

Pedagogy Matters: Episode 15 Transcript

Hello and welcome to the first episode

of Leadership Matters Podcast.

The purpose of this mini series is

to explore leadership from different.

So what can we learn from the past?

What's required for the future,

and where can we draw inspiration from?

And today I am delighted to be joined

by Grant Ritchie Grant as a fellow and

Associate director of CDN and a former

principal at Dundee and Angus College.

He sits on a range of boards and committees,

and he was awarded the SQ

a fellowship in 2017.

Grant is really passionate about the

ways of colleges can transform the

lives of people in the community,

and he wants to see colleges driving

economic recovery and working with

businesses to make sure that the right

skills are in the right place right thing.

And of course, that takes leadership.

Now, over the next 30 minutes Grant

and I will be chatting about his

leadership journey,

what helped and hindered that journey,

and what advice he'd give to

emerging leaders.

So welcome, Grant,

thank you very much indeed.

Valerie, thanks.

I'm delighted to be asked to

do this and it's just.

It's just great to have you,

but you've spent many years

working in education and

particularly in the college sector.

Both set for both as a lecturer and

latterly as a college principal.

Tell us a bit about your leadership journey.

And I think my leadership journey started

as soon as I kind of walked through

the doors of the college as a lecturer.

I came in a very small department and

it was called life and social skills

at that point and we were teaching

but isn't like the social skills,

communication and all of that to

largely YTS kits. This was the mid 80s.

There was a lot of YTS programs coming

into college and there was a tiny department.

It was only me and one other

one other person,

but but with a department leader and

the department leader was a phenomenon.

You know,

and it was actually a Linda

McCartney who ended up becoming

principal at 4th Valley College.

Chair of the the Drastic

National Park and and you know,

I'm at a whole lot of other things and
and she was tremendous and I was just
struck from the minute I walked in
by just the way Linda got things done,
you know.

And to be operating in a tiny department
in a college which is kinda hostile,
largely to things like YTS at that point,
college is still so,
so it's very academic organizations,
you know.

And teaching towards exam set syllabus.

All this kind of stuff,
so we'll be doing the types
of work that we were doing,
which was very correct,
community based and very experiential.

And all that.

You know,
it wasn't really the done thing,
but the way that Linda got things

done and the way that she just
exercised leadership and you know,
was not scared to go national
with ideas and bring
people into college with, you know,
I kind of a national level. It was to me.
It was just stunning and it opened up
watching her then progress and progression
of our department watching all that.
Just kind of opened up for me that.
You can do anything to coach.
You know there's there's.
There's no limit to what you can achieve.
If you really set your mind to it,
and if you get the right conditions
and if you get the right team
and if you get the right ideas,
then there's absolutely no
limit to what you can achieve.
So I think my leadership journey
started absolutely that point, you know,

within the first couple of weeks when
watching Linda operate just just kind of
opened my eyes to what college could do.

And I think I was lucky in that you know,

I mean, I,

I ended up in the same culture of my career,
which is highly on.

Usually it's away or what,

but there was a series of really
good leaders that I came across.

You know one was the deputy
principle at the same time I was
there and and Andy David White,
who was terrific.

Ian Evans who came in as a principle when
the principle that had originally there
left was a terrific principle and had
great ideas and and knew how to lead.

You know, so Christina party for him.

So I've seen a series of really,
really worked very closely with a series

of really good leaders, you know.

And it made me actually.

Really contemplate and think

very hard about leadership,

you know and and and begin

to exercise it myself.

You know from a very very

kind of early age you know,

but just try to seize the initiative on

some things and just try and be bold.

You know people and and and try and

make things go in a certain direction

and and see if you can do it.

You know and you pick up skills along

the way and I ended up formally studying

education leadership many years later.

That kind of masters in

educational leadership.

That was quaint.

Listen OK with course lot of

interesting stuff there so you know

it's I'm not saying I set out to be

a college leader and you know it was

a path I had absolutely, you know,

decided I was definitely going to do it.

Just kind of opened up,

but I would find myself tremendously

influenced by really good people around me,

you know.

And by watching I'm I'm really.

I'm really inspired by that genuinely,

really inspired by that that you

could look around and that you could

see people who were good leaders.

And then that inspired you to be a leader.

So you named a few,

but tell me what was it about

them that made them good?

Well,

I think you know it's really

interesting principle.

You died just a couple of

years ago and he

was a complete kind of workaholic,

you know, and he did lose the work for this.

Great, it looks about Cody's

conduct or whatever it was called.

At that point. You know he was.

He was constantly working constantly

on things and he was a pretty difficult

guy to kind of get along with.

He didn't suffer fools at all,

you know, and he if he didn't like it,

you knew, you know.

And he I could have seen him be pretty.

Google to people you know and means you

know and and 'cause he the way he operated.

You know he operated he this

level all the time, you know.

And if you fell below that,

you know he soon kind of saucy out.

So there was a kind of a sense for

him that I it was a bit scary,

you know as a leader but also the ideas that he had and the way he presented them and his desire always to be ahead of the game and thinking at an extent and and you know.

Developing the next idea and developing the next idea and taking on government overlap taking on the funding Council over that, making sure that you know the the voice of the college sector was hard.

Now that kind of stuff that was really impressive, you know, and I I thought he was really impressive.

He had this reputation as being quite fierce, but when he went in to talk to staff and big groups and present it, you know there was something about the strength of his ideas, really, that I thought was really good and really important.

Never seen him at some point

when he was doing him.

A series of brief agnus you know,

and he was he was doing a lot of

work with the the the crowds that

were common in that he was getting a

lot of Q&A and he was getting a lot

of people in groups and talking and

thinking and actually said to make

sure you get plenty of yourself in in

these presentations because him doing

his thing was just saw endless and

and and so powerful you know and he

really looked and talked as if he was,

you know straight ahead everybody

else you know in terms of.

His knowledge and in terms of

where the sector was going in his

knowledge of where the sector is

going and all that kind of stuff.

And that I think that was really influential

to me in terms of in terms of the range

of things that he was involved in,

made me think right?

I need to get involved in

some of these things,

you know,

and you can vote some of these

national things I need to work out.

You know where to put my energies

and I'm going to develop the

skills to become a leader.

You know,

because you ain't going to

do it in your own college.

Full stop. You need to go out

and you need to connect to

different organizations and what?

Basically, for years and various

kind of doing various jobs,

these committees formed sharing things

and leading qualification development.

I set up a couple of international

projects that they've got

industry and colleges together.

You know and went out and

convinced everybody be apart of it.

Convinced colleges to be apart of

it convinced the funding Council to

support it all and all these things

where I don't think I have got

anyone near doing these things ever.

Hadn't seen you know LTC.

I do some more stuff.

That enough is the way that

he just managed to make.

Things happen, you know.

I remember he was giving me

a lift at 1.2 sterling.

You know we'll go to some events still

and I was good at meeting the next day

and with going ahead industry bodies and.

I sent him.

I've got meetings,

all these industry bodies and

it's about this college project.

I'm trying to get all the colleges together.

I support it and haven't really

got all the colleges together.

There's only two or three.

They seem interested in this,

but I'm going to sit in the system.

Just tell them you've got.

I'm glad you know, just you tell them

you have got the college is behind you,

know 'cause if you win these guys

over all the colleges will flood in.

You know it was just that.

Be bold, you know.

Be bold.

Get out there, get out there,

talk up the sector and you know you.

You'll get there you'll get.

People support, yeah,

you'll get that support to come.

So there was a kind of confidence in
his approach which I you know learned.

You know it wasn't natural to me,
but I kind of learned from from him.

I think you know,
so there's a few things coming out there.

There's one that one is about
authenticity as a leader,
and it sounds as if Ian was authentic
and but also future thinking.

And and, you know,
sounds a bit a bit fearless, you know.

Prepared to take risk,

I should say, rather than fearless.

Yeah, no.

That's absolutely right,
absolutely.

But there's something there's something
else because I read a report recently
or it was a piece of research and it

was talking about leaders about CEOs.

And there was research done around.

What are the traits that

are common among CEOs?

And actually there was one that was

outstanding and it was political acumen.

And it was knowing that and and for

me what you've explained there.

But when someone said, you know,

just tell them they've got to get that,

get the energy on board,

get these people behind this.

There's a bit of political

acumen that comes into play.

There isn't there.

Then there's undoubtedly political.

I mean, you need to.

You need to think through you know what are,

whoever it is.

If you're trying to go on board,

you know I had a conversation this morning

with very influential kind of civil

servant around a project I'm involved in.

And you know, even though I'm thinking,

right, you know. From her POV,

quote is going to be successful here.

What is really going to push her buttons and

then for getting involved with this project?

You know, so you have to have

your political antennae,

you know, alert and you have

to really think things through.

You know if I've also been in

pretty disastrous conversations

when I've gone in 2/2 cocky,

or are assuming that people would

be interested and you find that

they're not really interested too.

So yeah, you need to be aware of

what the interests of the people

are that you are trying to get.

On board you know and you need to be able to,

you know,

sell your idea so your college and

sell everything you're trying to.

You know, make happen in a way

that's really going to appeal,

and that takes a lot of thinking.

Sometimes you know just the cause.

Your college is good at

something doesn't matter.

You know if if you're going to sell

something that somebody and you want

that influence that you want investment,

you've gotta tell about what your code is.

Brilliant that.

But you've also got to have why that's

absolutely critical for them and why it

links in this latest piece of government.

Thinking while links and this latest

PC international thinking you know

you need to actually push all of those

buttons to connect to to get through,

you know and to get noticed and to get.

And I suppose,

I suppose,

that applies A at a number of levels,

even if you're a first line manager.

If you're a lecturer,

if you're a support member of

staff and you have an idea when

you're passionate about something,

you need to sell it by letting other

people know how how it benefits them

as well as you and absolutely and and

you need to sell it within the context

of the world that you're living in.

You know, and I've seen loads of

brilliant ideas people have come in,

pitched great ideas to me in the college.

About right?

We should be doing this, you know,

wasn't thinking it was really good idea.

But actually the conditions probably

aren't there for that to happen.

That tap that to happen, you know.

So you have to sort of see it.

People, I do it.

It's a great idea by doing.

It's gonna work.

What you going to do first is this.

And then it's an endless.

And then maybe your ID or come along,

you know.

So it's been really about what will

actually work and and and trying to

get people to kind of think through.

All the angles you know then a lot

of people in the colleges to get

carried away with their own enthusiasm

about how fantastic things out.

And they just assume that will

translate to others and will replace it.

Now you've got to think about how

that relates beyond your borders.

You know, for it really to kind
of impress other people for it
really to be meaningful for folk.

You know, I think that's I
think that's a real nugget.

'cause I know in the past I've been
passionate about things and really driven
and and some of them took off and some
of them didn't and I was like, yeah.

No, but as you say,
it's just that bigger picture,
and seeing how it fits in and being
able to communicate us and and
and and the way that you do that,
the way that you can get good at that.

It's just by being interested, you know,
and in reading and thinking and fall.

And it's a lot of it's boring work,
you know.

But you know,
if if a big report comes out some fun

again so the government or something
really you don't have to read the whole lot.

Scan it, you know pick up the ideas.

Which way is the world moving with us,
you know? And.

And begin to adopt his ideas.

Adopter language.

Adopt the ways of operating

you know and and you can.

You can soon build the skills that

allow you to really connect in other

people and connected other organizations

and take take ideas beyond your own.

You know,

beyond your own world, yeah,

so I've heard you talk about other

leaders who were inspirational and

and there you're talking about.

Make sure you read.

Make sure you learn.

Make sure your you get to

know what that bigger,

bigger picture is in terms

of your own leadership.

Turning what else helped that?

I think I think the fact that

you know I was working in in a

good college with good people.

You know it helps you know.

I think the fact that in a couple

people I think they recognized

that I had kind of talent.

There's some you know that I could

actually help develop things and make

things work and all that was good.

And and the college itself was a good one.

I think they so there's.

There's all.

There's a lot areas where you can find help.

If you can target the right people and

just get to know them and understand them,

you can find it.

You can learn so much from other people.

Just something that work, you know,

but I think one of the one of the.

Best lessons of all is do not get sucked in.

To those who can't see the way forward,

you know college is all organisations

are full of people who can really

push on and really make it work

and really make it happen.

But also the full of a lot of people

who may be great at their job.

You know, great teachers,

great administrators, whatever,

but they become quite kind of

jaded and become

quite cynical.

And I can't see the way forward.

And I've seen a lot of good people

in my time getting sucked into that,

you know and sucked in it at all.

Never work kind of syndrome.

You know? Why bother trying?

I tried to do that 10 years

ago and it didn't work.

You know, there's there's a mindset

that you have to avoid at all costs.

You know college is a big,

complicated people.

Complicated places.

You know the history of trying

to make things happen in the

college sector is complicated.

You know,

we we tend to find ourselves on

the receiving end of cuts of

regionalization and all that.

It's been better in the last couple of years.

But you know?

There was a lot of years there

when it looked like the world was

against the code sector and you were

never going to make things happen.

You know,

and at times projects fell apart and
at times other partners let you down.

At times you founded.

Read it wrong,

you know and but the the temptation
to get disappointed and to save all
that stuff you know this is never gonna work.

This is just rubbish.

Avoid it at all costs.

If you the leader you have to
continue to see that way forward,
no matter how disappointing
things have happened,
no matter if some decision comes in.

That you've built up a

project for three years.

You've got everybody in the right place,
and then a decision comes down
the line that knocks it sideways.

You know, don't be disappointed.

You know that happens.

You know it happens in life.

It happens in big organizations

that happens in the political world,

you know.

So do not let yourself be disappointed.

Always look for the next thing.

Always look for the next idea of

two or three in your back pocket.

So there's always something else

that can come along and get you

excited and get you moving.

You know.

So have I got your eyes in terms of saying.

That one of the things that you

need to do as a leader is to

build resilience so that you

can actually just take that.

But not take that as a hit and get you

know and just get down about something.

If it's not working or it's

not taken off or something.

Let's you down,

but you build the resilience to kind of see,

right? Let's look for the next.

Let's look to the future rather

than getting big picture.

What is the big picture?

Don't lose sight of the big picture.

You know you'll get.

You will get bumps along the way

and you get things that don't work.

But you know what is your

absolute bigger picture you know?

And my big picture was always,

you know, I want the college to be.

You know,

one of the leading colleges in terms

of performance. I want us to be.

The owners innovators.

I want I want to encourage all

the people that I've got ideas to use.

Those ideas, you know,

I want to gather people around me
and get people going who really want
to get boys out working in a college
and making it happen, you know?

And so that was always the game and
and it was let's grow. Let's go.

Let's go let's never retreat,
you know and let's let's let's look
for the next thing all the time.

Sometimes there's people in my own
college you were like you know not
another in it you know and there's
it takes all sorts in a successful
management team and successful executive.

Team you know.

And there are people who just
want to get stuff done and and
I'm brilliant process and growing
actually making things happen.

And you know, I I early on, you know,

I remember somebody saying yeah,

you're all of it.

Just build a project and then you leave

it and you go into something else.

And it's like that.

Yeah, but the point is,

you know building something up

and getting people running it,

and then you move on to something else.

It's fine,

'cause it wouldn't happen if

you hadn't done it.

You know,

yeah,

and so you need to do it and you need

to be constantly looking for what's the

next thing and what's the next thing.

What's the next thing and

have a Ranger next links?

You know that you're pushing on?

You know it's A and that

way you don't get jaded.

You know that way if out of five

big ideas to get knocked back three

again up but you still got two,

you know you still got to join with,

you know, and never get disappointed.

You know you'll get disappointed with people.

You'll get disappointed with organizations

because you know you get let down,

but just do not let that become the

defining characteristic you crack on,

you know and and so far,

so far we've spoken about sort of leading

projects leading an organization that.

Type of leading.

But when it comes to leading people.

Yeah.

Tell us will be here I.

I think it's about.

It's about understanding that it's

about understanding what drives

them and it's about trying to
make sure that you're getting the
right person in the right slot.

You know.

And and that comes through

talking and talking, talking,

talking, talking, and beginning.

Understand who the doors

aren't gonna understand,

who the ones that will actually deliver,

and spotting them early in their careers,

I think is so important.

You know if you can see the doers and

the ones who are the problem solvers.

And the ones who will actually get on

and do it find a way to promote them.

You know,

find a way to get them into influential

positions as quickly as you possibly can.

You know now that sounds quite tough,

and it,

but it's something means

inventing things doesn't always

mean getting rid of people.

Not all. You know.

People come and people go, you know.

But if you get if you begin to spot

and there was a period, just M.

App for a tire that is 16 months

or so before or after college.

Or maybe it's just a little

bit longer than that.

Maybe a year for less cost,

but I've never been in a room with

a group of got a lot of people who

were just in the senior management,

you know, and just listen to him talking.

And they were talking about right?

We tried that last year.

That didn't work. We're going to do this.

We're going to do that now.

If I do that, you'll have to do that.

You have to connect to that to do it,
and the energy and the sense of natural
improvers been in management positions.

Just going to struck me, you know,
and they were all in the lake there is,
you know,
and I actually thought you've cracked it.

You know,
job done because that's the people they are.

The people who are going to take on the
College in the next 10-15 twenty years
and make sure it stays where it is you know.

So developing people is absolutely critical.

And if you're the principal, the way you
develop them is by giving them time.

You know the most important
thing you can give them is time.

That is like talking to them.

You know it doesn't.

It doesn't have to be.

You know Anna's life lessons,

but just talking to talking about

what they do in terms of the

course showing them the attention.

Showing them that you really care.

Shown me you think they're good,

you know, and telling them they they

think the work they're doing is really good.

It's the best possible way to

encourage people on you know, anything.

They do something great.

Tell them you know, go and seek them out,

you know, write them a note if you know.

And what about so that that's kind of

leading so you're developing future leaders?

What about the people who maybe

don't want to be leaders?

Yeah, I mean.

I think those who don't want to be leaders.

You need to develop the narrative.

That they.

At least accept.

You know they make not buy into it

and say I want to be a leader in

this organization and I'm going to.

I'm going to sing the college song

and I'm going to become, you know,

100% committed to it, you know.

But if you can,

even with those that are really

tough to reach, you know.

And those that are determinedly

anti management,

you know and you still have to talk to

them and you still have to say them.

This is why we're doing what we're doing,

you know. And the way I always characterized.

Most things were that thing I

said earlier on about trying to

always meet the college grow.

Try to make it bigger.

Where's the next idea that make it bigger?

Where can we get additional

credits from the funding Council?

Which can we get resource

to grow and grow and grow?

You know, if I found the you know there were,

there were a couple of black

holes and they call us like Sirius

black holes and I would take any

opportunity to get down and talk to

them and and and get them in a room.

And I remember we launched

a couple of kind of big.

Project things that we launched at a member,

saying, well,

let's launch it with less Group first

I like Group first so he could go in

and actively confront that kind of the.

The difficulties that people

would put in your path, you know,

and I would know it was the way

that I tried to do it with with,

you know, difficult staff was this.

The purpose of this is to make
the college grow.

The purpose of this is to keep
you in a job that proposes this
is to keep your kids in a job and
to be taken with people on.

I mean making sure that far more people
than can benefit from the college now
can benefit from the cord in the future.

That's why we're doing this,
you know?

So the you need to nail the overall
purpose of this is, you know.

And if you can sell it as being something
positive for them and for everybody else,
then you'll have a chance.

I mean, but I mean.

It's not all selling positive and big ideas.

You know I've had to run him.

See things blunts you know where in fact,
for about three years that was all it did,

you know you see right?

We have to start this year.

£7 million.

It's terrible,

but we've just got to do it,

you know.

And then next year,

sorry folks again we have to

save a billion pounds, you know,

and you just have to get out

there and be honest, open,

you know and and but you know,

keep a kind of an idea alive.

Really want the college to go?

You know we need to do this because

we need to put push it forward and

we need to maintain a reputation.

We need to push on in this area.

So it's dealing with those who

are difficult to deal with.

Those that I've got no stake in it is.

It's just psychology.

You know,

you need to think through how my gonna

get these people outside and you're going.

When you know you won't get them on site,

but if you can get them not

being actively oppositional,

then that's maybe the best thing.

Yeah, yeah,

and that's OK.

'cause there's enough people being positive.

Normally 'cause if you go in and

so will I hear you saying really

strongly there is that you know

it's not about individuals,

it's not about you or it's

not about any individual,

it's about that shared common purpose.

It's, you know, be there for and.

Trying to make sure that you achieve

that rather than meet everybody's

individual needs and listen to.

Yeah, absolutely.

Individuals aren't happy with yeah exactly,

and the thing could do is you

can't do that often enough,

and I said that to people.

Wish I spent loads of time you know,

actually talking to groups of stuff

like inordinate amounts of time.

You know we would do briefings

kind of 3/4 times a year.

And because we're multicampus would

do it three times in each campus.

So I was doing, you know,

kind of summer kind of presentation

maybe 11-12 times over the course of a

fortnight or something like you know,

just to go ahead,

but I would nearly always talk

about the successes of the college.

What would develop, they basically say.

That's used on this.

You know it's not me.

You know you've done this.

You know the fact that we are

known as innovators in learning,

teaching us absolutely nothing to do with me.

You know,

that's you,

you know you are the ones that

are getting the great results

with the students who wins are

face to face with the students.

I've got all kinds of difficulties

and you solving their problems

and you're getting them through.

You know you are gold dust.

You know you are magic.

You know that the magic in his

college happened between the

teachers and the and the students.

You know,

because of the successful

you're doing your job properly.

And and that that's where

the strength of the courts.

Go out and you can't tell people

that often enough you know and you

know the time you devote to doing

that is the best time you'll spend.

You know in terms of trying to lead a

college and how people actually go with you.

You know don't spend all your time

talking to politicians you know.

Don't spend all your time

talking to the funding Council.

Government.

Speak to your own staff as

often as you possibly can,

and you know with 1000 staff across

through five different campuses,

it's dead hard,

but just you've just gotta be even

more time into doing it, yeah?

And just to finish up then.

So there's some lovely bits of there's

some lovely Nuggets there for me.

The thing about being authentic and being

honest and being politically astute and.

Really true,

you know,

being able to identify the people

who have ideas and you have the

energy and you know nurturing them,

but also given other people voice

and and and letting them know that

what the purpose is and what they you

know the collective intention is.

So just to finish up,

if you were to,

if you were to give some real

advice or guidance to young

leaders that are coming up now and

they're going to be facing these.

You know the challenges that we've got that we've never seen anything like it before.

What would be the just the key Nuggets of advice that we want to get that stuff?

It's tough to kind of summarize it.

You know they need to watch and learn.

You know they need to watch people who are really good.

Watch people get really good and, well, you know and be prepared to change.

Don't get fixed ideas about what leadership in the college sector is going to be like.

Or it's like this now.

Therefore it's going to be like this in 10 years time.

'cause it it.

You know things are changing to such an extent.

You know the the the amount of time people now need to talk in partnership.

I noticed I noticed that.

Dumfries and Galloway in boarding

schools have launched the kind of

joint digital initiative, you know.

I mean, a few years ago,

college didn't do joint initiatives

like that.

You know they were competing for students,

you know.

So the world changes quickly,

so try and get yourself into the position.

We could predict that change.

You know we got things right.

I think this is where this is going to lead.

So let's start doing that, you know.

So try and get headed again.

You know, look around.

You learn,

learn from the people that are good,

well from the projects are good and

really try to get headed again.

Try to get.

At the forefront of thought and

and and in the sector, you know.

And if you can,

if you get a chance again,

anyone knew that you get a chance to talk

to people who are doing that kind of stuff.

Then you'll learn,

and then you'll see how the world is

changing and how you can fit into that.

And and and and make it work.

So it's it's about looking forward.

Looking forward, absorbing,

you know, learning, looking forward,

and trying to think what you often often.

If you think I think it'll

be really good idea.

This happened, right?

Well, that is the idea.

Then, you know.

Quote what do you need to

do to make that happen?

You know and go off and do it.

You know you can do it, you know.

Yeah, I heard someone talk about

leadership and they said,

and the future is on the horizon.

And and if we look,

we can see it.

If we wait for it to come,

then you know we need to be on that horizon.

That's where we need to be looking,

and that's where we need to

be focusing our energies.

We need to be pushing on, you know,

and I remember you know one of the

times I launched something in it.

'cause right, we're going to do this.

It was almost like staff with some

stuff for this is like initiative overload,

you know.

And it's like,

yeah,

but actually you know if we

don't push that

on me, don't push that forward.

We start going backwards, you know,

yeah, so yeah, be on the front foot.

You know, in terms that and I,

I kind of I go right back to where

we started their turn about.

Linda Mackay, you know,

in this tiny re department college,

which should only be in

for two minutes, you know.

And but she was demanding she was

bringing people in national people in.

And all this kind of stuff.

She was running exhibitions

for the work that was going on.

She was just pushing on, you know.

And it struck me that as I said that

the confidence of what you're doing

confidence to put in front of people

and confidence to go for the next.

Thing is not that item E that that's

what marks out can really does.

You know it's good?

Take people with at the same time obviously,

but you know going for the next

thing and being able to kind

of shift everybody with you.

It's it's so important.

OK?

Well I think that has been the

fastest half an hour that I've

had in a very long time.

And I it flies by, that's for sure.

This doesn't it,

and I've probably enjoyed it

and I really appreciate those

little Nuggets that you've given.

And and the honesty, UM.

And just the fact that you've come

on and you've had to share those

little bits of wisdom, not all.

And not I said it is genuinely

a pleasure to do it,

you know, and I'm I'm happy.

You know,

what can we see?

The end is is really good and the

opportunity to talk to people and

the opportunity to talk to people

who are starting their journey and

people who really think everything.

Always great.

And it's it's a great thing we do, you know.

I mean you can.

Only you can only throw ideas,

other people you know.

People have to kind of find

their own way you know and have

to find their own kind of.

Style and open their own drivers,

you know,

but at that CDN one of the things

that we've been doing Grant is we've

been working with the pneumatic

School of Business and we've been

working on their preparing for

executive leadership program.

We've had a Maasai elder come and

tell us about leadership and how it

works in these community and and he said,

you know,

there is no such thing as retiring,

you know,

and a Maasai elder never retires because

they have all the wisdom what the

elder does is they they hand out there.

Feathers of wisdom.

So I think that's beautiful.

'cause that's what you're doing just now,

and it's great that it's great that

you're continuing to do that with CDN,

and in other ways,

because I know you're involved

in a lot of other things,

but that all that wisdom that you've

gathered that you're prepared to

pass out those feathers today.

I agree stuff. Yeah,

quite like that comparison.

Hamas, I heard that I have that one.

Yeah, yeah. OK, well thank you

so much and thank you Valli.

Thank you. Best of luck OK.

Cheers bye bye bye. Bye.

I was. You guys were going to

know we're good. That was good.

Yeah yeah, happy good?

Yeah, yeah, absolutely fine.

If you're happy, I'm happy.

Yeah yeah, I'm happy.

I think it just needs to be

a natural conversation right?

And and I meant that sincerely.

'cause that's what it sounded

like you're doing in terms of

handing out the feathers and just,

you know when you spend so long in the

sector and you've just got wisdom.

I spoke to Annette Bruton last

year and again, you know here yeah.

Sharing this much appreciated.

OK, thank you so much.

Thank you thank you bye.