

58 Why some leaders are dishonest & how to counter this with...

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SPEAKERS

Ron Carucci, Murielle Machiels



Murielle Machiels 00:00

In today's episode, we're going to dive into the subject of honesty with Ron Kawauchi. He's interviewed many CEOs of large organizations about honesty and its importance. Now find out what's preventing some leaders from staying truthful. What's made Volkswagen or other bring this honesty at this level? And how can you stay truthful and honest as a leader? I'm Murielle CEO, Mum, an educator, I used to work really hard and sacrifice the important things to me until I lost my motivation. Fast forwards passed 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 organization. This is rebel leader with a heart they're wrong. Nice to know how are you? Great, great. So maybe welcome in this podcast, welcome into rebel leader with our hearts. So from what I've learned about you, you are kind of a rebel leader, and you have a heart. If I can believe your latest book, which is also about purpose and being honest. Maybe you can describe to us a little bit who you are.



Ron Carucci 01:35

Sure. So I, I'm the managing partner of a consultant, a small boutique consulting firm called Navigant. And we spend our days a company executives in all kinds of

organizations and leaders on their journeys of very radical transformation. So they're there in the pursuit of something really important. They're trying to change and advance some submission for them. And we are the partners that come alongside them and help them construct those journeys in ways that help them go well.



Murielle Machiels 02:04

Great, great. And you also have a blog, and you did a TED talk, and you wrote a lot of books.



Ron Carucci 02:13

So, you know, part of my thought leadership is when I you know, my first thought was my clients, and whenever they have a problem, or they asked me a question, or there's a challenge or something that's persistent, that won't go away, it makes me curious. And so that's my way of learning, when I have to go investigate or interrogate a sort of a chronic issue that for which when I don't have an answer, when my clients asked me, so for me, it's a way of making sure that when they ask the question of themselves, or if something difficult they're facing, I have an answer for them. So my, the way I do that is to go learn. And then when I learn, I'm always excited about what I've discovered. And so I read it down.



Murielle Machiels 02:52

Great. And so your last book is all about honesty, to be honest, lead with power of truth, justice, and purpose. So why did you want to write that book?



Ron Carucci 03:07

So, you know, like, like the others, it began with a question of, under what conditions? Do people tell the truth and behave fairly and serve a greater good, and under what conditions will they lie, cheat and serve their own interests? First, I didn't believe that it was random. I didn't believe that people, you know, arbitrarily, arbitrarily show up at work one day and decide not to do something today. And so I felt like, you know, All of the explanations for Volkswagen, or Toronto's or Wells Fargo, they were so unsatisfying. You know, it was the culture, or it was a few bad apples, or, you know, went on for a long time, which is actually a worse explanation. I thought this, there's got to be more of a story here. And so we set out on a 15 year longitudinal study, we had more than 3200 interviews with leaders to find out, could you predict? Could you Is there something we're not seeing right

in front of us, that are conditions that would set the stage for someone to choose either of those directions. And after a lot of turning of great data with some wonderful technology and artificial intelligence, we were able to sit as statistically model for predictable conditions under which would help people determine if they were going to tell the truth behave fairly and serve a greater good and an under what, under what conditions they wouldn't. The definition of honesty we came to, based on both the neuroscience correlations in our brain, but also the way people were treating it in the data was not just it's not just enough not to lie, that won't get you called on us that might get you called reliable or a nice person or, you know, respected, respectable, but to be quite honest, it's more than just saying the right thing. You also have to do the right thing, justice, and you have to do to say and do the right thing for the right reason purpose. So So all three of them are what it takes to actually be honest. And so what we know about our brains is that all the epicenters of those choice making happen in the same parts of our brain.



Murielle Machiels 05:12

Yeah, but in my experience, well, I know a lot of leaders, for them transparency, and being honest, is really important. And they believe they are. But as soon as they are under pressure, they start doing things that might not be completely aligned with who they are, is that something that came up also, in your, in your study,



Ron Carucci 05:34

a great deal, Murielle, the gap between our intentions and our impact is so much wider than we think it is, we often assume that people are reading us and interpreting us based on our intentions. And we don't realize that they're under pressure when we're triggered, when we're scared when we want to self protect. Because we feel more vulnerable than we want to feel, we will say and do things that we don't realize are signaling something else, other than our intentions to be honest, and to be good, and your Finnick. And so what we learn mural is that honesty is not a character trait. It's not an element of just, you know, your morality, it's actually a muscle, it's actually a capability, you have to be good at no different than if you go to the gym and you want to benchpress 500 pounds, you don't start there, you have to work toward it. Well, honesty is a similar kind of muscle, it actually takes a lot of effort to strengthen it, and a lot of effort to sustain it.



Murielle Machiels 06:28

Yeah, and what are the? or Why are some leaders not being honest, then? Why do you think some don't manage to really I don't,



Ron Carucci 06:39

I don't really think that there are many leaders that go to work every day thinking, How can I really pull the wool over their eyes? How can I be deceived people? I think what they're thinking is, how do I protect myself from getting hurt? How do I make sure I get what's coming to me? How do I make sure that I get the results? I'm committed to getting so I don't fail. I think they're committed to other things that are also unhealthy, and sometimes misguided. And as a result, that one of the unintended consequences of that is that they have to make choices that they wouldn't normally make. And, and a lot of times, you know, when you you know, if you look at interviews of leaders who crossed many lines, you know, and eventually we're caught. You add, if you ask them, would you have imagined several years ago, long before this began? If someone had asked you, would you ever cross this line? Would you ever come here? they would they would have told you emphatically? No, I would never do that. So it's usually a little bit at a time, right? The line just moves a little bit, and then a little bit and then a little bit and then a little bit. And suddenly every new. Every new compromise is a new normal. Right? Yeah. Well, and there was nobody got hurt. It was a faceless crime, you know, always good the results from grade, so it must be okay. So we that we have to talk ourselves into the line. Or they what they typically do is compare themselves to somebody else who did something worse. Right? And the notion goes that well, at least I'm not as bad as or, you know, because somebody did something worse, I didn't do anything wrong. And that those are very dangerous narratives. Because the road, the entrance to every slippery slope is paved with the words at least the mount is badass. Yeah.



Murielle Machiels 08:32

And for me, what I noticed also with, yeah, what nourishes you, is it your fears? Or is it your values and your purpose? If you're driven by fear, and if there is management by fear in your organization, you don't get the best out of people?



Ron Carucci 08:53

No, you often get the worst. I think people we make our worst decisions when we're afraid. And, and most of us aren't even conscious of what those fears are. Right? You know, on some obvious level, it might be a fear of failure, or a fear of disappointing a boss, or a fear of letting the company down. But on some deeper level, it's probably a fear of feeling inadequate, or feeling insignificant, or feeling irrelevant, or not mattering. And so I think the one thing we found in the neuroscience part of our research, we've all noticed, you know, for ever since we've studied the brain, that our our core, strongest need is to know that we matter, right is to know that we're significant is that there's a reason for us to be

here, and that we can make a difference. That's core to every human being. The problem is when that need goes on met, we're easily seduced by a counterfeit, right, which is the need to look likely matter. And the minute we start investing in looking likely matter, it's about then maintaining that illusion of significance. Yeah. But the problem is to your to your wonderful word about nourishing. The more I'm nourishing that need, the more I'm starving, the real need to matter. And I don't sometimes people don't realize that for 1015 years. And suddenly, this illusion out here crumbles, it's no longer works anymore, that it's just exhausting anymore. You can drink enough alcohol to keep it up. And suddenly you you finally have to feel that emptiness everyone inside you. And that's when people do really unfortunate things.



Murielle Machiels 10:30

Yeah. And what I also noticed, because now for the past one and a half year, a lot of people had to work from home. And research has shown that working from home, especially in, in the conditions that we were in, increases this imposter syndrome. So I'm wondering if, if it doesn't if it hasn't an impact, also on being truthful? Because



Ron Carucci 11:01

why is this interesting question. Muriel, I haven't heard that particular research, but I can imagine it being. So here's the thing. We're now in each other's homes. Right? You now know, my dog is on the couch behind me, right? You I I'm in my colleagues homes, I see their dirty laundry, I see their kids. And for some people, that level of vulnerability is just too much. Right. So thank God when people have screen backgrounds, they can change, right? But the reality is that for many leaders, the pandemic didn't cause that imposter syndrome. It just revealed it, probably. But now I'm distant from you. Now, I'm not sure I can control you're doing now I can't watch over your shoulder. Now, I don't know if my value as a leader, in your absence is as strong as it is when I'm hovering over you. Right. So all the anxiety of isolation causes me to spin narratives in my head that actually make it worse. But I don't know that I would say that pandemic necessarily caused that I just think it exposed it.



Murielle Machiels 12:04

Yeah, yeah. And it's like you say, it's so important to matter. But when you're working online all the time, and especially in some organizations where, well, maybe the teams weren't as empowered. And so they're spending their days in meetings, in team meetings, in virtual meetings, I don't, they don't feel they matter anymore. And a lot of them are

detaching. So

R

Ron Carucci 12:29

and that's typically one of the result of being isolated from your colleagues. Because really, our sense of significance is measured by the faces of others. It's the delight on our teammates, our customers, our clients faces, it's the sense of impact you've had on the benefit of other people. You know, we don't typically nourish love that word, our sense of significance on our own. Sometimes I think I'll produce a piece of work, and I'll look good enough or very proud. But at the end of the day, it's that validation from others for whom the benefit is there. Then I feel like ultimate sense of significance, because I know my work will live on beyond me.



Murielle Machiels 13:08

Yeah. Yeah. So being truthful is knowing also that you matter and and building that safe environment that is so crucial.

R

Ron Carucci 13:19

And I think so in all factors. In our research, all the factors included an element of psychological safety. So anywhere between three to five times have a multiplier that determined whether or not someone would be honest or dishonest. About 20 to 40% of that had to do with safety. Yes, it was it was a key determinant in all of our findings.



Murielle Machiels 13:43

Nice. And so I read that you interviewed a lot of CEOs who decided to act with purpose. And so you have a lot of stories. And what I'm wondering is, what was their trigger? Because I noticed really this shift happening into in the world where profits still matters, of course, but many leaders now realize that purpose matters more and that's profit will then follow, but often they needed a trigger. Did you notice specific triggers to shift the ords? Yeah, profit to purpose. Um,

R

Ron Carucci 14:22

you know, I don't know that I, I think for many so for visually. I think it was, you know, being so driven and results oriented and realizing that not all the emptiness of that, but the futility of it. I think he he woke up to that. I think for many leaders it was their either it was

their own void or their own grief, for realizing that there just wasn't enough to enough to grab. For many of them. It was their own sense of being mistreated by others being exploited by others. And and vowing not to do that to the people. They let they lead and for men I think it was just that's who they were. Right? It wasn't, it wasn't some epiphany at all, it was just now was their moment to step into the light and lead in a way that was always true to their values, but wasn't always valued by others.



Murielle Machiels 15:16

Yeah. And it's not always easy, because I can imagine they all had shareholders also that were pushing them in another direction. Do you know what helped them to really stick to this staying purposeful, and I think



Ron Carucci 15:32

it means something to conviction, right? Because you have to believe. Now, the interesting thing that at least in the last 10 years, the evidence is overwhelming, like to convince a board of directors that on any metric, they would care about market share stock, price, earnings per share, customer loyalty, employee loyalty, employee engagement, and any metric, you know, brand loyalty, all companies that are genuinely not not the ones that are faking purpose and purpose watching, but the ones that are genuinely committed, the ones that are committed to that kind of culture far outperform their competitors. Right. So I don't know why boards of directors and shareholders aren't saying to their leadership teams, why aren't you doing more of this? If the evidence now greed is not the right motivation, to be honest, but but if the evidence overwhelmingly suggests that this is the pathway to the best performance, and this is the pathway to the best experience of your employees? I don't know why you would do something else. But the data is overwhelming.



Murielle Machiels 16:36

Yeah, but I think, yeah, of course, I agree with you. But what I noticed is some boards are very short term focused, and having purpose and a meaning. That's a long term strategy. It doesn't pay off immediately on the short term. I think that's why some boards are still more focused on quick wins and quick restructuring or reducing costs to increase profit for the next three months, and the next quarter. Yeah.



Ron Carucci 17:11

Well, I think I think that's, there's there are certainly those boards that exist, I think they're, I

hope they're a dying breed. I think the evidence is also a rolling that those strategies typically, you know, we use a company to almost an inability to sustain itself, right? You can't You can't cut your way to growth. You can't trim costs to scalability. You can create a culture of deficit mindedness, and then when people don't want to show up and do their best work. So at some point, I mean, again, there's plenty of economic research and plenty of social research that suggests that those boards are presiding over their own demise. And frankly, it takes a leader of conviction, it exists to to say, no, we're not going to do that. Yeah, I'm the CEO, not here. And we're not going to do it. And pushing back on those boards. And making sure you're you're choosing a board that is aligned with me, look at what Jeff Bezos has done. You know, he's built this phenomenal company and Amazon, they've made a profit since they began. Right. But they're creating incredible wealth. And they're creating, you know, new economies. Yeah. So what you want about his character as a leader aside, what he's created in terms of shareholder value came out of creating customer value, and other types of value as well.



Murielle Machiels 18:35

No, I completely agree. But when I because I was the CEO of a company with private equity shareholders. But when you have like shareholders that only care about selling quickly and at a high price, you have a role as a CEO, to protect your organization from your own shareholders sometimes, and I think, unfortunately, that you have quite some situations like that in a market.



Ron Carucci 19:03

Pe firms can be ruthless, absolutely ruthless. And I think, you know, whenever I talk, I coach CEOs who are considering taking PE money, or venture capital money, I caution them, make sure you are very clear on your vision, do not promise them anything that they're going to know and get it and get your term sheet to reflect the values that we want from this company. Because the PE firms will I'll tell you what you want to hear.



Murielle Machiels 19:30

Give you a lot of money.



Ron Carucci 19:32

Yeah. Well, they there's a lot of cash right now. There's a lot of cash in the capital markets today. But you will, you know, I coached a leader who was bought he was American

company bought by a French company. And I said I've never seen any CEO on those kinds of terms, not become a bit addicted. And I said I'm warning you you have to be Be very careful, and he was certainly wouldn't happen. Sure enough, within three years, he was so even addicted, he was doing some really shady things, to get product on the market and to meet and to meet very unrealistic goals.



Murielle Machiels 20:14

And that's why I truly believe you need to stay connected to who you really are and what your values are. And your purpose and yeah, and love instead of fear.



Ron Carucci 20:27

Yes. And he had, he really had lost sight of that. And it came at a very, very rapid, painful, reputational and financial cost.



Murielle Machiels 20:34

Yeah. But it's you lose, you can lose sight of that very quickly, because a lot of these CEOs, they've been good students. And so they've done everything that was requested from them from a very young age. And that was how they got, yeah, recognized. And then suddenly, a lot of things are expected from you. And you have to go against that to really follow your hearts and think, no, this is what I'm going to do. That's very hard.



Ron Carucci 21:06

It's very hard, it is very hard. And you know, what, the time to learn, it is not at that first difficult decision. Right? You have had to have learned that and built that muscle years before you need it. Because when you're in the fray, and you're facing that pressure, and the anger and the threats of irrational people, that is not the time to try and create that strength.



Murielle Machiels 21:31

And how would you then advise leaders to build that strength?



Ron Carucci 21:36

early and often, you know, recognize that you're, you know, through I mean, what we found in the research is that you There are four months, build the muscles of being who you say you are, build the muscles of transparency, build the muscles of justice and fairness and accountability. Build a cohesive organization where the seams are not rivaling you know that where the strength is in numbers, where you are not reliant on yourself, while you are not the only person of conviction that you have an entire workforce, you know, aligned around that same shared purpose, build it into your organization, as you scale it, if you're assuming that because you're in charge, that somehow that's going to trickle down into the religion, that's foolish, that will never happen. People may want to emulate some of what you do, and they may appreciate how you lead. But if you want them to embody if the way you embodied it, you have to design that into your organization. It doesn't just happen.



Murielle Machiels 22:30

Yeah. And I like the words and body because I also believe that you have to listen to your sensations. And if your sensations if you feeling like weird sensations, it probably means that it's not aligned with who you are. But if you shut yourself down your emotions, your body, well, then it's easy to start doing things that aren't aligned with probably very good excuses, or I'm not as bad as



Ron Carucci 23:01

Yes, your your our bodies will give us feedback, our stomach will not our attentions will mount, you will know that something is wrong if you if you can read the signals.



Murielle Machiels 23:12

Yeah, but that's why you also have to listen to it. And that's also something that we need to learn as leaders because we've, again, been educated to be rational, and you have to be rational and the rest essence comes



Ron Carucci 23:26

out of those. We've also been told, I'll trust you that. But typically, what intuition and crusher guy has come to mean is when they suddenly you want, believe it, right? Or when there's something that threatens you believe it. But you also have to listen to your gut. When it's telling you something that contradicts what you think you want. That's the moment where it really counts. That something inside you is telling you, you know, proper

Red Alert, you're wrong path. Go back.



Murielle Machiels 24:01

Yeah, exactly. Exactly. And that's why it's so important also to know what your values are, because those should guide your decisions if you don't know what to do go back to your values. Yeah.



Ron Carucci 24:14

And so many leaders have never articulated them. Yeah, right. I had one leader I coached who Oh, they don't realize that they're not embodying them, right. They've articulated them. One leader that I coached, you know what had a pronounced degree of touting teamwork all for one One for all, we're going to be a team. And in one of my 360 reviews of him, I had to tell him that his team didn't trust Him, which shocked him. As he you know, he was immediately very defensive. He said, I've never lied to them. I've never been unscrupulous. I've never been deceitful. And those were true, those things were true. But in meetings when he got impatient with people, he gets sarcastic and he cut people off. People off. And he wouldn't let them finish their sentences because he wanted to get along. And he didn't realize that the value of teamwork was belied by those behaviors. Right? He didn't get a thought. But the team, so distrusted that he was that he was duplicitous about teamwork, and not even realizing it, that he must be duplicitous about other things, too. Like, so he says one thing, but as another Yeah, which is also then telling your team, it's okay to do that. It's okay to say one thing to another around here. He had no concept that that's how he was being interpreted.



Murielle Machiels 25:39

Nice. Yeah, great story. And so also in your research, you came up with a lot of data. And you also uncovered how leaders can be more powerful, instead of powerless. Because I often hear leaders telling me the five words, I don't have a choice, this comes out. So often, I don't have a choice. And I always have to say you have a choice, you are much more powerful than you believe. So what do you do to help the leaders realize that they are more powerful?



Ron Carucci 26:18

It's so interesting, you're all so many CEOs have sort of lamented, you know, I am pulling every lever, nothing's happening. And many of them, you know, we've been taught that

the exertion of our will, is it wrong, right, that we shouldn't exert power. And I think they're so afraid of being seen as power mongers as people who are abusive of power, because we've seen those leaders. The problem is they overcorrect. By then a bit. You know, we in the research for that book, rising to power, what we learned was that the greatest abuse of power was not self indulgence, the greatest abuse of power was abandonment, right to setting, being so fearful of using our power and disappointing people. Because then everybody, if you use your power, with justice, and with fairness, and for the greater good, somebody's not gonna like it. And that's okay. Your goal is not to make people like you, your goal is to do the right thing for the organization. And everybody has to understand that at some point, a decision won't go their way. But so many leaders can't handle the estrangement. They can't handle the rejection, they can't handle the notion that others will look at them with scorn. Mm hmm. And so they become Santa Claus. They don't out way too many yeses. They they think they're empowering people by cheering them on. But the reality is all they're doing is diluting the resources of the organization. You know, you have to be able to say no, you have to narrow the focus of the organization on a few priorities so that everybody can win. Not every good idea deserves to be born. And for many leaders, that disappointment of others is too emotionally difficult for them.



Murielle Machiels 28:02

I completely agree. That's one of the biggest learning. Yeah, I had to learn to disappoint and to disappoint even my shareholders by telling them No, no, this, this is not going to work. And I often say to people, but you know, in the end, if you don't disappoint now, you will disappoint later because if you say everything and bigger, yeah. So but this is for me, this was again, a very physical experience to learn to disappoint because I used to be this good student, so I didn't disappoint I delivered what was expected. So



Ron Carucci 28:41

leaders, leaders have to first of all, be told and many executives are never told, when they go from the middle to the top of an organization, that your job is to discipline people at a rate they can absorb that is your job. Now how you manage that disappointment, is it hard. But you know the leaders that begin their assignments begin their roles begin there and Chris to accompany by telling people there are going to be times when I piss you off. And you need to understand that that is I see that as my job. If that disappointment ever turns into an insult or offensiveness or feeling usually dismissed or demeaned. That is not my job, I need to come back in my face and tell me that, yeah, but I'm telling you now from the outset, for all of us to succeed, sometimes some of you don't get to have your way. And if you can't live with that, if you've been trained or conditioned in the past to assume that you have unbridled autonomy, and can go and do what you want, you're on

the wrong team. And I'm, I'm going to be your worst nightmare as a boss. So let's talk now about how we're going to handle and manage our collective disappointment. And sometimes you have to disappoint me by telling me No, or or letting me down the importance of bringing all gonna end we're all going to have to be called to be disappointed together and still be okay. Now let's talk about how we're going to do that. I think we need to begin their relationships that way. set the stage so that there's no misunderstanding or surprise, especially if you're coming behind the leader who didn't lead that way. Who was Santa Claus? Who was the benevolent dictator? You know, you have to unwind that conditioning very carefully, but very clearly.



Murielle Machiels 30:17

Yeah. No, you're right. I remember one time when I had like completely unrealistic targets. And I had to go to my boss and tell him, you know, this looks great in Excel. But it's not possible. So if you keep it like this, you will only make me feel and us feel like failures, because this is not achievable for us. And then I will want to just quit, I won't even try. So why not set reasonable expectations? Where I can feel good, and I won't disappoint you in six months or in one year? Because we haven't made it, which is even worse. Are you expected and it doesn't come? And that's when unreasonable CEOs say things like, oh, but it's a stretch goal. Yeah. Or I trust you, you know, I trust you,



31:09

I believe in you. Or you could do this. Yes. That's what you have to say, I didn't come to you with a self confidence problem. Yeah. I came to you with a delusion problem.



Murielle Machiels 31:19

Exactly, exactly. No, thank you. Well, this was a nice conversation. And I don't know if you have some last advice to people to feel more powerful or to be more truthful. Before we Yeah, you know, I



Ron Carucci 31:36

would say your ask yourself. So you know, most of university and masters is research, for example, says that all of us lie, on average twice a day. So I would ask you to think about think about the last five or eight times, which will probably just be the last week or so that you were less than honest, where you treated someone with disrespect, where you you

didn't you serve your own interests before others, where you spun information, you know, you withheld hard feedback from somebody and just examine the last 10 or so times it happened, you will see a pattern, our dishonesty is not random, the places where we behave outside of what we would believe we would behave or outside of values we have declared. We do it for a reason. Right? We're protecting something, we're nourishing, a dark, you know, a dark wound, were hiding from something this they're not random. And so if you can ask yourself, why do these moments bring me to dishonesty? Why do these people these settings, these conditions bring me to places I don't value or that I would not value being on the receiving end of Ask yourself? How can I learn this? How did I come to believe and learn this as a this would make me feel safer? This choice would be a better choice for me. And can you face the truth? That that self comfort is not real? that whatever you believe yourself to then you're just widening the wound. You're not. You're not closing it?



Murielle Machiels 33:06

Yeah. Yeah. That's a nice tip. That's, that's a nice tip to finding the beliefs behind your life. Yeah.



Ron Carucci 33:17

They're there. They're there. And they and you were taught them. And if you want to change them, you have to unlearn them. Yeah. replace them with better beliefs.



Murielle Machiels 33:26

All right. So and if people want to know more about you, where can I find you?



Ron Carucci 33:33

Thank you Murielle. So I hope that your listeners will come and come and stay in touch you can come to my website at Navigant and ABA le n t comm where you'll find lots of several really good ebooks, you'll find these executive summary of rising the power, you'll find lots of blogs and videos. If you want to learn more about To be honest, you can find the book on Amazon, of course, but you can find out we have a website called to be honest dotnet we did a whole TV series. So if you want to meet some of the hero leaders behind the book, you can see my interviews with them on video, we did a whole TV series called moments of truth and all 15 episodes are up there now. And you can watch and I got several other co hosts, interviewing local leaders doing really extraordinary things in

everyday honesty that you can emulate. That's the one thing I think I want people to know about, to be honest, is that it's a book of heroes. Look up people we'd be proud to emulate and work for. Yeah. And so come visit us and check it out. Also, please follow me on LinkedIn and Twitter.



Murielle Machiels 34:29

Great. Well, we will put everything in the show notes of the of this real time. Thank you. Is it a light? Yeah. And hopefully maybe we'll see each other one day when we can travel again across.



Ron Carucci 34:45

I look forward to that. I'm long overdue. Some great, some great Belgian chocolate.



Murielle Machiels 34:50

Yeah, great. Thank you Well, so to be honest, you need truth, justice, purpose, and a safe environment and that will help also inspire people to follow you and make you more powerful. And then at the end all those elements will boost your financial results as well. So I hope you found this episode so interesting as well. I really enjoyed it. I learned new things. I love it when people make research and have interviews with other people. And please subscribe to this podcast if you want to receive the next episode automatically. But also subscribe if you want to have a meaningful life and organization by Yeah, you finished another episode of rebel leader with a heart if you want more, go to rebel leader with a heart.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 hearts