

CPA Australia Podcast

Episode 59 - Transcript

- Introduction: Hello and welcome to the CPA Australia Podcast, your weekly source of business, leadership and public practice accounting information.
- Ben O'Halloran: Hello and welcome to the CPA Australia Podcast. My name is Ben O'Halloran, and I'm the content and social media manager here at CPA Australia. This week's episode was recorded in front of a live audience at CPA Congress. The topic is the Impact of Genuine Leadership with Suzanne Waldron who is a human behaviour specialist, author, ambassador for the organisation, "R U OK?" And Chair of its working group in Western Australia. We hope you enjoy this episode.
- Suzanne Waldron: Welcome everybody. Hello. Well, we have the next 40 minutes together, and I am so thrilled to be with you because I've got a couple of really important things to talk to you about. One is definitely about genuine leadership, but I kinda need to go back to the beginning in order to be able to help us get to genuine leadership topic. I want to know in the room, who here has had heard of the word "eudaimonia?" Just put your hand up if you've heard of the word, "eudaimonia?" Who hasn't heard of the word "eudaimonia?" Okay. Yep. Yep. It's pretty much what I was like when I was sitting in the room just like you, a little bit smaller actually, and a lady was talking to a group of us about eudaimonia, and she was extremely excited about it, and I was sitting in the room thinking, "I don't know what she's talking about. I've never heard of this word before."
- You know how you're told probably earlier in your leadership career that if you're thinking of something and you have a question that probably six other people in the room are thinking the same thing, so I took that and I put my hand up and I said, "Excuse me. Could you please explain to us what eudaimonia means?" She said, "I'm so sorry. I completely forget that I've been studying this for so long." She was studying her PhD, "That I don't tell people what it actually means." She said, "It's actually from Aristotle. Anyone here met or know Aristotle?" If you have, then you're doing quite well. All of you [inaudible 00:02:19] kind of working for you. He was in the 300 BC era, and most of you would have heard of him. He was studying eudaimonia and the art of human flourishing. That's what eudaimonia actually means. When she said the art of human flourishing, I kind of went "flourishing?". It's not that I haven't heard the word before because I had, but it's like he was bringing flourish back. I was really excited to hear, "What is this flourishing? I love the sound of the word. I love what I think flourishing means." So tell me what do you think flourishing means? Just shout it out as loud as you possibly can. What is flourishing from your perspective? Go. Improving. Give me a high five. Nice. What else?

Audience Member: Thriving.

Suzanne Waldron: Thriving. You deserve a high five.

Suzanne Waldron: Oh, you take the credit. Who said it? Who said it? Thank you. I'm coming around. Coming around. Keep going. You don't have to wait for my high five. Thriving, improving. What else?

Audience Member: Growing.

Suzanne Waldron: Growing. Awesome. Virtual high five, virtual high five. What else do you think flourishing is?

Audience Member: The best of.

Suzanne Waldron: The best of. It's like greatest hits. I love it. Do you know what flourishing is all of those things, but it's actually a lot grittier than you think it might be because flourishing actually means to go from adversity. From a place where we have a really hard time and we move through that with as much coping mechanism as we can possibly muster, and we're effective during that coping process, so that we can move through to contentment and productivity. Who wants to flourish more? Put your hand up if you want to flourish more moving from hard times through the good times as well as you possibly can. If you don't put your hand up, we need to have a chat after. Everybody wants to flourish more. I want to flourish more. The thing about that is when that was Dr. Google giving me that explanation afterwards, when I realised that, I realise that indeed I had actually been flourishing, and I really wanted to flourish. And everything around that week after learning this flourishing word, people's saying to me, "Suzanne, we really want you to flourish." I was like, "What?"

Then, the guy said to me, "Suzanne, I want your business to flourish." "What?" In that week, the entire universe seem to conspire against me in a good way to bring me flourishing. Why is this important? I think we need to flourish more. We need to learn how to cope in moving through all the things that happened to us in our life especially as we're giving fatigue with uncertainty and change at the moment. We need to cope with that well, so we can get into our productive and content place. Did you notice I didn't say happiness? Because that's just something that happens along the way. The reason this connected with me is because when I was eight years old, I had a nervous breakdown. I was just walking into TV room at school and I completely collapsed, had no function in my arms, no function in my legs and I couldn't speak. I was eight years old. Standing here at 37 now, just get the age a bit out of the way, so you don't have to deal with the math, but I know you're really good at math, so it's all right.

Actually, that's good. You are the numbers people. I'm okay. It's all good, but at the age of 37 looking back thinking about an eight-year-old having a nervous breakdown, I think, "Wow. That's not usual." I was in a foster home, and by the

time I was 15, I was actually homeless. When I was 15 and living in England and it wasn't the street kind of homeless that you might be thinking of. It was warm. It was sunny. It was in the fields, in cars for a few weeks, and then some things changed. I won't go into the nitty gritty today, but it allowed me to think about flourishing. And I was writing my book at the time, and I had the title almost. I had A, mind, but I didn't have that middle word because I worked with the mind, I worked with the, "How we process information in the behavioural change sense?"

When I heard flourishing, it became a flourishing mind and I thought to myself, "That is what I think I have." So I think there were a few keys to flourishing, which leaves into genuine and I would like to share them with you today. Is that okay? Do you want to know what I think it takes to actually flourish like practically how to practical tangible stuff, that we're not just going to talk about, but we're going to do when you leave. Is that all right with you? I love your certainty here. Key number one, get your pens ready. Key number one is self belief. I say that kind of whimsically like self belief because people often say, "You need to believe yourself more." And you go, "Great. How? I would love to. How do I do that?" I think there are two really key components, and I want you to think about this in the context of yourself and in the context of the people of the people around you, and the context of your workplaces and your customers.

The first thing is growing self trust. Can you just let me know by show of hands who snoozes in the morning? Just so I want to see, and keep your hands up. Now, I'm not bagging a snoozw. I freaking love a snooze, but I'm going to show you how to purposely snooze if you are a snoozer. The thing is, is the night before, we set our alarm and we said, "I'm going to do something tomorrow morning, i.e. get up at certain time." Then, we don't. We literally set an intention and don't follow through with it, and that's a tiny thing perhaps, but can you imagine every time you set an attention and you don't do it, your neurology inside starts to do what? Shout out to me what would you think your neurology or your body is doing when you don't do what you say you're going to do?

Audience Member: Self disbelief.

Suzanne Waldron: Self disbelief. Absolutely. We start to not trust ourselves.

Audience Member: Feel guilty.

Suzanne Waldron: Feel guilty, so our emotions get in the way. Absolutely spot on. Our neurology wants to follow our lead, and it will. Every time we say we're going to do, and we don't do it, we're building a pattern in our neural pathways setting ourselves up, but then it's not just about the snooze, is it? It's about all the tiny things and even the major things that we do in our life when we set an intention or something we want to do, and we don't do it, whether it's smile at the person at work that perhaps annoys us, I was going to say something different, but annoys

us or eat more broccoli like you did at lunch time, or whatever it is, put your trainers on at 5:00 and go for a run. It doesn't matter how small or big it is.

Every time we say we're going to do something that we don't, we erode self trust. It's funny that as human beings, we don't actually let others down. We're much less likely to have someone else not trust us. We work really hard to make sure everyone else trust us, but we probably let ourselves go. What I want you to do, this is your homework because there's always homework when you're around me. I'm sorry, but it's really good homework that's going to make flourishing and genuine have them. When you do something that you said you were going to do no matter how tiny, I want you to thank yourself. It doesn't have to be a Suzanne kind of a thank you, where you might go, "Thank you" externally on the train or something, or it could be. I'm not saying you shouldn't.

That's entirely up to you, but maybe even just internally thank yourself because what happens is your brain and your system and your neurology is actually going to produce chemicals, so it could produce guilt like emotions, but it's going to produce something different, something a bit more purposeful and it's going to allow you to keep searching for that because your brain is an answer seeking machine. It says, "What do you want? I'll go find it." You can enter in a Ferrari there if you want because it will happen. Our neurology will follow whatever we're paying our attention to, and the more we build self trust, the more we can then increase self belief. I want you to help your neurology by thanking yourself, allowing your neurology to build up a pattern and a system that really lets you increase that self belief.

The second thing about this is I think we're not very good at learning. We're not very good at going from no skill to lots of skill. It's like we seem to think that this bit here shouldn't happen. I should be able to get in a car and just drive it when I'm brand new at it, or perhaps it's a new accounting software that your company has implemented and you should be able to use it immediately. And we don't like feeling uncomfortable. We don't like feeling like we're going to make a mistake. I think we need to get okay with when you're trying something new, you need to know you're not going to believe in yourself during that timeframe in your skillset. You will believe in who you are and you will certainly believe in what you are able to do, but technically you don't yet have the skillset and we seem to forget that. Building our self belief takes quite a bit of purposeful action, so are you up for that?

What's the first thing you need to do coming on what you tell me? You need to thank yourself, and the second thing is, is to understand that you are completely in control of your learning processes and your competencies. Does anyone want to know what the second thing is? The key to flourishing? Give me a yes, Suzanne, if you don't want to hear. Otherwise, I can just skip on to number three. Do you want to know number two?

Audience Member: Yeah.

Suzanne Waldron:

Awesome. Number two is about choice. It's about knowing that we have more choice than we think we do. I want you to imagine again that I'm 15 years old. You don't have to imagine too much, I know. Not quite the same, I think. I'm on a train. This train is taking me from one place to another, and over here is the boyfriend and over here is the family that I didn't want to go back to. In the middle here, I'm sitting on the train facing this way. Behind me is the boyfriend that I desperately want to stay with, and there is the family that I'm going towards. I remember certainly, does anyone know Basingstoke train stations? Just give me a ... Yeah. At the back there, a couple of you know.

It's a beautiful old English train station and the light was shining. It was 31 degrees, which is huge for England. Very hot. I saw these people walking on and off the train. It's like I could see legs, on, off, on, off, on, off and it suddenly occurred to me that I could get off the train. I didn't want to go back for various reasons. In that moment, I realised I could just get off, and so I did. I got off the train. As I was on the train station platform, I called my boyfriend who's a lot older than me at the time. I'm still only 15 at that stage, and he freaked out, of course. "What am I going to do with a 15-year-old girlfriend?" He's 21. It's still very controversial, and I decided I would go back to him.

The thing is, is that's some major choice. That's a massive choice, and it was one of the best decisions I ever made in my life because it gave me independence and a sense of control I have never had with all the issues that had come up in my life before then. How many choices do you think we have available to us every moment of every day? You have a choice to listen to me right now. You have a choice to pay attention to where your thoughts are. We have a choice to be here. Thank you for moving from where you came to get here today even from moving from lunch to get to this section. You could have left. There's consequences to all of that, I know, but you could have done that, and I think we forget that we have actually more control over our own neurology and our world than we actually believe we do.

We might be in habits and ruts absolutely, but we certainly have much more control over the minute decisions that we make even emotionally. If I haven't blown your mind yet, I might just in this next sentence, so prepare for yourself. Every emotion you've ever had is a habit. You weren't born worrying about being bald when you were born. You didn't come out of the room like, "Oh my God, I'm bold." You didn't come out going, "Oh my goodness. When am I going to go and pick up the dog from the kennels?" You did none of that. None of the worry or the joy or the excitement or the sadness was born through emotions. We learned those emotions. We have much more choice than we know, which leads me to key number three. Key number three will lead me to genuine leadership. So I want you to imagine that you are her. Okay? You're the lady that I'm about to talk about, and I'm me. So I'm 15. Again, don't have to worry too much about imagining that.

You just remember you're her and I'm me. I'd been homeless for a while, and I needed a room to stay in. Now, I opened up the paper, probably the first one

I've ever seen and looked for a room to rent. I turn up at your doorstep, 15 years old with a bag of clothes, which only was going to last me five days until I got off at Basingstoke train station. You open the door, and I give you a 50-pound note, and I say, "It's the only one I've got." And you say, "It's okay. Come in." Because you see a 15-year-old girl, I think I see a 25-year-old girl walking in, and you know, know everything that I do about the world, and that woman right there right then went beyond herself. She gave me two weeks for the price of one. She included my food. She helped me with my washing, which I dyed blue previously. I'm better at washing now, but she gave me something that I hadn't felt from a very lot of people in my life at that point and that was loyalty.

And I know that sounds really strange. In like moments, she helped me feel loyalty and she gave me a great sense of trust. She did something for me that has shaped my entire life. Can you imagine 22 or so years later, I'm standing in a completely different country talking about a woman. I can't even remember her name. I'm not even sure I knew her name, and I'm talking about her about this moment and I stayed with her for two weeks. And she shaped something. She gave me something. She role modelled something for me that other people haven't done yet in my life. I wonder how many things you do on the smallest of faces that has helped shape someone else's day or perhaps their belief systems. How many people do you help in your business? Even a sentence. Think of a sentence that you have heard in your life that actually stays with you, and created a belief system for you. I wonder how many times you've done that for someone else, and this, my friends is called the kindness of strangers.

And that lady ... I was standing in a university, which was really funny. I'm standing on a stage like this but it's a bit different because [inaudible 00:19:40], so I'm looking up and they're all looking down. This young guy puts his hand up and he says, "Would you like to meet her?" I went, "Oh my God. This is your life. It's happening right now." And I said, "Is she here?" I said, "Do you know how to do that? Do you know how to get her here?" He was like, "Well, I wasn't sure because I just wondered if you would like to meet her. What would you like because I don't know how to do that?" I was like, "Oh my God. Thank goodness. Okay. I'm not sure, but thank you for asking me that question. You're freaking me out." But it leads me to genuine. She genuinely was able to see beyond herself, "I wonder how many of us would have let a 15-year-old into our house?" I don't even know if I would, but we do do different things on a daily basis, and I want to take you to your work context more than ever now.

And in this story, I want you to just put yourself in my shoes. Okay? I just want you to premise this. I just need you to put yourself in my shoes before you judge anything. Okay? I was working with hundreds and hundreds of staff. I managed lots of people, and it was an insurance company. Very boring, but very, very good. We need insurance, and we had one years worth of work in one afternoon. That's the look you probably should have had when I said that. Just think about that. Think about your own work. One year's worth of work in one afternoon. That, my friends is called a catastrophe, and I want you to imagine one of my staff members. Her name was Natasha. Natasha was quite an

incredible lady. She had won third place in Australia's Top Model, and she was practising to be a court lawyer. I want you to build up the picture in your mind. Think Megan Gale, assertive. And Natasha had long dark hair, very beautiful, very assertive, knew how to build a case against people, but also really disarmingly beautiful and she came into a room with me.

Just remember, we had a year's worth of work in one afternoon. I was very tired. I have been working 19 hours a week, 19 hours a week, week after week, and I'm sure you'll understand this. Excuse me for one moment, Natasha, but we had a ban on all leave. No leave or whatsoever. I'm glad you understand because you'll understand this. Natasha comes in. She says, "Suzanne, I want to go to Europe." This is Natasha. This is me. Oh my God, I'm going to die because I'm so tired. Natasha says, "I really want to go to Europe." And I say all the things, all the nice things that you're supposed to say to sort of say no, but without really saying no. And at this point, I turned to Natasha, and it took me three months to clear this up, this sentence, "Natasha, I really would help you, but I can't." Did anyone believe me? Anyone? [inaudible 00:23:01] was like, "No."

And this is what Natasha said, "Suzanne, I think you're being completely disingenuous." I didn't even know what disingenuous meant at that time, but I kind of got that she didn't like what I was saying. Then, of course, what I did was I tried to make it better. I tried to dig my hole even deeper and by persuading her that I really meant what I meant, but she didn't believe me. Natasha then decided that she would tell her mum. The thing is, is her mum worked in a different department, and she's been there for 20 years, you know the type, and then it took me three months to be able to get back from the gossiping and the ganging up and the reporting to my manager, and all the things that happen when you make very assertive, beautiful model kind of court person unhappy in her part-time role for not going to Europe. She didn't get to go Europe but I'm not saying that revenge is sweet or anything.

So, what is this story about? It's about being disingenuous and I love Natasha for teaching me this because being disingenuous cost us time. It cost us energy. It cost us relationships. Everything about disingenuous is completely and utterly unhelpful, but I do say this, we sometimes need to understand that social filters are absolutely acceptable because you may just say that one thing that becomes your career limiting move, and so sometimes we have to fake it a little bit. I get that. The causes of disingenuous all the things that you talked about, but you know there is actually a positive intention sometimes behind disingenuous. That is because the number one reason is that we don't feel like we belong, and we try to fit in. We are so busy sometimes trying to fit in, and we are literally moving through impostor syndrome. Has anyone heard of impostor syndrome? Can you put your hand up if you've heard of that? Beautiful.

Some people at the back, some people around essentially if you have a look at ... Sitting in and being awkward. If you have a look at this. Do you want to go back out? It did take some minute, doesn't it? It just takes some minute to see

that one. I love it. The ripples go through the crowds. If you have a look at the graph here, you've got what you think you know and what you think other people know, but the reality is we quite often know quite enough and impostor syndrome is that kind of thinking that we have inside our minds sometimes is that, "I shouldn't really be here. Am I going to get found out? Do I know enough?" Impostor syndromes stops us from being able to be who we really truly are because quite often, impostor syndrome is around what we know, not actually who we are. The difference being what we know is our skillset, but what who we are is actually who I am as a person? My belief systems. Poor little kitty.

I want to talk to you about masks. This is a freaky, freaky photo. This is with me with a mask. I did study a master's degree in neurolinguistics and coaching, and it's hot business doing that because I tell you, wearing this mask whilst I was coaching another client who was actually also wearing a mask. Just imagine. Can you imagine doing coaching and I'm in a mask and the person's in a mask? It was controlled environment, so nobody was hurt in the process, I can guarantee. Well actually, it was very hot, but the masks that we wear tire us out. It's a bit of a metaphor because I know we don't walk around with actual masks, but masks and things like telling jokes when you don't really mean it, speaking in a really jovial way constantly when you're not really feeling great. They might be the clothes you wear, the makeup we have. It could be literally trying to be something I'm not, trying to convince somebody or something that's not really, and all of those masks come from a positive intention.

We're trying to protect ourselves, and we're trying to fit in, but it takes so much energy. Some people say to me, "Oh, this is great, Suzanne. I really want to be genuine, but what if nobody likes me?" Not everyone is going to like us. The masks that we wear can prohibit us from having really beautiful relationships. This here is the perceived need to adjust. In your businesses right now, it could even be you, but probably your staff, and certainly some of your customers. On the right hand side is the person's natural style. You can see that it goes like this. On the left hand side, there's the perceived need to adjust. This is a real example of someone's behavioural patterns showing two very different outcomes. One is their natural style, and one is how they think they should be at work. What do you think causes this? How do you think people would be if they were acting against their own natural style? Give me some things that you would see or hear? Say that again?

Audience Member: Disingenuous.

Suzanne Waldron: Yes, definitely. Disingenuous. Thank you, Jeff. Natasha? That's your new name today, by the way. What else would you see or hear if someone's acting their own natural style? What displays would they be having in their body?

Audience Member: Fake laughter.

Suzanne Waldron: Say again?

Audience Member: Fake laughter.

Suzanne Waldron: Fake laughter. Like that.

Audience Member: Doubt.

Suzanne Waldron: Doubt? So they're having self doubt, and you can pick up on that, can't you? People are like, "I'm not sure. I'm not sure." Being nervous. What else would you see or hear?

Audience Member: Stress.

Suzanne Waldron: Stress. They might be sweating a lot, or they might be fidgeting. There are so many signs where it really stresses us out when we're being someone we're not. Inner conflict causes non-genuine relationships. It's like the trust thing. It's the same with being genuine. It has to start with us. Inner conflict, then causes relational conflict and organisational conflict. If we are in a genuine place where we are really clear on who we are, and what we want for our organisation for ourselves, then we will have better relationships. This is what, I think we need to check out. I want to know what genuine is. I'm going to give you 30 seconds to talk about with your table exactly what you think genuine is rather than what it's not. How do you know someone really is being genuine with you, believe they want what you are delivering? Did you know beliefs are way more important than values in a lot of ways? Values is what I think is important. Beliefs are what I know to be true. Did you know that?

Values is what I think is important, but beliefs is what I know to be true. We need to change at the belief level quite often in our organisations and ourselves, being genuine comes down to believing in yourself in who you are, but my goodness, it takes so much work to do that. We hardly ever think about our thinking. We hardly ever think about our belief systems. We don't sit down and do our own personal values. Some of you might have ... Has anyone actually sat down and done their own personal values? It's probably that old in your organisational values, so I would imagine has anyone sat down in their own personal values or beliefs? Good on you, girlfriend.

In fact, you know what I might do is with permission of CPA, I'm going to send you some documents, so you can sit down and do that with yourself and also look at your own belief systems as well because when we have very clear beliefs our boundaries, and we are going to be very sure about who we are, and we're going to communicate that with other people. If I get lost, scared, nervous, confused, it does happen, I promise and I do cry regularly, but if I do get into that state, these are the three things that I know I have to come back to, self belief, choice and kindness. That's my roadmap. I come back to that, so before you guys come in the room, that's what I'm thinking, "Who am I, Suzanne? Why am I here with these people? What am I going to do with them to make it worth

their while this afternoon?" I don't stray from it. The rest is just strategy. The rest is just strategy.

How I deliver that? How I speak about it as the world moves on and new things become available, will change. That won't change unless I get some drastic new information on new insight. We have to take time for ourselves to be able to lead onwards. We have to be able to lead our people and our organisations and our customers as advisers and as people who guide, really from that genuine standpoint because that leadership comes from you. Seth Godin. God I love him. We want to be remarkable, being genuine, be worth connecting with. I have a very, very unfancy model. It's not fancy and it's awesome rather than it's not fancy and it's cheap. It's not fancy and it's awesome. I think genuine means we have to have a clear identity. We have to accept all parts of ourselves. We have light sides of ourselves and shadow sides of ourselves, and all of those were okay.

We need to make sure that we have clarity in our vision, and that we are moving congruently towards something. Otherwise, we're just shifting paths and shifting paths isn't actually going to get us very far forward. We might have a great time in the way that we explore new things, but we really need to make sure there's certainty in our leadership styles. We need to know ourselves. Relationships require that trust. Relationships require really understanding and having transparency and openness. I've been with my husband for 20 years. I know it was legal because I was 17, so it was ... You know that. It wasn't the guy from the train. I met him just after the guy from the train because I get asked that. "Is it the guy from the train? Is it ...?" No, it's not.

His name is Phil, and I actually did a six-part series online about why I think Phillip and I've been together for 20 years and there were six things that I thought that was really important. I won't go through all now, but essentially transparency is really important and having openness because we don't even ... We don't just lead in our organisations. We lead in our families, in our supporting groups, in our religious church areas. We have cooking classes or hobbies that we have. We have our in-laws. We have our work places. There are so many different places where we might need to lead, and being open and transparent and having courage to be direct and compassionate gives us trust and openness. I believe in genuine, and I think these are some ways to be genuine. Get to know yourself who you really are, what are your standards and values, and I'll do my best to get some worksheets out to you through CPA.

Focus on your strengths and the people around you, their strengths because when we work on strengths, we can't be everything to everyone, so let us really focus on the people in our organisations and the strengths that they have to bring because when we do that, we enable those people. Encourage real. If you see people not being genuine, don't do like a Band-Aid and go ... You're lying, but encourage people to say what are you really talking about here? Allow them to get into a place where they can really talk to you thoroughly and genuinely. Recognise where your masks are. What masks are you wearing and how do you

recognise masks in other people? Notice when there are incongruent, they're out of alignment, and encourage them to take off the mask in a place that allows them to be really who they are. You'll get so much more from them and yourself, and be a role model. Be the genuine person, whether you're an introvert, an extrovert, somebody who likes certain hobbies or certain practices or ways you like to have rules around in your life or in your workplace, role model what you believe yourself.

I now work for myself. I work with senior leadership teams. I don't have a group of people like I used to, hundreds of people working for me. I work completely for myself, but I still lead a philosophy. I lead thought leadership. I lead practices that I believe we need to have in our life. Recognise what it is that you role model, your belief systems, your organisational processes, but also your leadership style. It's more than just role modelling certain things. We are being looked upon constantly. I say this because I want you to get to the end of your life. I know it's deep and meaningful, and I'm going there. Just bear with me, but I want you to get to the end of your life and I want you to just look back and say, "That is who I wanted to be."

I want you to focus on the what, but I really want you to focus on the who because when we do get to that age at the end, really all we have is who we've been, the memories that we've collected, and if we're genuine, we get the opportunity to leave that with less emotional unrest, less conflict, and more opportunity to get through the life the way we want to get through our life, and most beautifully, you'll get to impact others to do the same. I really believe in flourishing. I really believe in genuine, and I do hope that you will join me. Thank you so much for listening. Thank you.

Ben O'Halloran: We hope you enjoyed this episode of the CPA Australia Podcast. To find out more about Suzanne, please visit her website at www.suzannewaldron.com where you can find more information about Suzanne, and purchase her book of Flourishing Mind. If you enjoyed this episode, you can access more Congress on Demand via the link in today's show notes at www.cpaustralia.com.au/podcast/59 Thanks for listening.

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