

James Robert Lay:

When was the last time that you created intentional space and time to think and to write through all the experiences that you've had as a digital leader over the past day, the past week, the past month, or even the past quarter? Now you might be thinking, James Robert, right now I am too busy to think.

I am too busy to write through what I've done. I am simply trying to keep my head above water to survive. If this is you, let me tell you. I feel you, I understand you and I have good news for you as a digital leader out of financial brand. That's because according to a study conducted by Harvard Business School, those that participated, those that journaled at the end of the day had a 25 percent increase in performance when compared to the control group who did not journal.

But how can you create intentional space and time to review and reflect on what you've done? But also more importantly, the progress that you've made as a digital leader. Let's find out today together on today's episode of the banking on digital growth podcast. Greetings and hello. My name is James RobertLay, and I'd like to welcome you to another episode of the Banking on Digital Growth podcast. Today's episode is part of the new digital leader series. It's a series that we're kicking off here to guide you on your journey of growth at your bank, at your credit, and at your FinTech and in the digital leader series, Audrey Kanata, who is our operations lead here at the Digital Growth Institute and I.

We're going to be sharing, we're going to be unpacking ancient leadership wisdom that you can practically apply right now in the present moment, in the age of AI, to guide others on your team and throughout the organization to co create an even bigger, better, brighter future for your account holders. So today, Audrey and I are going to explore opportunities that you can create for yourself, for your team, for your organization, even for your account holders, when you create space and time to pause, to review, to reflect on what you've done along with the progress that you've been making on your own journey of growth. That's because a digital leader must first and foremost, learn how to lead themselves in the age of AI before they have the opportunity, the privilege, the honor, to lead others.

Welcome to the show, Audrey, it is always good to share time with you. But today, we're not going behind the cover, we are starting a new series together around an important subject that you and I have spent a tremendous amount of time talking about behind the scenes. And before we talk about digital leadership, what is good for you right now personally, or professionally, it is your pick to always get started.

Audrey Cannata:

While personally, you and I both have a couple of trips coming up. You're leaving in a couple of days to go with your wife Delena to one of my favorite places, New Orleans. And then I am leaving next week to take my two kids on a surprise trip to Disney.

James Robert Lay:

Yes. And you know, you talk about New Orleans. It's funny. That was actually one of the things I was wrapping up last night was an itinerary of what we can do where we can go. I am looking forward to it. Any any any tips, you know, for those who are listening, because it is one of your favorite places? I've been there more times than I can count but never for as a a quote unquote tourist always for business and never for pleasure.

Audrey Cannata:

Yeah, go hungry for sure. And wear shoes, or shoes or shoes. Yes, yes. We have the sandals and heels at home.

James Robert Lay:

That's that's good to know. And it's something that Lina was talking about last night. The timing is perfect, because we are both in need of new running shoes. We've pretty much run through the treads. And so I think this, we're gonna wear these out in New Orleans and we might even just leave them there. Leave them as a gift as a gift to the city. Well, I'm excited for you to on the travel front getting to go to Disney, take your kids have that experience with them. And it's something that you shared earlier this year as a goal and now, here it is. It's amazing when we think back on that progress, but let's dive into this idea of digital leadership. Because it is something that we have been talking about. It's something that you know, you received an email the other day around someone in one of our cohorts asked for mentorship from you. And that sparked a conversation in arts to not just digital leadership but emerging leaders in a digital world, and how digital or not how digital but how leadership continues to transform. I think there are core tenants, though, that are true. And the core tenets of leadership are actually being discussed. And we can track these back, you know, 1000s of years. And you're you're in a, an interesting program yourself right now, with Ryan Holliday, who has written prolifically around the practice of stoicism. It's a practice I guess, you and I both employ in our lives personally and professionally. What What's the story behind the story with Ryan launching this program that you shared with me? And I was like, yeah, absolutely. Let's, let's jump into this.

Audrey Cannata:

So it's all about applying ancient wisdom to the modern day leader. And so we're really taking it's a nine week masterclass. And there's a short lesson every single day, and we're taking lessons from a lot of, you know, ancient philosophy, really looking at a lot of these lessons and life lessons and experiences and how we can apply them to today. So really digging into history. So that's gotten me really excited and a little geeked out a little bit, but really focusing mainly around Marcus Aurelius, and all of all of the leaders in his life and a lot of the mentors he had. And so really just learning from the past and how we can apply it moving forward.

James Robert Lay:

It's interesting, this idea of applying ancient wisdom that has been a subject on my mind, I would say for probably the past three years or so since, since the world transformed in early 2020. Through the COVID experience, I actually started reading more, quote, unquote, historical books, books that were written in the late 1800s, the early 1900s, I had already been reading some of books framed around stoicism, Ryan Holiday, for example, in his works, but applying ancient wisdom in the age of AI, why might that be a foreign topic for some and the reason I bring this up, and we're going to connect this back to New Orleans here is you had an experience recently, when you were in New Orleans with a friend. And it was a I believe it was a lunch and you had sat down and your table mate, you struck up conversation. And you really connected on this idea of stoicism. And I think both of you shared with each other that you were probably just a handful of people in the room. And there was dozens, if not hundreds of people who could connect around the subject. Why might this idea of ancient wisdom and the age of AI before and for so many, particularly from a leadership perspective?

Audrey Cannata:

You know, that's a great question. And I honestly, I'm not quite sure that I know the answer to it. Maybe a lot of it is awareness. I think maybe in the age of AI, there's a lot of distractions out there. So not knowing not knowing how powerful a lot of this. One of these lessons are. I mean, if you think about these lessons that that these leaders and Marcus Aurelius was, was learning, you know, all these years ago, are really no different than today.

James Robert Lay:

Okay, so I just want to pause you just for a bit because you've you've mentioned this mark is a really his character a couple of times and For those who are watching or listening, who Who is this guy, and I think it's important to share some context and to shed some light on who this person is.

Audrey Cannata:

Sure. So Marcus Aurelius was the last of what's known as the Great Five Emperors of Rome. He was an anxious or stoic philosopher. He, so the time period we're looking at is I think he served maybe around 151 70 ad. So long, a long, long time ago, but he was part of this, this this reign of these really five, five great leaders, this era that they had.

James Robert Lay:

And someone who's listening right now or watching, they might be thinking to themselves, well, why does this matter to me, I'm not a quote unquote, leader, I don't lead anyone within my organization, or I might lead just one or two people. I'm not a CEO. I'm not a CEO or a CMO. I'm not in the C suite. Why should I even be caring about this? And I've been thinking a lot about this idea of, of leadership, particularly in a digital world in the age of AI, what does it mean to be a digital leader? And Bo MacDonald, and I had a conversation on his podcast, and he was he was asking me this question about, well, what why is leadership important? Why is digital leadership important, and the thing that came across my mind the regardless, if you lead someone else, everyone has to lead one person in their life, and that is your self. Yeah. And that is honestly, I think, before you can lead anyone and have the opportunity, which it is, it is an opportunity is a privilege, it is a honor to lead other people, you have to learn to lead yourself. And that, you know, I think back on the last, you know, 21 years of quote unquote, leadership of my own leadership journey. The first 10, I was not very good at even leading myself, yet alone, leading other people. And one of the challenges that I know you talked about, with Ryan Holiday was ego, emotion, and expectation are three common roadblocks for leaders. I've experienced all of these, they have been my pitfalls on my own leadership journey. But why why these three? Why is it important to note the ego, emotion and expectations and how they can be roadblocks?

Audrey Cannata:

Yeah, so I think the first one is ego, this is the one that I think really should be, should be the focus on tackling. Because here's the thing, you know, as a leader, we're all gonna make mistakes. We're not perfect. We're all learning together. And so I think as a leader, it's so important that you are just radically honest, and you're transparent. You don't have to know everything, you know, a great leader isn't an expert at everything. And so they have to be able to, to, you know, put their ego aside, listen to other people take suggestions, take criticisms. And so I think, having that ego and check is is challenging for sure. I mean, we all probably struggle a little bit, a little bit with it. But I think it really just starts with with being radically honest and telling the truth. And then he talks about emotion, I think it's really easy to get caught up in taking things personally or, you know, as a leader, you have to be objective. That is your

job is to be objective. And I think that's what I love about Kobe, Kobe coming into play is it takes all of that D personalizes things. And so you've got to be able to react and make decisions, not with emotion. I get it. You know, a lot of leaders are passionate people, but it's so important to strip that away. And then finally, expectations. And this is this is kind of two parts. You know, what do you expect of your team? Are they realistic? And are you communicating those expectations? How clear Are you communicating? Because if your team is unclear, and they don't know what you expect from them, then you can't expect them to live up to it. And so I think we forget, and we assume it's one of the Four Agreements don't make assumptions. You know, don't assume that your team knows what you want from them. If you haven't communicated it, clearly communicated it, and re communicated it again.

James Robert Lay:

I'm going to work these backwards. unmet expectations is where we begin to get the friction we get the conflict and when we are in that, and a lot of unmet expectations are rooted in confusion, and it's the lack of clarity and to provide clarity comes back to communication, but we must do it from a place of calm. That's the idea of emotion here. Because if you know, as I'm writing banking on change, emotion and energy are a key theme of banking on change. Because what is what is emotion? Or what is energy? It is an emotion in motion, you know who we're moving forward? Are we moving upwards to a positive perspective? Or, and are we growth bound? Or are we getting stuck and trapped in the gap where we're griping about problems, and I think emotion is important. Because if we think about like, the idea of the emotive mind versus the logical mind, are we making decisions from a place of emotion or a place of we'll call it logic. And this is where stoicism comes back into play is trying to find the even keel it's not trying to, you know, winning is great. You if you get the when you get the high from the when you get the dopamine hit, losing, on the other hand, it can hurt. But actually, I was actually thinking about this in regards to a conversation I was having my kids, you know, we're raising a house of winners and learners. Because I'm almost in a way trying to reframe the perspective of losing, we don't have to lose, right? We don't have to lose, I think, because because if losing is part of the equation, then it becomes a zero sum game. You have winners and you have losers. But what if we had winners, and we had learners, and learning is just or losing is just a learning opportunity. Because we remove some of the negative emotion, when we're talking about the idea of losing, we shouldn't transform the loss into a learning opportunity, which then comes back to the idea of the ego, which is where one of Ryan Holiday books, Ego is the Enemy. And that has been my biggest enemy that I have had to really do a lot of work around over the last decade of my life. And it'll creep back in every now and then. And when I realized what's going on, it's like, Ah, it's the ego. But, but it's, it's coming from a place of calm. So all three of these points, ego, emotion expectations, they're connected. How do we transform them, though? How do we create that idea of awareness? That maybe the Ego is the Enemy, maybe the ego is getting in the way of our leadership? Maybe, maybe our motive state is, is a challenge, which is where you know, we work, every conversation we start with, what's been going well, to start from a positive place, and not start from the gap. In the expectations, you've talked about communication, but how do we transform these these roadblocks into opportunities, because once again, the obstacle coming back to Marcus really as the obstacle is the way.

Audrey Cannata:

Exactly what you have to want to, you know, you have to want to to get better, you have to want to learn and grow, first and foremost. And then you have to become aware, you know, be totally honest with yourself reflect. That's where it starts. If you want to get better if you want to grow your leadership skills, you'll pick up books like Ego is the Enemy and the obstacles away, you'll join courses like this, where they'll bring these ideas up, and you'll be kind of forced to do a little bit of reflection. But that's where it all starts, you have to have the desire and the will to do better and get better. And you'll find the

resources, you'll find the readings than the learning and the knowledge. And you'll put forth the effort to really become self aware and look at yourself and analyze your past and look to the future. But that's it. I mean, you have to want it.

James Robert Lay:

I'm glad you brought up the the idea of if you want this. There are paths forward to ascend to the apex of awareness of Mountain View to to as I'm writing about in banking on change. Pick up a book. I think that's important because particularly through the lens of Financial Services and Financial brand leaders, we have done research on this subject where we found that 81% of financial brand leaders are investing and I use that word investing one to two hours or less per week in their ongoing learning and development. And if we break those numbers down even further, it's around 50 51% Out of the 81%. It's one hour or less per week. So someone on LinkedIn posted the other day I think was Mike Kelly. He put out a survey and he said, Ken, can you be a good leader? Can you be a great leader if you're not a reader? And I think about what I heard from a librarian as a kid Growing up, leaders are made in the laps of readers. And as we're talking about stoicism here, Marcus Aurelius, we can all literally learn from him. And his experiences that were written about in meditations, you know, yeah, that was literally 1000s of years ago. And, and that was something else that came up. In this masterclass you're in, it was a quote from Robert Greene. And Robert Greene shared any idiot can learn from experience. What separates the intellectual is the ability to learn from others experiences and their hard lessons without the same amount of friction. unpack this, what does this mean?

Audrey Cannata:

So I'll get to that I just pulled out my notes from the leadership course. And the very first page, the very first class, I wrote down, no leader is excused from studying. All Leaders are readers. But not all readers are leaders, all Leaders are readers. Not all readers are leaders.

James Robert Lay:

So that's a great point, because no leader is excused from studying. Yet, we find 81% of financial brand, quote, unquote, leaders are investing not spending, they're investing their time less than one to two hours per week. And their ongoing learning and development. The reason I use the word investing is because knowledge is like currency, you might not get an immediate payoff from what you're learning. Today, it might be in three months, it might be in three years, it might be 30 years. This is this. This is why one of the four principles for exponential growth here at the Digital Institute, is to be a lifelong learner.

Audrey Cannata:

And, you know, we're so fortunate right now in our lives to have all of these resources from the past, at our fingertips. I mean, literally, this wasn't always the case. And so if we're not making use of this, and, you know, taking advantage of it, we're just really doing a disservice to all those in the past who who, you know, did the hard work and learn these hard lessons, go pick up obstacles away, and Ryan Holiday starts the book out with all of these let horrific experiences that these leaders went through really bad like, I mean, it's hard to read a little bit, and it really puts in perspective, we're not dealing with that. Yeah, there's a lot of chaos in the world. But these leaders really went through some rough experiences. And so yes, we owe it to them to learn from them.

James Robert Lay:

When it comes back to the to the Robert Greene quote, any idiot can learn from experience, and experiences, life lived, if you will. But what separates the intellectual is the ability to learn from other experiences, and their hard lessons without the same amount of friction. So back to your point, a lot of these leaders that Ryan Holliday was writing about an obstacle is the way I haven't even experienced that. But I'm able to take that experience. And I think this is such a key takeaway right here. As we're in this age of AI, we're horrible data processors are our minds which I look at our mind. Brain brains, the hardware minds, the software, brain is the biological computer mind is the download the stream of consciousness, if you will, I'm not gonna get on the intangible Exactly. I'm not gonna get too ethereal on this. But I think it's I want to pause on this point for just a bit. Because when you think about leadership, and experience, if we don't pause and reflect on what we have learned, either through our experience or the experience of others, and we're continuously doing, that's a very dangerous place to be right.

Audrey Cannata:

Absolutely. I mean, you it's one of those things and and we kind of talked about this earlier this week, with the idea of journaling, okay, taking that time to journal or, or reflect it's almost one of those things where you don't realize how powerful it is until you actually experience it. So it's one of those things where it's like, oh, you know, reflecting journaling, whatever that saw, I don't who has the time for that. That's silly. You know, so people dismiss it, I think very easily dismissed because they don't see, you know, the immediate results as if you know, you're doing but when you've experienced it and seeing the value and see how important it is that when you're going to make the commitment, so it's like They're not doing it, but they haven't even tried it yet.

James Robert Lay:

Yeah, I want to also touch on the point to someone who's listening and is still with us. At this point, they haven't they haven't they haven't turned us off or skip to another podcast. First and foremost, thank you, really grateful for you sharing time with us. And that is a sincere you could be there's a billion, literally a billion other things that you could do, but you're making a conscious decision to invest your time with us. And I just want to express my gratitude for those that are watching those that are listening. But you mentioned philosophy before in how philosophy plays in leadership and leadership development. I'll be the first one to admit, before I begin investing in my own leadership journey, and I had that awareness that I had that commitment that led to transformations. This is why one of the principles once again, that I'm writing about in baking on change, is you have to act awareness plus commitment equals transformation. Awareness plus commitment leads to train, you have to act for growth. I was super light on philosophy. I was super light on psychology and sociology and anthropology, essentially, the human sciences. I had no clue at all until David Baker was the one who put that up in front of my face. And he said, Yeah, you don't have a clue. And I knew I had to study this.

Audrey Cannata:

I was the same way. You know, I did not start start learning until just a few years ago about philosophy and stoicism. And unfortunately, well, no, not unfortunately, I will take that back. But it took me being in a really challenging point in my life, where I needed some clarity, and I had a lot of chaos going on. It pushed me it made me Whoa, okay, I've got to figure this out. You know, I've talked about it before the obstacle is away was kind of the turning point. For me. That was that was my first little taste of philosophy and stoicism. And it really transformed my way of thinking. And I saw how powerful it was. I mean, I was in a really, really tough job. But you notice, it was a really tough personal time in my life, where I probably could have gone a bunch of different directions, you know, I could have let it really take me down. But that was my motivation. That was my drive. And I saw it, I saw how powerful it was to



apply these lessons and how it shifted my mindset. And then all these opportunities started sort of coming because of it. And so, you know, it is my hope that it doesn't take a challenging point in someone's life to start learning and understanding philosophy and stoicism, but it might and it was for me, which is why I'm gonna take back it wasn't unfortunate. I am grateful for what you know, the changes that happened. I'm on the other side. Now. But that's kind of how it was for me to see.

James Robert Lay:

But you didn't you didn't lose, you learn? No, we and that's the thing. I think if we build a culture around, we have winners, and we have learners. And we eliminate this idea of of losing, you're not a loser. You're a learner. I mean, I think, you know, as a kid growing up in the 80s and 90s. I think it was, what was that movie? With Alicia Silverstone, clueless, clueless, you know, it was a thing of the 90s when you walked around, like, loser like that. But But what if we took that and said, No, you're a learner. And it's just a whole, it's a, it's a matter of perspective, because once again, coming back to Robert Greene, any idiot can learn from experience, what separates the intellectual is the ability to learn from others experiences and the hard lessons of the same amount of friction. You mentioned journaling here, because you can learn through others experiences, but journaling also provide you with an opportunity to go deeper into your own experiences, to transform some of those hard lessons where you could perceive that you lost. But it was really just a learning experience. I know whether you know, and we do this, we do this with cohort reflection with within our own cohorts that we're leading, whether that's within an individual organization or within a community cohort. And it does accelerate the learning it does accelerate the growth. Because you have individuals that are sharing their experiences to help others learn through their experiences. I am in strategic cohort with Dan Sullivan. That's a big part of that experience where we're doing this on a quarterly basis. But I can hear once again, I hear someone who was watching I hear someone who was listening and they're like, James, Robert, Audrey, that sounds great in theory. I don't have time. Yeah. I don't have time.

Audrey Cannata:

When we do hear that. We hear it all of the time. And I I get it. I've been guilty of saying that myself. But think about your day. I'll be honest with you. I woke up a little bit late today. And I did not have enough time to complete my morning journal. I usually need about 20 minutes. And so I took it with me, I took it with me and their car. As I was dropping my kids off to school, I had about 10 minutes to spare before I got to the gym, and I did my morning journal sitting in my car, you have time, what are you paying attention to, you know, TV, news, all of that there's, you can get creative with your time. I last year, I had to do car rider pickup and I know a lot of you parents understand me on this, the amount of things I did during car rider pickup, whether it was reading a book, you know, podcast, you've got to get creative, there is time. But you have to again, it comes down to motivation and desire, you have to want it yeah, if you don't want it, you're gonna make the excuse of not having any time.

James Robert Lay:

Well, for for the for those that want a little bit more quantitative perspective here. So that they might see perceive the value of time, I want to share some research that that you sent over to me, that is was so timely because as I'm wrapping up banking on change, the idea of journaling, I don't have the research that we did off the top of my head. But there's a correlation between a lack of learning and development, particularly at a leadership level, and reflective journaling. Here's the good news. There was a study from Harvard Business School. Participants who journal at the end of the day, had a 25% increase in performance when compared to the control group group A did not journal and I'm gonna quote the researchers quote, our research, our results reveal reflection to be a powerful mechanism

behind learning confirming the words of the American philosopher, psychologist and educational reformer John Dewey, who's now quoting them, which is a super meta thing, like I'm quoting a quote, of a quote, John Dewey said, we do not learn from experience, we learn from reflecting on an experience, which now connects back to the Robert Greene perspective here. There's another one, Cambridge University. Journaling helps improve well being after traumatic and stressful events, participants asked to write about such events for 15 to 20 minutes resulted in improvements in both not just psychological health, but also physical health. See, here's the thing. I've been talking about this idea of bringing this type of thinking not just within organizations and leadership, but also to account holders within financial brands. Because who's the very first person that we have to learn how to lead? It is ourselves. And if we think about, you know, this idea of traumatic and stressful events, I don't know that money is right up there. There are many traumatic and stressful events that we can experience that you have experienced, that I have experienced. Money has been perhaps a common theme and some of my own personal experiences. Once again, it's my experience, that might not be everyone's experience. But what if we were able to bring or encourage incentive because we're thinking about change behavior here, motivate this idea of reflective journaling as part of an account holder experience. We're not just improving their financial well being, we're improving their physical well being, we're improving their mental well being. It's not something that's going to happen today or tomorrow, but it has to be built. First and foremost, I think it has to be led from internally in the leadership, if you will, lead by example. And then that would eventually spill over into the account holder experience that puts the transformation of people over the transaction of dollars and cents.

Audrey Cannata:

Yeah, I mean, your thoughts become real. And so, you know, that's what the journaling allows you to do is to get your thoughts together, have, you know, be intentional to have these positive thoughts and thinking and, and the more you do it, you know, the more likely they are to have it, you know, to come to fruition? So yeah, I mean, I think there's so many different ways we can use journaling, you know, personally, professionally, financially, you name it, there's something so powerful about I mean, just from like a biology standpoint, I mean, just the physical act of writing alone. What that does, you know, the brain sending the messages all the way down to your you know, your fingers and then seeing those words actually on paper, reading them back to yourself. I mean, there's listen, you know, if you're not quite sure about journaling, just do some research on it. I mean, there's some proven scientific research behind Generally we're not, we're not just saying all of these, you know, lofty things. There's a lot of proof out there.

James Robert Lay:

Yes. And once again, you know, 1000s of years. And I think that's the whole point is, as we continue down this journey of quote, unquote, digital leadership is rooted in 1000s of years of experience. And even in this age of AI, ancient wisdom still applies. It's applicable, perhaps it's even more applicable. Because perhaps, you know, they didn't have the distractions that we have today, their distractions were different, you know, think about Rome, we had the Roman Colosseum, you had all of these other distractions of quote, unquote, daily life. But we're all walking around with these in some and I've had to transform my thinking on this, these devices, these mobile devices, well, James Arbor is just a tool. No, it's not. And here's why. Tools, hammer saw, screwdriver, you use them for a specific purpose, and then you put them back in the toolbox, you put them on the table, and you're done with them until you need them again, your mobile device, your phone, you use it for a particular purpose, you put it down on the table, and then it beckons you, it calls, it's like, it's like the sirens call, if you will, to come and pick it up. Pick me up, give me your attention. takes you out of the present moment. And I want to connect the dot coming back here. Once again, this is rooted in science, Stanford University. The critical relationship



between writing and speaking. Now this is really going to take our conversation and bring it full circle because those three challenges the ego, emotion. Yep, expectation, you touched on communication. According to Stanford University Writing, reflects clear thinking, and in turn, clear communication. To be a leader, you have to lead yourself first. As we start to wrap up, what's your recommendation for someone to apply one thing from our discussion here that they can at least begin to move forward and make progress on their own journey of growth, particularly around digital leadership?

Audrey Cannata:

You know, since since we've been talking about how leadership starts with you, I would say start with a journal I, you know, I have been journaling for so many years, and I just started a daily guided journal, because I was kind of struggling, being more consistent with my daily journals. And so if you're new to journaling, this is a great start, because it's all prompted. It's not an empty page notebook. It's full of prompts and ideas and guided thinking, and it really tells you exactly what to write for the most part, you know, fill in the blank, start, there's tons out there, a lot of them are just 30 days, too. So try for 30 days, try to get in that habit. There's tons out there, you can send me a message, I'll send you the link to the one that I just started this week. But I would say start there. It's a little bit less intimidating than just a blank journal.

James Robert Lay:

Or, or you can use the what's going well framework. And it is a blank piece of paper you start with but very quickly, it becomes a guided reflective journaling and thinking experience because the W stands for winning. So what were the three biggest wins that you had yesterday, because coming back to this idea of stoicism is doing the reflection in the evening. You could also do this in the morning as well. But it's about creating that continuous habit or routine, whether that's the evening reflection or the morning planning. And there's rules of thought on both. There's benefits for both sides of the equation. Yeah. Marcus Aurelius wrote about this, Seneca wrote about this epic Tito's wrote about this, but the idea of your three biggest wins what you're excited about? So that's the IE, what are you excited about? One thing three things and I like three because on me try and perfect them all good. things come in threes. So what are the three things that you're excited about right now? What's giving you the greatest amount of energy in the present moment? So winnings the past, exciting of energizes the present? The first L is learning. What have you learned? The idea of transforming loss into learning experiences. There's lots of ways to look at learning. It could be what you've read, it could be what you've heard, it could be what you've watched, be mindful of what you're paying attention to. And then the last one is looking what do you look Going forward to so that you're continuously in your own mind. Back to the thinking of Dan Sullivan, you're making your future bigger than your past. And that starts with just your thought patterns. So, lots of different ways to apply what we've been discussing here. Particularly if you work in financial services if you are a financial brand leader, lead yourself before you can lead any one else, Audrey. What uh, what is a fun way to kick off a new a new series on digital leadership? I'm glad that we were able to share this experience together. What's what's the best way for someone to reach out and say hello to you? To continue the conversation on LinkedIn? LinkedIn. Connect with Audrey. Learn with Audrey grow with Audrey Audrey, this has been a fun discussion. I'm looking I'm looking forward to doing this one again.