



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks
Episode 070: Four Things You Can Do to Be a "More" Positive Leader
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Daphne Scott: Welcome to the Super Fantastic Leadership Show podcast with your hosts Daphne Scott and...

Katie Hendricks: Katie Hendricks!

Daphne: This is *the* leadership podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun and influence, Katie.

Katie: Yes. I just love it that we weave fun and effectiveness, because I think that's one of the aspects of work that most people don't see go together, and we have lots and lots of evidence that they do.

Daphne: Lots of evidence, and we're going to talk about *some* of that evidence on today's show. We're talking about the four things you can do to be a "More" (I'm capitalizing *More*) positive leader.

Katie: Yeah. So no insinuations about your current leadership style.

Daphne: None whatsoever, because you're probably already a positive leader, or you have traces of that showing up, I'm sure. So when I put our outline together, I put "More" in caps, and I'm *emphasizing* it.

Katie: Okay, that's where we're going to put our emphasis, excellent.

Daphne: The good news is, it's only four things. It's not like 20 things.

Katie: Yeah, that's so great, because one of the things I learned ages ago was that human beings can remember between three and five things at any given time. You know, *most* people.

Daphne: Right, exactly. We went right in the middle of that. I went with four.

Katie: The sweet spot. That's Gay's favorite number, four.

Daphne: Is it really four?

Katie: Yes, whenever I say, you know, "How many times did you do that?" I'll say, "Oh, wait. Don't tell me. Four."

Daphne: You just know it. He likes four. I like 14, but that doesn't bode well sometimes.

Katie: No. Fourteen is like having two committees that have gotten together.

Daphne: It is. Decisions don't get made well. You know? You're there forever.

Katie: People forget. Somebody's always having a side conversation.

Daphne: How do you know so well what goes on in my head? That's very... Okay. All right, let's get to our appreciation. I'm going first this time.

Katie: Okay.

Daphne: Because the person I want to appreciate is you.

Katie: Oh!

Daphne: I want to appreciate you, Katie Hendricks, for...oh, so many appreciations I have. One of the things I appreciate about you, Katie, is your unwavering commitment to creative expression in your life.

Katie: Mmm.

Daphne: You know, my experience of you is that it just never stops. There's just this way that you continue to allow that to come through you in the world.

Katie: Yes.

Daphne: That is just one thing I appreciate about you. The second thing I want to say is I love your sense of humor.

Katie: Oh, thank you.

Daphne: I find that it opens me. I think you make me funnier. I do. I know that's hard to believe, but I really think you bring out my humor. So I appreciate those two things about you, deeply.

Katie: Oh, thank you. Oh, that is so lovely. I'm grinning here. You can just hear me grinning. Oh, that's just so lovely. Well, it's interesting, I'm appreciating kind of the three people who led me to you.

Daphne: Oh!

Katie: Yeah, there was a kind of a triumvirate of my students, way back, of Grace Caitlyn, who is now Grace Clayton; Diana Chapman; and Corinna Bloom. They entered my leadership and training program at about the same time and were so rambunctious, disruptive, and completely insistent on, "What are the ways in which we can expand and use this work fully?"

Daphne: I can see that with those three, absolutely.

Katie: In their sharing energy with each other, they really ignited the program and created a big ripple impact, which directly led me to meeting you. So I'm appreciating not only their energy but also the context of appreciation and of generosity that they created that led to my being able to meet you in person in Chicago, and then off we went.

Daphne: That's exactly it. I think Diana was standing in the doorway and said, "Here's Katie, and here's Daphne." I think that was it.

Katie: Yep. That's right. Then she left, and we just started babbling at each other and didn't stop for hours.

Daphne: Yeah, basically that's how it came to be. Yeah. My appreciation to Diana, Grace, and Corinna as well. They are edge-walkers for sure.

Katie: Yeah. I agree, I agree. So many appreciations to them.

Daphne: Many appreciations to them. All right. Well, let's get on with the show then.

Katie: Please.

Daphne: Let's talk about the four things we can do to be a more positive leader. Okay? What we're touching on today actually comes from... Usually on the show we touch on some research, then our observations and our own experience.

Katie: Yeah. We want to have something for both sides of the brain.

Daphne: Yeah. Exactly, exactly. So some of what we're going to talk about today comes from Dr. Kim Cameron, who is at the University of Michigan. He's in the Ross School of Business, and he is a researcher, scientist, and professor in the world of Positive Organizational Scholarship.

Katie: Oh, great. It's so great that there's scholarship about positive organizational context.

Daphne: Yes, there is.

Katie: That's great.

Daphne: Yeah. Isn't it great? They really study, "What is the flourishing organization? What does it look like?" Unlike looking at just who is an individual, Katie, who is flourishing in life, the organizational context sort of brings in a whole other level of nuance. Right?

Katie: It sure does, and that's such an important point, because the mix of people actually creates a whole other organism. The *organization* is its own organism.

Daphne: Yeah. That's perfect. *Organization, organism*. That makes total sense. So really what we're talking about today is what makes up a flourishing organization, but we're talking about it within the realm of leadership, because one of the things we know is that the leader influences a lot about our organization. Right?

The climate, they influence others around them, and I think that works both ways, with what we would classify maybe as *followers*, for lack of a better description, but we're talking really about: What is a flourishing organization, and how do leaders *create* or help *cultivate* that flourishing organization? How do they bring out the best in an organization? That's really what we're talking about.

Katie: You know, I was just having an image arise in my mind, so I'd like to share it with you because I have a sense that it has to do with this subject.

Daphne: Yes.

Katie: I was thinking about not the conductor of the orchestra, but the first violin.

Daphne: Ooh.

Katie: Before the orchestra plays, and even before the conductor comes out, the first violin will stand and sound the note to which everybody else tunes. What I think is an organization is very much like an orchestra in that each person's role is essential to the whole and to the vibration you want to create.

Daphne: That's so good.

Katie: One of the things the leader does, I think, through what we're going to be talking about, is to sound a consistent tone to which other people can entrain. In other words, other people can let themselves hear that and pitch so that they're in harmony with it.

Daphne: Katie, what a perfect metaphor, and perfectly articulated. That is really what we're talking about, so I love the distinction you're making here because we're talking about the four things you can do. Right? Like you're just going to do these four things and that's going to be it. But really, it is what we're talking about. How does a leader contribute to and create this resonance that people are kind of getting in the flow of? Everyone obviously has a part of that, but we're talking about it within the realm of leadership. Great. Great metaphor. I love it.

Katie: Super!

Daphne: Flourishing, right? Like a garden. Like one that's blooming and it has all different layers of life, and that's really what we're talking about. There's a more scientific definition I can give, which I will.

Katie: Yes please.

Daphne: What we mean by *flourishing organization* is it's an organization that has an affirmative orientation. One of the terms they'll use is *life-giving*, but it sees things sort of in the affirmative versus in the negative.

Katie: Mmm.

Daphne: There's a focus on virtuousness, and the thing about virtuousness that I think is so important is if you're living the virtues in your life you're not going just after the pleasure-seeking. So how do you live the virtues to the best of being human as much as you can?

Katie: Mmm. *Virtue* is such an old word.

Daphne: Yeah, it is. It's like *Aristotle* old.

Katie: What comes to me as I hear it is the focus on integrity and the life-givingness and reliability that those consistent practices give you. It actually creates... It's like a flower opening and being able to be in an environment in which it can really bloom.

Daphne: Yeah, that's such a great way to think about it, and *virtue* is an old word. When you hear it, you're kind of like, "Virtues? What?"

Katie: "Isn't that kind of medieval?"

Daphne: Yeah, "Isn't that kind of medieval? 'Live the virtues?' What does that mean?" But it really is, Katie. It's pointing to exactly what you're saying, which is, there's this reliability, this *integrity* (which I think is a perfect word), this completeness around that. What they've found is when we're leading from and *expressing* our virtues in life, people are more engaged and more happy, and organizations are much more sustainable, versus going after short-term gain. Right?

Katie: Right. So what I'm hearing there is that the focus is not on the *work*; the focus is on the *context* in which work, connection, and innovation occurs.

Daphne: Absolutely, absolutely. So flourishing organizations, what do they look like? What do they feel like? What do they sound like?

Katie: Yeah.

Daphne: Pretty radical, right? So these four things we're going to talk about today actually bring in what it kind of looks like, feels like, and sounds like. That's what I realized as we were talking about it.

Katie: Oh good! Speaking of the monkeys.

Daphne: Hear no evil, see no evil...

Katie: Yes.

Daphne: Yes. Cute little monkeys. Where did that come from, anyway? I have no idea. Why the monkeys?

Katie: I'm sure we could look that up, but I'm not going to take the time to do that right this moment.

Daphne: No. Somebody Google that. If you're listening, Google it for us. Let us know. Okay, so four things that positive leaders can do. Here's what they are, Katie. *They foster positive communication, positive climate, positive meaning, and positive relationships.*

Katie: That sounds like the menu for a really good life.

Daphne: Doesn't it? And positive! The word *positive* is kind of a weird word, right? What does that mean? A couple things that come to me when I hear that are, first of all: Does it mean we're ignoring things that are negative?

Katie: Yeah. That's a very good point, because people still have the "Pollyanna" interpretation that I must overlook all of the egregious faults I see around me, that I would otherwise bring to people's attention.

Daphne: Turn a blind eye. Right, right. You know, one thing I think is really important about this is that positive organizations don't ignore things, and actually, if I may, I want to give a sort of spin on this positive/negative idea.

Katie: Great.

Daphne: Negative is not actually the distinct opposite of positive. How I like to think of it is the preferred and non-preferred. So, we have certain ways we prefer things would go, and maybe something doesn't go the way we would *prefer* it, which would say it's non-preferred, but it doesn't necessarily mean it's a negative. Therefore, we don't have to ignore it.

Katie: It could be something unexpected.

Daphne: Yeah! Right.

Katie: You know? Stuff happens.

Daphne: Stuff happens, which is like every day.

Katie: We're also dealing with the second law of thermodynamics. We're heading toward a heat death and things are always falling apart. Entropy.

Daphne: Yes, yes, yes. Exactly. I love that word and I love that concept. Entropy, yes. That's exactly where we're headed. Stuff happens. The whole point about *stuff happens* is that positive leaders choose to take the stuff that happens, and we're going to talk about drift/shift, Katie.

Katie: Oh great!

Daphne: But positive leaders tend to take the stuff that happens and put it in the affirmative. In other words, how do we use our strengths? How is this thing here for our own learning? Right? I think that's one of the things positive leaders do a little bit differently than, say, a non-positive leader, I guess, for lack of a better term.

Katie: What I'm hearing that all of these things have in common is that people are *choosing*. They're choosing their focus, they're choosing where to put their attention, they're choosing their actions, and they're choosing to focus primarily on the positive. So to me, when I hear that, when I hear *positive*, I'm looking at what is possible.

Daphne: Yeah. Yes.

Katie: What is working rather than what's wrong, which is so epidemic in society that I think a *positive* focus is actually really radical.

Daphne: Yeah.

Katie: You know? Because "What's wrong?" is pretty much the baseline in a lot of places. "What's wrong? Keep it secret, don't share with people, make them pay." You know? All of those kinds of...

Daphne: Right. "We're going to do your performance appraisal now. Let me tell you everything you've done wrong this year."

Katie: Right, exactly. Then turf wars, retribution, and all of those adrenaline-run strategies, and what I hear here is that the focus on the positive in all of these different aspects creates a different physiology, not just for the individual but for the organization.

Daphne: Yeah. Totally.

Katie: The vibe you would feel when you walk in the door.

Daphne: Totally, and Katie, I love what you said about it being a choice. I think there's so much rich stuff here. It's a way you're choosing to see life, it's a way you're choosing to interact as a leader, and also that we naturally put so much of our time on what isn't going right.

Katie: Yeah.

Daphne: I mean, we just naturally do that. We've talked about that several times on the show, our negativity bias, our fear, all those things that at one point worked fairly well for our survival.

Katie: Yes, and don't work that well anymore.

Daphne: No, just not as necessary.

Katie: They then become a habit and then become your baseline, so I think the natural resistance people might feel when they hear this focus is simply a residual from having been in a life-long context of, "Don't be too positive, because you're going to get disappointed."

Daphne: Yeah. I have a whole theory about how positivity opens us and we have to face our vulnerability.

Katie: Oh, yes.

Daphne: You know, positive emotion actually opens us. It expands and we're more available to each other, and that's a little nerve wracking.

Katie: Well, it can be a little scary.

Daphne: Yeah, absolutely. I think it's really important that we're making this distinction about this word, *positive*, and what we mean, and that positive does not mean that stuff doesn't happen, it doesn't mean that you're ignoring the stuff that happens, but it *does* imply that you are going to execute a choice about how you want to see that thing that occurred.

Katie: Yes.

Daphne: It does imply that, in my world.

Katie: In my world too, and for my students also. If people leave a workshop with more freedom of choice, genuine choice, then I know we're moving in a direction that is good for everybody.

Daphne: Yeah, yeah. That's so true. So true. And that's what we're up to. Right? If it's just only good for me, that's not really going to be very helpful.

Katie: No. In the long run, even if it looks like, "Whee! I won!"

Daphne: Yeah. Good luck with that. I think if history has been any teacher, Katie, that's not necessarily the best approach.

Katie: Yeah.

Daphne: Okay, so let's talk positive communication.

Katie: All right. *Positive communication.*

Daphne: Positive communication. A little bit what we've touched on: Positive leaders emphasize feedback that places importance on what an individual is doing when they are at their best and use statements that express appreciation. Now I know this is right in your wheelhouse. Right?

Katie: This is totally in my wheelhouse. I'm so happy I'm clapping over here, going "That's so true!"

Daphne: "Yay!" Yeah, and when they did this research, they looked at this two ways. They did *observational* research and then they said, "Okay, here's what we see happening." That's how most research comes about. Right? You kind of see a phenomenon occurring and you're like, "Well, let me study that." So they look at what *seems* to be happening, but then they come up with these interventions and they try it out.

In some of John Gottman's work, Katie, that I know you're super familiar with, he looked at couples and did a lot of observational data, research, and said, "Here's what I see, the couples who are going to do well and the couples who aren't. The couples who do well *seem* to express appreciation but then they've come up with interventions, if you will." Right? Like, "Go express appreciation for 30 days and see what happens. Does it work?" You know?

So they looked at these people who were positive leaders and then they did these interventions and said, "Here's what positive leaders seem to do, and when we had people intentionally do these things, this is what happened. People were flourishing, energy came up, creativity..." So on and so forth. So it's been two pathways of understanding these phenomena, if you will.

Katie: It sounds like *research* and then *in the field*.

Daphne: Oh yes. The *applied*.

Katie: Yeah. In the field and experimentation and then really honing the hypothesis.

Daphne: Yes, yes.

Katie: I love that, and also, it's just totally clear now that relationships of all kinds thrive when there is that ratio of at least 5:1 of appreciations to the what's wrong and the criticisms, which also includes the nonverbals. I always like to share that with people. You may think you're hiding it, but the eye rolls and the funny noises that you're making, those communicate.

So many people grow up with this, so I wanted to mention it. We *think* if you really appreciate people a lot, if you appreciate children they'll get spoiled, if you appreciate adults, they'll get

complacent or lazy. We have a bias, it's our Puritan bias, of our background, which is based on survival and thousands of years of things working that way, but look folks, we're in a transition now where we actually see that positive interactions work better.

Daphne: Yeah, they do. They create sustainability and vitality, absolutely. But don't take our word for it. Try it.

Katie: Right, exactly. Experiment yourselves.

Daphne: Yeah, absolutely. I was so excited to share this next part of the *positive communication* with you, Katie. I was excited for myself, but I was really excited to share with you because the other key occurrence they found in this positive communication is that leaders who were functioning in this way used more modes of inquiry and asking open-ended questions than using advocating statements.

Katie: Oh, I love that!

Daphne: Isn't that great? Also known as "telling people what to do."

Katie: Telling people what to do as opposed to being genuinely curious.

Daphne: Yes.

Katie: I think curiosity, of all of the traits a leader could develop, is the most important one.

Daphne: Yeah. I agree. There are just so many opportunities there for new discoveries, and I think there is development of your own awareness and things going on around you. They actually found that living with these leaders in the way they communicated, which I thought was fantastic.

Katie: I think that is fantastic. I love that. The starting place there, for anybody who is just jumping in, would be to look at, "How could I increase my communication of curiosity and appreciation with *this* person, then with *this* person, and then maybe with this group? So you chunk it and let yourself start experimenting so you can see what the result is.

Daphne: Yeah. That's really great, and by the way (this has been my experience), we think we're so much more afraid of criticism, but boy, really start looking somebody in the eye and sharing a direct appreciation with them. It can be really freaky.

Katie: You know, I've seen so many people backpedal.

Daphne: Haven't you?

Katie: Oh yes. Just no end of sidestepping. It's the equivalent of saying, "Oh, this old thing."

Daphne: It's like, "Oh no, no, no, no, no." All the deflections we do. Right? All that stuff. So try it. Okay. Here's the other thing they do: *positive meaning*. So positive leaders infuse positive meaning about their work for themselves and others by placing an emphasis on the impact that their work is having on other people and in the world.

Isn't that great? And that can happen a few ways. One of the ways is they sort of understand the alignment that's occurring between an individual's virtues within themselves and the work they're doing. They have a way of seeing the work that they're doing, how it contributes to maybe the community, right? People in the community, other relationships.

Katie: Mm-hmm. The ripple impact.

Daphne: Yeah, the ripple impact. Exactly. So really emphasizing that, in a way.

Katie: You know, this is really interesting because it sounds very much like what we call *genius*.

Daphne: Mmm, yeah.

Katie: It's the focus on a person's innate natural abilities, the things they do in the world that are easy for them but may not be easy for others.

Daphne: Yeah. Yes.

Katie: Recognizing those, cultivating those, and then looking at how all of those dance together within the organization to create that third entity. So in a couple-type relationship there would be the two people but then this space between them, but in an organization where you have this kind of multiplicity, my sense is, and it sounds like what they're finding, is that you have an amplified impact.

Daphne: Yeah. Absolutely. Well, for sure. Right? Which is what can make organizations. When we choose to see leadership and the organizational life as entities... By the way, you'll be familiar with this idea just from psychology, Katie, going from seeing people who have things wrong with them, something to be fixed... Organizations have been studied much the same way.

Katie: "Where did this organization go wrong? The rise and fall of Enron."

Daphne: Exactly. Yes, exactly. So seeing things, it's like, "How are organizations actually places where we can fulfill our lives?" Right?

Katie: Well, it turns an organization from a *thing* into an actual living, growing organism that we were describing before, to which everybody contributes. It's as if everybody is part of the cell.

Daphne: Yes, and they are. So positive meaning. Okay. Next thing. *Positive climate*. So positive leaders ensure that positive emotions take place greater over negative emotions, and here are some ways they do it. They've found that positive leaders understand how to apply compassion, forgiveness, and (here it is again) gratitude.

Katie: Gratitude. Yes.

Daphne: Gratitude. Right? To cultivate these positive emotions in people, this positive affect. Right?

Katie: I love this, and I want to just translate. I see *compassion*... The actual definition of compassion is "to suffer with," so I prefer to use *presencing*. "I am with you. I feel with you. I hear you. I'm demonstrating that we are here together and you're not by yourself." Forgiveness, I think, is the willingness to let go.

Daphne: Yes. Absolutely. Not saying that the other did something wrong, per se.

Katie: Right, and "I'm going to hold on to it, and man, you're going to pay for it."

Daphne: Right. "I will seek revenge."

Katie: Yes.

Daphne: Exactly. It's a letting go. I love that translation. I think that's really important, and then gratitude.

Katie: Gratitude, which is the *result* of the ongoing practice of appreciation.

Daphne: Yes, yes. Okay, so positive climate. That's another thing they do. Here's the fourth thing they do, Katie. *Positive relationships*. Positive leaders foster these by being positive (I love this word) *energizers*. So again, they put an emphasis on lifting people up. Right? Boosting the energy of others versus draining the energy of others.

I don't know whether people wake up and say they're consciously going to go out to drain someone else's energy (maybe there are), but there's a way that positive leaders show up so that they're being a person who is *energizing* the context.

Katie: I think at the heart of that is that the positive leader feels positive about himself or herself so doesn't have to lead with, "Aren't I wonderful? Pay attention to me. I'm not going to let you get ahead of me, because I always have to be first." Those kinds of reflections. If you're not really completely comfortable and at home in yourself, it's much harder to foster those kinds of positive relationships, so I would say the leader has a very well developed sense of loving themselves.

Daphne: Yeah, and you know, we touched on that a little bit with our show last week about the inner life of a leader, which has a lot to do with that.

Katie: Yes, and I think this is a direct outcome of that. It's the next logical step, that you let that inner well-being be available to others. It also reminds me of how important osmosing has

become to me lately, that we don't have to get everything by doing "A causes B causes C, and then can you see how it would all develop?" You can get it directly from a positive leader.

Daphne: Yes.

Katie: We know that emotions are contagious and that positive emotions are just as contagious as negative ones, although negative ones are often noisier.

Daphne: They are noisier. You know, the negative emotions do actually impact us in a different way. They impact us a little bit harder, actually. They are noisier, for sure.

Katie: They're noisier and I think they bring a whole different hormonal cascade, adrenaline flow, and protection. I loved what you were saying earlier, Daphne, that positivity actually does open you and make you more, in a way, vulnerable, so that you can let yourself be influenced, be touched by, and touch others, which is really what everybody wants at a deep level: *connection*.

Daphne: Absolutely, and that's part of the positive relationships, and in that, Katie, it fits with what you were saying earlier about the way these leaders cultivate some of this positive emotion, positive relationship, is they also put their attention on using their strengths and supporting others to use theirs as well. Right? That gives us engagement, all kinds of things that using our strengths and being in our genius do for us.

Katie: Yes.

Daphne: So here's the good news. The good news, Katie, is that these four things are not *independent* categories. It's not like you have to do all four of them.

Katie: Oh, thank goodness.

Daphne: Thank goodness. Right? Just, like you said, chunk it. Pick one, because they all sort of start to flow into each other.

Katie: Oh, that makes perfect sense.

Daphne: Doesn't it?

Katie: Of course they do.

Daphne: Yeah. Of course they do. Then, one day (I want to hit on this just a little bit), stuff happens. Some event occurs.

Katie: Or, like every day.

Daphne: Yeah. *Every* day. This afternoon I got behind a woman on her scooter who was going 10 miles an hour, and I really wanted to get to where I was going, Katie. Right? Stuff happens. I was laughing at myself. Stuff happens. So again, we're not proposing (and I think it was so

important, Katie, that we hit on this at the top of the show) that we just run around ignoring stuff that needs to be handled, but what we are proposing is it's the way in which you handle those things, the context, that really matters. Right? That's what we're saying here. So pick one.

You know what else I want to say? It just came to me when we were talking about being an energizer, and you hit on this one time in one of our other shows, Katie. It doesn't mean you're this extroverted, charismatic, loud personality. That isn't it at all, but there are ways you're energizing people, and I think that's one of the sort of myths, Katie, that people can have when we talk about energizing others.

Katie: I agree. What I'm hearing at the basis of all of this is that there's a reliable level of authenticity coupled with a chosen focus on what is working, what's emerging, what are the solutions, and that the two of those together create an atmosphere that's quite palpable.

Daphne: Yes, absolutely, and that's really what we're talking about, the atmosphere, what is happening inside this organization. All right. And if something happens, you might drift off, you might feel negative. It's okay. Just shift. Right? That's what we say.

Katie: That's what we say. "Notice the drift and make the shift." Not, "Notice the drift, beat up on yourself, get a whole crew to beat up on you, and then maybe someday make a little bit of a shift."

Daphne: No, no. Unnecessary. Completely unnecessary. All right, so invitations to mastery. You know what I would say, Katie, is just sort of pick one. Appreciation happens to be my personal favorite.

Katie: Me too.

Daphne: Me too. Even in the midst of something happening that I don't prefer, I love to come back to, "What can I appreciate about this moment?" What can I appreciate about it? Which is just my commitment to appreciation and learning, and I think it all kind of gets jumbled up in there, but it is one of my favorites. You can also use a technique called *re-minding*. If you're a leader, re-minding people around you the importance of the work they're doing, and re-minding yourself is a nice thing to do too.

Katie: Yes. That's a wonderful form of appreciation.

Daphne: Yes it is. So those are our invitations to mastery, and Katie, really quickly, I know you have your Creativity Camp coming up.

Katie: Yes! My favorite time of year. Yes, we have our Creativity Camp coming up in the middle of August, and you can find all of the information about it. It's the only time in the year where Gay and I, unless something happens, we intend to teach the whole seminar, the whole five days, together.

Daphne: That's so great. So great.

Katie: You get to see... We are outrageous. People have said that this is the most fun they have ever had, ever. You can find details about that on our website, on <http://www.hendricks.com> under "Trainings." Just look for "Creativity Camp."

Daphne: Perfect, and look for it on social media. I know it's on Facebook, and we're sharing it.

Katie: Yes, it's on Facebook too.

Daphne: Yes. Highly recommend it. You might see me there. You might.

Katie: Oh, that would be absolutely wonderful. I'd love to.

Daphne: You might. There we go. We'll just wait and see.

Katie: Okay.

Daphne: All right. Well, listen. We hope you enjoyed the show. We hope you feel more inspired than ever, and if you dig the show, keep supporting us with ratings on iTunes (we always appreciate that) and posting your questions and comments. Many of you are communicating with us on Facebook, which is really lovely. We enjoy that so much. You can also post comments on www.daphne-scott.com, and keep living a Super Fantastic Leadership life.