47 Becoming antifragile is the new innovation in turbu...

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SPEAKERS

Murielle Machiels, Rik Vera

Murielle Machiels
Today I'm having a conversation with Eric Vera. And Erik Vera has already given over 1000 or 1200, keynotes and has helped many organisations. And we are very complimentary because he looks at things from the outside in, and I look at things from the inside out. And what he says is there are no blue oceans anymore. And he gives you tips on how you could reinvent your organisation, but also who you should become as a leader in order to be successful at that. I'm not gonna let you wait any longer. Let's start with this episode. I'm Murielle, CEO mom and educator, I used to work really hard and sacrifice important things to me until I lost my motivation. Fast forward fast, many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week, I'll be sharing inspiration to change your life and organisation. This is rebel leader with a heart. So nice to meet you rake and nice to be here in in this podcast, I'm really looking forward to our conversation because we already talked a little bit about the fact that we are complimentary, you go from the outside in and you say you see that I go from the inside out so and you need both

Rik Vera
so and in the end, and in the end, the two ends meet meet each other and without one end. The other end makes absolutely no sense at all.

Murielle Machiels
Exactly, exactly. So maybe we can start by just telling us who you are, and how do you help leaders and organisations.

Rik Vera
If I I don't like to do these introducing myself. But if I have to introduce myself, I love to start with my perspective. And my perspective is I am a grandfather. And the very moment you become a

grandfather, all of a sudden your time horizon changes. All of a sudden I have grandchildren that were born in 2020. And when people talk about to the year 2000 and 100 the next century. For me, I will never live to the next century. But I have grandchildren that will live to that century. So when we talk about problems like people and planet, and year 2000 100, all of a sudden that becomes very real to me. So that has changed my perspective. So where do I come from I've I have a pretty long history in business life. I've been at sea level in not that many companies, but many departments within companies. I've always been the troubleshooter that loved to take on challenges. And the more challenging it was, the easier it was for me to be allowed to think out of the box. Because in larger organisations, you're not always allowed to think out of the box, even if you're at sea level. But if you inherit a department that is in deep shit, then nobody cares whether you think in or outside of the box as long as you as you solve the box. So that's what I've been doing in business live. I've been doing that for over 20 to 25 years on sea level, even as a CEO of a company. And in 2010 after 25 years of running companies I was kind of what's next. And because I've always been very into technology to think out of the box into out clever, my competition not on products or services but on other stuff, data, how could I use data to outlet for my competition, things like that. I implemented my first CRM system in 1988. And then CRM was not even coined as a plan. I was asked by companies like IBM and Microsoft to come on stage and kind of inspire other business leaders how they could use technology to put the customers in the centre of the universe, and to outpace the competition. So that's why, how I ended up being on stage and doing keynotes. I've been doing, I think over 1200 to 1500, keynotes ever since worldwide on the five continents. And because they also asked me to help them to not only inspire other companies about how they could use technology, but also to kind of bridge that technology suppliers and companies and companies in the supplier, the companies and the the technology suppliers, I was doing quite a lot for Microsoft in the Netherlands, they put me in front of Heineken, and Royal floraholland, and the KLM, and other the shells of this world, the other large organisations, and they sent me into the boardroom, because I know what the boardroom is all about to inspire those companies, but also to tell them how they could use technologies. And so that's how I roll into what I do today. That is flying around the world before COVID-19 are still flying around the world with my words, but not with my buddy. Inspiring companies, yet inspiring companies about technology and putting customers in the centre of the universe and innovation and and that they don't have to be afraid of innovation and of digital. And that they have to grab this huge opportunity to outrun competition and coaching consulting companies on I would call it business model innovation. That's what triggers me most How do you

Rik Vera
I'm not interested in new products or new services, I'm really interested in rethinking the nature of business because the environment is changing. That's what I do. And that's what makes me tick.

Murielle Machiels
Yes, it's such a great topic. And I love it. And I also love what you say, because I agree with you that it's about changing business models and not simply coming up with new products. That is the old way of thinking. Just think terms of product. Oh, yeah,

Rik Vera

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I like to be provocative. And one of my provocative statements is that burn the book, Blue Ocean Strategy, and sorry for the book, because it's an amazing book, but banned the book, because there are no blue oceans left anymore. So blue waters, that so the Blue Ocean Strategy is no of no use anymore. And I call it let's develop the red ocean strategy that the whole world is going to be one bloody red ocean, there are no blue oceans left. So you have to develop a red ocean strategy and a red ocean strategy is let's start from the customer. And let's develop let's focus on the problem. And not only the solutions and not try to come up with a better solution to the solutions that already existed, but come up with new solutions. And yeah, that's a blue ocean strategy. Yeah, I agree that a new type of blue ocean strategy?

Murielle Machiels
Yes, yes, I remember I was at a customer. And they needed my help also to reinvent and to digitalize their company. And they were telling me we really want to have a unique competitive advantage and something that nobody else has. And I could see like the pressure on my shoulders and thinking, Okay, we really need to change the mindset first, because that's not possible anymore.

Rik Vera
No, that's what I love to do an exercise Moodle and one of the exercises is sit together as a management team, and they don't know what I'm going to do. And we start to talk about customer frustrations of the last week in your personal life Namie all of your customer frustrations. And tell me, how would you turn them into customer delight. And there's always like 10 1520 examples of really annoying customer frustrations that one of the managers or a couple of the managers have had in the last couple of weeks in their personal life. And they're very good in if I if it was my business, I would do this. I would make it like that. And then you say yeah, and now you think that you've invented something new. Now let's go to the internet and find out whether there's already a company that has tackled this issue, chances that you'll find the company well Wait, that's already doing what you now thought that nobody did is like 99% or 100%? And that's exactly the case. Somebody. It already exists. Yeah,

Murielle Machiels
yeah. And I often say it's good news, because it means that it works that you can make money out of that.

Rik Vera
Yeah, yeah. But I mean, companies have the tendency. And that's the danger of Blue Ocean Strategy. By focusing on let's develop something new for new customers and new markets, that new, new new, it's like, you always are escaping the actual situation. And what I say is focus on your existing customers and focus on your existing interface that you have for your customers. And if you look at the interface, the interactions that you have with your existing customers, don't have Don't be afraid, have the guts to dive into your own frustrations that you create with your own customers. Because, look at Uber, Why could Uber conquer the world, because the taxi business left customers with quite a lot of frustrations. So the unique thing that Uber needed to do was to take away the customer frustrations and turn them into customer delight. If you do that with your own existing customers, you can ever be disrupted. Because then there is no room for disruptors to come in between you and your customers.

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Why don't you do it, because most companies are afraid to really dive into the frustrations that they create with Orca with their customers. Because if you tackle those frustrations, it might mean that you that is interference with operational excellence, or with maximising profitability you think, or it makes your life as a company, very complex, because in most of the cases, solving a customer frustration, is making it easier for the customer. And by definition, making it more difficult for yourself. And that is where digitization comes in. Because the most of the cases digital is going to help you to solve those complex issues to make life of your customer. Easy.

Murielle Machiels
Yeah. But often the new thing is, like more sexy and more attractive than fixing the shifts that you are going through.

Rik Vera
Yeah, but it's it's it is escaping yourself all the time. And it's not really focusing on the real issues. And again, that aren't and that's why I like to be provocative, okay, there are no blue oceans left anymore. So you're never going to be able to build a company on Yo, Rick event me or Murielle event me a new, unique value proposition. I like to refer to China. If you come up with a new product in China, it takes about on average three weeks

Murielle Machiels
to get a copy you have

Rik Vera
you have yours 100 competitors. Yeah, that are trying to do it better, cheaper, faster. So by definition, and that's what I love adult, there's not many things I love about China. But one of the things that we can learn from China is, by definition, they have red ocean strategy, they know that if you come up with something new, you have like three weeks, so nothing. And then you have 100 competitors.

Murielle Machiels
Yeah. And just to illustrate that, because in my previous life, I was the CEO of a media company, and we developed a platform. And we came up with a lot of new functionalities. And, and and yeah, it was selling a little bit, but we had a lot of customer frustration. And at a certain point, we decided with the team, okay, for one year, we are not going to come up with one new functionality, we are only going to work on the experience on improving the experience of the customer. And that's when we got our exponential growth

Rik Vera
video I had exactly the same I was running a production company. In Orion heritage production company, I was asked to manage a loss making production company in 2003. And I started there and the rules of the game in the industry was that you had to come up with 10 new products every year. That was kind of if you didn't do that you were lost. 10 new products a year. And on average, out of those 10 products, one or two became successful. And what I did in between 2003 and 2008, for five years, I did introduce one new product, no new products, do this only thing I did was, how can I improve the interaction in between my products and the users. And I had exponential growth by breaking all the

rules of the industry, and not introducing one single product because customers when I mean, that had a product with a lifecycle for end users of nine years. So on average, an end user would switch that product every nine years. So there was no use of introducing 10 new products a year that was like, you know, in the end, the industry does it because the industry does it, but they don't think about why do we do it? And so that's why I mean, if I talk about red ocean strategy, I know what I'm talking about. I've been applying the red Ocean Strategy myself, and been very successful with it.

Murielle Machiels
Yeah. Nice. And now you are you have decided to? Well, it still does the same. It's still the same Maria, but you have decided to go towards like the smart economy, or the smart ecosystem economy. Yeah. So what is the link between your smart ecosystem economy and this blue or red ocean strategy that we talked about?

Rik Vera
I mean, if you if you want to be aware of customer frustrations, that's one. But if you're only aware of the customer frustrations, and you don't act upon it, and if you act upon your customer frustrations, you do something, you change something in the relationship between you and your customer, then you have to be okay to change something, do I change that to the good or the bad? Because otherwise, it's just an assumption, you have to check the assumption. And in order to be able to check the assumption, you need to have short feedback loops. And how do you create short feedback loops, that is turning your company from a traditional company that has products and services, and has interactions and has customers to becoming like a human body, and the human body is something completely different. And I call that an ecosystem. The the elements in an ecosystem, think about it as a company is you need a body, you need an infrastructure, that's good, because that is your building blocks. Most companies do have a strong infrastructure, you have people, you have assets, you have buildings, you have a production line, you know, the assets are there. So the infrastructure is there. In most of the cases, you have senses, like I have sensors in my fingers. And when I take this, out of a microwave, this might be boiling hot. And luckily, I've got sensors in my fingers. But I have to be aware that these are sensors, if I have salespeople on the road, and the instruction is sell, sell, sell, but not acquire data and send the data to my company, to the brain in my company, then nothing happens. So my fingers, the census in my fingers are stupid, they don't know anything. But they sense something. If they don't send those data to my brain, any my brain, I combine those data with the data from my eyes, for instance, I know, oh, this is hot. So my data, those data become information in my brain. But in between my hand, and my brain, there needs to be a nervous system and network. So the company needs to have sensors, knowing that you get the data there, they need to have a brain where all data are being processed into information that they need to network in between the fingers, the data, the census, and the brain and the brain that turns into information, and then my hand becomes an application and interaction. And my hand has to receive the information. It's boiling hot, let go as soon as you can. If my fingers decide not to send that information to my brain, then I have a problem. If my brain decides to ignore the information from my fingers, I have a problem if my brain plan this Does data into information that only send that information like in a weekly report or a monthly report to my fingers, or to my hands, I have a problem. So that's how we have to build a company, as an ecosystem. And to gather more census, to gather more information to have more sensors, maybe we have to work together with other companies to collect more data to have a better bring and to develop more

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applications. And that is, for me, the connection between extreme customer centricity, the red ocean strategy and ecosystems. Now, that was a long run, sorry.

Murielle Machiels
That's okay. Yeah. But what was coming up in my mind when you were telling this is, I also believe that this brain doesn't need to be centralised and very far from their hands or their fingers.

Rik Vera
Know, if it's if it's a connected dots brain and it should be a connected dots brain, then it is important that in some way or another centralised doesn't mean Central, centralised can mean and should mean that it's about distributed authority, a distributed brain in which all the dots are part of the brain. And then the dot can be a sensor can be an infrastructure, and can be part of the brain at the same time. You're absolutely right.

Murielle Machiels
Yeah, exactly. Because I still see people who want like agility, and they want to act fast and have this feedback loop. But still, they centralise a lot of decisions or headquarters need to make most of the decisions or, or headquarters is still more important than the customer.

Rik Vera
Yeah, yeah, exactly. And the problem is that there is a lot of noise in between the sensors and the brain. Or that a lot of information goes lost. And especially, that is way too much time in between the information, or the data and the information, and that the link in between the information and what you do with the information and what that what what you do, what the interaction then causes, and how you should react to that, in most of the cases is an existent in companies.

Murielle Machiels
Yeah, I agree. And then you also talk about becoming an anti anti fragile. What do you mean by that?

Rik Vera
Yeah, that is, I mean, it's connected as well, if you look at most, most companies, if you if you start a company, your company is fragile. Why? Because you're when you start a company, you're entering a lake of data, you entering an unknown environment, so you don't know the data that you will find in that environment. And you haven't developed an algorithm to deal with those data. So everything is uncertain. And the data that you're going to collect are uncertain, the algorithm that you need to process those data is unknown. And the potential results of what you do within that algorithm are unknown, as well. So you're very fragile. Now, at a certain moment, you find an algorithm that helps you an algorithm that does something clever with your environment, and gives you a certain output. And then you have the tendency and all companies have the tendency to say, Okay, this is then to kind of make that algorithm, your business model to make that as rigid as you can to make sure that you don't become fragile again, that you exclude all types of risk. And then you become a robust a rigid company. And rigid companies, robust companies are very good in environments that do not change very fast. Because you know, the algorithm, the algorithm, your business model is fixed. So, you control the input. And by controlling the inputs that you put into the algorithm, you kind of know beforehand,

what will come out of the algorithm, but we'll come out of your business ball, what's going to be the result of my business model. In a steady environment, you kind of know, more or less know it, and then management is about managing The inputs into the data into the business model and creating the desired output fairly good in a stable environment, that now let's face it, we are entering, I love to call it the Twilight 20s a very unstable zone that is going to take at least 10 years. And it's not just a pandemic, it is changing economics, rising sea levels, pressure on people and planets, you know, I can I can mention, like 10 reasons why we are entering the Twilight 20s. And if you enter an unknown zone with a robust business model, maybe the robust business model cannot handle the new data, because it was never made for those new data. But you don't want to become fragile again. So the solution is becoming anti fragile. And anti fragile is what I just described, it's that type of business model that is capable of creating short feedback loops and adjusting the algorithm all the time. So adjusting your business model all the time, not trying to adjust the data that you put into the rigid business model, but adapting your business model. And creating. And I know it's it's technical, it's a technical term, creating generic algorithms, algorithms that adapt themselves to a new environment. And that's the terminology that comes out of artificial intelligence. It's to create a learning organism, a self learning process in which a processor such adapts to the changing environment and the changing data that you put into it, to not create the best outcome. But to create an optimum output, an output that is the best of that gets the best out of that data lake. I know it's pretty new for most companies, because it's talking not about a fixed business model, but about a dynamic changing business model.

Murielle Machiels
Yeah. And I like what you saying, because I also try to teach the the leaders in my courses to embrace chaos and structure. And we are not used to chaos. And we don't like chaos, because we don't have control in that environment. But in chaos, that's where you get creative. That's where you get innovative. But then, when you have your ID, you have to you need the structure to implement it. Yeah. And then at a certain point, you need that chaos, again, because things are evolving. And what you put in place might not work as well anymore. And so it's constantly going from one to the other. But maybe you can also answer this question, how can a leader navigate through chaos and structure?

Rik Vera
Again, and you described it that is, it's about dynamic balance, out of out of chaos to get energy. And without energy, you don't create anything. So you always need chaos, to get the energy and to create something. And then to implement it, you need to structure it. So it is it's it's always a dynamic combination of the two. You have to structure to be able to scale, but never fall in love. And I think that is that is the core. Try to avoid falling in love with the solution. Try not to fall in love with the structure. Because the very moment you fall in love with the structure, you and you lose. Yeah, and one day, but once you are in love with the structure, you try to avoid any risk. And we make the mistake that we that we you know, in our mind, we we make a connection between chaos and risk. And we think, okay, if we create chaos, we create risk, and we don't want to risk our business small. So we want to avoid chaos. And there we forget that we need chaos as a source of energy to create something new. And so what we need business leaders to convince is not that they should embrace chaos, but that they should be looking for something new and new is not a new product. new service, but new is really well around us changing. You have to adapt your business model to that changing environment. So by definition, we

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have to embrace things that are new, and you will never see them. And you will never have the energy to create something new if you don't raise chaos.

Murielle Machiels
Yeah, I agree. But for a lot of leaders, that completely goes against who they are, because we have been educated from a very young age, to be to not make mistakes, to do everything that this request is to be assertive and to foresee everything in advance. And

Rik Vera
simple anymore today, for everything we have, we have teach our managers and I was trained as a manager as well. So I had to unlearn it as well. You are teach you are you learn for 10 1520 years, that management is about controlling risk. Now, if there's one thing that's not controllable, it's the uncontrollable. And that's something that we've seen in the last couple of months, that even if you have a business that's completely under control, there's always something unexpected that can happen. And that's why it's called the unexpected. So if you build a company that excludes the unexpected, then that might be good. But the very moment that the unexpected happens, you're in deep shit. To me that the perfect example if you want to, if you want to feel that thing. I urge people to watch the first episode of Chernobyl. I know that the series is dark, and the events are devastating. But if you watch that first episode, that's all about a system that was in full control. Until the unexpected happens. The core exploded, and exploded core was nowhere in any of the manuals. It did not exist, a core of a nuclear plant could not explode.

Murielle Machiels
And the same happens with Fukushima. Yeah, exactly.

Rik Vera
Yeah. So but there were no processes and procedures in place, because the event could not happen. And then when it happens, nobody knew what to do. So they were all using processes and procedures that were of no use for what had happened. But still, they weren't applying those processes and procedures, because they didn't know anything else. So that means when a rigid company that has a fixed business model, no matter how good it is, is confronted with the unexpected, changing environment, fast changing environment, they don't know how to cope with it. So I always say, if your company remind you of Chernobyl, screaming run, because you're in deep trouble. The core has exploded. And if you don't have any processes and procedures in place for an exploded core, then you're in deep shit. And if you feel like at the set moment, they said, sending the fire brigade if you feel like the fire brigade, and that's, I know Marielle sometimes the feeling I have sometimes the feeling that you might have that you feel like the fire brigade. The building is on fire, Rick Murielle help us to put in to stop the fire

Murielle Machiels
and it's too late.

Rik Vera
It's too late. Yeah, the building is on fire. The core has exploded.

Murielle Machiels

Yeah, exactly. And, and I often like to say because I had to learn that myself. It is by learning to let go that I had more control over my results and over my organisations.

Rik Vera

Yeah. And that's where you helping business leaders to accept that and to start from Who am I that you can help them?

Murielle Machiels

Yeah, because what what you see like this, this whole ecosystem and becoming an anti fried fragile, you have to have a safe environment for that. You really have to have a safe environment and that is very much influenced by the leader that can create that safe environment.

Rik Vera

Yeah, I've got two abbreviations are used for that. First of all, I love to say to business people, that means that you have to become a chief. and achieve stands for you have to be connected. You already you already refer to that

Murielle Machiels

human No. Yeah, humble. humble. Yeah. Nice. Oh, you Yeah,

Rik Vera

the I stands for integrity, because you're going to zigzag. But in the end, it needs to be based on something that is based on integrity. The E stands for empathy, you need to show empathy. Yeah, otherwise,

Murielle Machiels

a lot,

Rik Vera

a lot of empathy. Yeah. And the F stands for forgiveness. If you're not forgiving, then it's never going to happen. Because you know, certain times and you zigzag, then you have to be forgiving to people that zigzag along with you, and sometimes is exactly the wrong direction. But at least then you know that it's the wrong direction. And if you punish them for that, then, and that's exactly what you see at Chernobyl, nobody dares to take action, because they're afraid that they get punished, because there will no forgiveness. And another abbreviation I like to use is the heart principle. And the heart stands for be honest, be ethical, be authentic. Take your responsibility and be transparent.

Murielle Machiels

Bow I love your both acronyms. Really? I love them. Because that is what I try to teach the leader No,

Rik Vera

yeah, that is, that's, that's where we meet me do. The only thing I do is, these are the abbreviations. This is what you need to be and need to become. I don't tell them how to do that. And I hope that you can tell them how to do that. Because for me, it's easy to tell them that's what you should become that is at least I inspire them. And that's the dream. But then in between realising the dream and the beginning of the journey, there's a lot that they need to do. And I reckon that you can help them.

Murielle Machiels
Yeah, because what I noticed is that a lot of leaders, they know a lot, they have a lot of knowledge, they know a lot of stuff, but it's not because you know, that you are. And so what I helped him with is to become that person. And for that you have to work with your emotions, and even your body. And and let go of things that you learned in the past. That's not enough. See

Rik Vera
that that might be so what you have to help them is to also assure them, it might. It might feel frightening, but it's not frightening at all.

Murielle Machiels
Exactly. Yeah, exactly. But it's going out of your comfort zone and be be a beginner again, sometimes.

Rik Vera
Yeah, and I can imagine you worked for most managers for 10 1520 years to be where you are. And then somebody says that you have to have the guts to act like a beginner again.

Murielle Machiels
Yeah. Leave your ego and your status behind you to become a human leader. Yeah, humble leader.

Rik Vera
Yeah. So you do quite a lot with the element of trust, I reckon.

Murielle Machiels
Yes, yeah, that's really important that the trust and you have that, again, by listening and building a safe environment. So I also teach leaders a lot to listen and to be empathetic. Because often that's so much more powerful than every other action that you can take. Yeah, forcing things you get, the more you force, the more resistance you get. Yeah, that's by being empathic, because often people they know, or, like you said, the salespeople, they know what to peep the customers needs, and people that are on the ground and working, they know how they can improve things. And we just need to nurture that so that it comes out. And again, all those these are all sensors in the company. And we forgotten

Rik Vera
that they are sensors that the knowledge that the base data that you need to become a better leader to become a better company are available. And are immersive The case is even free of charge, because the only thing that you need to do is to

Murielle Machiels

Yeah, ask him

Rik Vera

often. Yeah, exactly. And to do something with it.

Murielle Machiels

Yeah, exactly. Yeah, that was a really nice conversation. So where can people find you and, and also, where can people find your books? Yeah.

Rik Vera

When I do a keynote, my last slide is always the same slide in that last slide says don't follow your dreams, chase your dreams, but don't be afraid to follow me.

Murielle Machiels

And where can they follow? Yeah,

Rik Vera

they can find me I'm on. Like, like you have to as as, as an inspirational speaker, you have to be on the socials. So they can find me. And there's only one Rik Vera worldwide. So they're

Murielle Machiels

lucky Yeah, and a short name you can pronounce me, it's my

Rik Vera

real name. It's it's not an event name. So I'm very grateful to my mom and dad. But you can find me on on LinkedIn, of course, you can find me on on Facebook and Twitter, I have my YouTube channel. And my website is fairly easy, as well as Rick, Rick sierra.com. And there you can find everything that you might be interested in like white papers, I've got a white paper that I've written, at the beginning of the end, you can download for free, by the way that I've written at the beginning of the pandemic that is called live in business after COVID-19, or what to do today. It's about the 11 and a half things that every company can do. And I love that half thing. And I've written a another white paper like, yeah, a couple of weeks ago, that is a kind of summary of all my thoughts and doubts and new insights that I gathered in 2020. And I call the year 2020. and shoot me, I call it the year of inspiration. It's been the most inspiring year ever. And I've tried to put all that inspiration together in a white paper as well. Both white papers can be downloaded for free.

Murielle Machiels

Okay, well, we will put the link in the show notes of the episode. So it will make it easier. That

Rik Vera

is no business model behind it. I'm not going to hold you with whatever. Just bonus share ideas.

Murielle Machiels

Nice. Thank you. Yeah, well, it was really nice having you in this podcast.

Rik Vera

Yeah. And I hope Marielle as sooner or later we're going to meet because we have one more thing in common. We both like to teach.

Murielle Machiels

Yes. Yeah. Indeed.

Rik Vera

Yeah. I love that as well that if people ask me, what's the most rewarding that you do? Since 2010. It's not being on stage. I love to be on stage. And I love to do my show and get the applause. But the real satisfying stuff is teaching.

Murielle Machiels

I hope you love this episode. And this conversation as much as I did. I learned lots of things and I loved his acronyms. And I love how he looks at the market from the outside in. So what has changed in the world, how organisations should then change and look more like living organisms with sensors and brains that are not too far from these sensors and interconnected to all the other brains and also that you should become anti fragile and be like a AI with a generic algorithm. So hopefully this inspired you and let's see each other in our next episode next week. Thank you. Yeah, you finished another episode of rebel leader with our hearts. If you want more, go to rebelleaderwithaheart.com for show notes and past episodes. If you love the show, subscribe, leave a review and share it with a friend The more the merrier. Thanks for tuning in and have a great week you rebel leader with a heart.