I want to leave you with today. What's a conversation that you need to have with someone? Maybe you journal about it and what's

the behavior they are demonstrating? What's the impact that behavior is having on you, and when could you find a time to just begin this conversation with them? And you'd certainly want to start with asking if they're open to feedback. I've got something that's happening, I'm wondering if you're open to having that conversation with me. Some people might say yes and mean no. Some people might say no and mean no, but you start the conversation by asking and then see if you can find a way to share what they're doing in a really concise way and the impact it's having on you, and use that as the start to a conversation. The thing to remember about behavior though is that both parties will be playing a part in the result.

So in the conversation, be looking for the part you are playing as well and be open to suspending certainty about why you think the other person is doing what they're doing. So it's really just an opportunity to be more curious. If you are ready to build your own model for leadership, behavior, living and Change, then check out buildyourmodel.com. You can purchase a copy of the guided workbook there. It's really designed to guide you through your own reflective journey. If you're wanting to do more of this work in your own leadership, you can join us for our program called Making Behavioral Change Happen. There is a version running this October, and you can reserve your seat at teamcatapult.com. I really appreciate you being here. This is the final episode to season two. We're taking a break for the summer and we are working on some changes to the podcast for this fall. So I'm super excited and just stay tuned for an announcement towards the end of September. Keep growing your leadership range and defining your own model for leadership and change and I'll see you in season three.