

# Episode #220 Connect with Yourself

## Caroline Harvey

*Please note that episodes are transcribed using AI software and therefore are not 100% accurate.*

---

[00:00:00] **Susan:** Well, today I am so happy to have Caroline Harvey here with me on Life Beyond the Numbers. Caroline, you're so welcome.

[00:00:10] **Caroline:** Thank you so much, Susan. I'm very happy to be here.

[00:00:12] **Susan:** Great. And I don't know about you, not just you Caroline, but you, the listener, but at work, I think one of the things that many of us often get told or get presented with is we could communicate better. And communication is such a huge catchall term and often I think people might not know where to start. So Caroline, in the most basic way, what is to communicate better? What's it all about?

[00:00:55] **Caroline:** Oh my goodness. So that is a bit of a, as you say. Very broad question to start with. It, it reminds me of when, you've been told to be more confident, you just need to be more confident. But you know, how, where do you start? And it's not necessarily as, as simple as it sounds,

communicate better. communication is all about connection, right?

And getting your message across to your audience. And to do that effectively, you have to first connect with yourself because if you are not connected to who you are. And to what's important to you, whatever it is that you want to convey, then how are you gonna get your audience excited about it?

[00:01:34] **Susan:** Interesting. Even an audience of one, because often it might be just a one-on-one meeting, let's just say at work or, 'cause like you said, communication it's such a big, vast topic. So. How, how do, like are there different forms of communication that are be, do I always need to connect with myself?

Maybe. See, I'm having difficulty communicating here now.

[00:02:00] **Caroline:** Well, the other thing that, I think it's important to remember, is that it's a, conversation. Even when you're making a presentation, it's a conversation. It's two way, it should never just be a monologue or, this is what I want to say. Let me just like. dump it on, whoever's listening.



And so whether it's one-to-one, obviously it's much more of a conversation scenario, or if you're standing in front of a group presenting, or speaking, there's still that two-way connection. We are listening to our audience. We are aware of our audience. We are looking at our audience so that we are picking up signs of how what we're saying is landing.

And we might need to adjust. We might need to wake up, wake them up, change the energy in the room. So, yeah.

[00:02:50] **Susan:** And is that why it terrifies people? Because I think it is safe to say that like the, the standing up in front of a room certainly terrifies a lot of people, but also perhaps the ability to get your message across if you don't know what that message is, how to connect to yourself and so much more.

[00:03:13] **Caroline:** well, yes. I mean, it's starting to sound very complicated, but I think it's because it's because most of us have never been taught how to communicate. And I remember this from, doing workshops with, groups everyone would go up and make their presentation and I would facilitate feedback and give feedback.

And so many times the, the presentations were very technical and the slides were full. And the speaker didn't necessarily have their message very clear. so we'd give feedback to help them, but it was always like, afterwards I remember somebody saying that. The, the strange thing is that when we see a presentation like that, we know that it's not very interesting, and then we go and do exactly the same thing ourselves

That's the thing. we haven't been taught. So in my experience, we go through the motions. We do what we think we have to do to get the job done, with our slide deck, and going through the slides. Sometimes hiding behind those slides, until we go onto the next presentation.

And I think that a large part of the problem is that there's little to no feedback. to, to say that there is another way, there is much better way. which means starting with your audience, then your objective, working out what the message is, given your audience and your objective, and then you build what you want to say around. That.

So the message is your cornerstone, but it's not necessarily easy okay, so what is my message? it's a whole process of trying to work out what is it I want my audience to take away from this presentation or. if I want to move them to a certain action, what do I need to say to inspire them to action?

[00:04:48] **Susan:** So, I mean, it's all like nuts and bolts of communication, but, most people who stand up and, and give a speech or make a presentation have not gone through those nuts and bolts. And even going into a team meeting. I mean, I think it's the same thing. It's



like if you've got a group of people in front of you and you're the leader, then the onus is on you to get your message across. So preparation, Caroline, it sounds like preparation is key here.

[00:05:19] **Caroline:** Preparation is definitely key. 'cause this, the process about asking yourself those questions before you stand up and speak is essential. You can't always prepare because if you are in a meeting and you're asked to, give an update you might not be able to prepare, have prepared for that particular, contribution, but you can nonetheless be prepared, just simply because you are confident that you have the answer.

And if you don't have the complete answer, then you will. find it out, but I think we get so stressed as well about this impromptu speaking and, yes, speaking up at meetings. as you know, I work a lot with women, helping them to, speak up with clarity and confidence, but also to convey the value and the impact of their work so they can get to where they want to be in their careers.

And one of the several, barriers that women face in communicating, as they would like to, is this personal barrier of fear, of speaking up. or not, not contributing at the meeting because oof, I, my idea might not be valid. So there's a lot of holding back as well, which, I mean, of course it depends on personality type as well, but I think the whole confidence issue is, a big one because public speaking is one of those things we do that triggers, the primal fear response.

Yeah.

[00:06:40] **Susan:** It, it is and, and I've seen it often. and I suppose there is a step before that. I think the, the not underestimating the power of the practice or the preparation of, what is it I'm trying to get across. 'cause I think that's the other thing is often we know what we want to say. We just don't know how to say it in a way that others understand it.

[00:07:11] **Caroline:** Right, which is why it's important to take a step back, from what we want to say to how do I need to say this in order for my audience to hear it. I mean, really hear it to get it and to act on it if necessary. practice is essential and not just practicing by doing the presentation and getting through it, but rehearsing it once you've prepared it.

Asking for feedback from colleagues or friends or, depending on what, what it is you're practicing. But I mean, feedback is really important. I take part every September in a communications course at, an international business school in Barcelona. All the incoming, international MBA students are put through their paces for several days in, various, speech they make a whole series of speeches.



In small teams, they're coached, and I'm one of the coaches to give them feedback and to guide them in making better speeches. And it's a brilliant preparation for starting a two year MBA. But it also shows the importance of preparation practice and feedback, that's exactly what the course is, is based on.

they get a, a lot of practice and a lot of feedback. And then that stands them in good stead moving forward to be communicating much more confidently and effectively as they go through their MBA. So that's just as valid in the corporate, in the business world or wherever we need to communicate.

[00:08:39] **Susan:** And then back to the connecting within or being yourself. 'cause I know that's something that you talk about as well, Caroline and

many people like, I suppose the thing is if I'm not myself, then who am I? and it's about this persona, I suppose, isn't it, that we've created in our professional lives.

[00:09:06] **Caroline:** I remember, working, back in the corporate world when I was living in Paris and I was definitely not myself. I was corporate. Me. I know. I, I dressed what I thought was a corporate way of dressing and I had my briefcase and I, I thought, well, I mean, I was very, I was very professional, but I also wasn't me and, and I realized that I was definitely in a role at that time and, I'm not suggesting that everybody who works in the corporate world is in a role, although of course we are in a certain role. But I think oftentimes we do hide behind that persona. we have a professional facade, which makes us feel safe and secure, and.

[00:09:47] **Susan:** maybe we, we feel that it's not appropriate or that it's just safer if we stay within that certain persona, it's something to hide behind. I think often we grab for something to hide behind like the slides when we're making a presentation. Or our technical expertise, I think is another one. Yeah.

[00:10:05] **Caroline:** Yeah, I mean, and certainly for your work, you know that, leading beyond the numbers, it means going beyond the data and, the content so that we are taking into account the people, not just performance and profit and productivity.

So it's exactly that. Who are we who am I as a person, not just as a professional. So that's when I said, you know, at the beginning about connecting to who we are because it, it just makes for much more colorful communication

[00:10:35] **Susan:** A colorful communication. And I'm also reminded of the Maya Angelou quote that people might not remember what you said or what, I can't remember the second part. Yeah. And then, but they remember how you made them feel. And if I am relaxed into who I am speaking in that way, then people are going to respond to that.



[00:11:02] **Caroline:** And, and also that quote, which I love, it speaks to the fact that it's not just about appealing to people on a logical or rational level. It's also about appealing to the emotions because that's when people really sit up and listen and, and It's by being able to move people, not just, convince them with our credibility and, and, and the facts and figures that we place before them, but it's also about showing up.

As, as a person, as a human, but also appealing, knowing that that's what the connection that we are building is with other people. I mean, that the audience is made up of people. And we want those people to feel something. otherwise if they don't feel anything, they're not gonna be moved to action.

And generally,

if we're taking the time and trouble to stand up in front of, a group of people, then it's for a purpose.

that's the other thing that's so much underestimated, I think is The time that we are in meetings or that we're making presentations, that time is valuable, it's worth something.

So if we're not gonna make the best use of it possible by really, planning what we want to say and, and how we can do it in the most effective ways to move our audience from one point to another, to where we would like them to be, to make the decision, for example, that we need them to make or to get the approval, that we need from them.

and I think, talking about the emotions. that's why I think storytelling is one of the most effective ways of getting our message across. But again, if you say storytelling, if we think story that we think back to our childhood and the, well, I mean, I haven't really told story since I was a kid or, or listen to story since I was a kid, which means that we've lost the habit of finding and telling stories.

So, I work a lot on storytelling as well, whether it's. helping my clients to find their stories, and then shape them and, helping them integrate those stories into their communication

[00:12:57] **Susan:** Like, that's lovely because you're helping people find their stories, the stories that will help bring their work to life in a way that they can communicate their message with others. and it's not just the corporate world. I mean, I think it's lots of workplaces where you almost think that your own experiences of life aren't relevant to your work. So are people surprised Caroline?

[00:13:25] **Caroline:** Oh yeah, and I love, helping people it's like taking the blinkers off. or a veil is lifted when they suddenly realize, oh yeah, it's true that I can bring that story into my



work. And I had a client, who, when we worked together, because she was really suffering from imposter syndrome.

she's brilliant and totally qualified for her role, but, wasn't entirely convinced that she was. And in the work that we did, she rediscovered her. Passion for story. She's an excellent storyteller. And I remember her telling me a story. It was simply about her passion for cooking and a recipe that she absolutely loved.

And she shared the recipe why it was meaningful to her. and it made me want to, to cook it. And I did. I tried it out. It was delicious. And I always ask how do you think you could use that in your communication.

And of course an easy way or, it's like a shortcut to story is through metaphor or analogy that you can talk about a recipe or ingredients and as she has a genuine love for them, then it's something that she can use to illustrate any number of things that are business related when you're talking about cooking and working together and bringing together ingredients and all the things associated with that.

So I think, using your passions as analogies or ways into, a more personal approach to business communications it's an easy way in, 'cause they say metaphor is the shortest form of story. So.

[00:14:51] **Susan:** It is,

And I love that marrying Your own passion for something with what you're trying to get across, because it's also unique. No one else can tell that story that way except you, and there's something very powerful about that.

[00:15:07] **Caroline:** Absolutely. it comes back to the idea of voice and essence. And I, I went through the, same thing thinking though, oh, that story's not valid. the fact that I grew up in Wales is, an integral part of me. And I, I always say that, you know, Wales as, as you know, is known as the land of song.

Growing up in the land of song, it made me appreciate the power of voice and the power of words because it was just something that was so present.

I really think that that has shaped who I am. The fact that knowing the power of voice and that we get to choose the words that we use, it's a huge thing that we completely underestimate. And what you said about everybody's voice is unique in the same way that our fingerprints are unique,



we've got into a habit of being on a bit of a production line with our communications, where we've forgotten that, at the root of our communications, it's, who we are, who we are as a person. And whether it's our stories, talking about our achievements, I'm presenting them as stories and bringing in anecdotes. All of that is what brings our communication to life and it just makes it so much more engaging and easier for the audience to follow and not just to follow us, but to stay there from start to finish and act on what it is that we want them to, to do or take away.

[00:16:30] **Susan:** And as you're talking, I'm thinking about. The word polished. 'cause I think a lot of us go for that. We could call it performance or a polished or perfect. There's this ideal way we think we're supposed to communicate professionally. Polished or not, Caroline, and polished in the sense of perfection, polished.

[00:16:54] **Caroline:** I knew I had a feeling that other P word was gonna come polish perfection performance. Well, having been on that very journey myself, as an introvert I had to really overcome my own stage fright. I was one of those people that I thought getting up on stage was just, I turned into a complete rabbit in the headlights,

but I knew that I had ideas to share and, so the route I took was to do theater and improv and clown so I could get up on stage and

appreciate that. Actually it's a liberating thing as well. I realize that I have things to share. I have things, especially in clown because obviously theater is different because you're in a role, but clowning is really about coming back to who you are, you know, the child in you. So that was a bit of a catalyst.

So, we've talked about this before, performance. Whether you feel that you are in a role, you're hiding behind a facade or however you cope with stage fright can be a first stepping stone. To then finding your own, your real voice.

And I wouldn't knock that because I think that we all have to find our own way. And the important thing is that we do is that there comes a point where I realize that I'm speaking up as myself. And so when I'm working with clients, that's exactly what we work on. So a lot of, peeling back the layers and listening and reflecting back and.

helping people to connect or reconnect with their stories and their values and their beliefs, things that are important to them so that they can really see who they are. I think the other thing is that we've often lost sight of our own brilliance, whether it's our brilliance, we call it, voice brilliance or essence.

we often lose sight of that as we go through life and get more responsible



[00:18:52] **Susan:** I suppose we take it for granted almost as well, and we don't value it because, no. One has along the way. No one says to you, you're amazing. That's fantastic. I believe in you. They do and they don't. the performance part gets more praise than another P word. Then actually you delivering a message.

'cause sometimes when you get your message across, people just take that for granted. They don't realize the work that went into communicating and I think especially when you're trying to simplify something to make something sound simple, isn't easy.

[00:19:32] **Caroline:** No, it's not, and I work a lot with women in, in stem, as you know, and helping them to move from complexity to simplicity because they work with a lot of complexity. But if they want to people to get that and to understand the value of their work, oftentimes it means simplifying and really moving to a, a simple message and using story and analogy. so yeah, and, and, sim simplifying less is more so that we are, really bringing things down to saying as much as is needed, to be said, rather than saying everything.

[00:20:10] **Susan:** And I think that's so true in. Normal day-to-day interactions as well. You know, we've all probably been stuck at someone's desk where they just go on and on and on and on and on forever, they like the sound of their own voice or they don't know how to stop talking. And that's not about over communicating, that's about communicating stuff that's not relevant.

there's a discernment that's required as well. Caroline, I guess, how do you know if no one tells you

[00:20:43] **Caroline:** How do you know? How do you know

[00:20:44] **Susan:** that you're, you're seeing too much.

[00:20:48] **Caroline:** So, so I love that word, discernment. Well, I think being attentive to your audience and, and, it is, yes. it is not the monologue, it's the exchange. It's the two-way conversation. I don't want to bring everything back to the extrovert introvert thing, but I know that for introverts it does tend to happen a lot that we.

Being an introvert myself, hold back and let other people speak for us. But that's doing ourselves a disservice because that's when we are not sharing, our achievements, our ideas, and not making the contribution that we can. So I think the onus is. on us to know that, we have to use our voice.

'cause it's all very well, people saying, oh, that was great, but we have to know as, as well that it is great. we have to understand and really recognize the value of who we are, not just our work, but of who we are. I listened to your episode with, Julia Smith.



[00:21:42] **Susan:** Yeah. Julie. Yeah. Yeah. About confidence.

[00:21:46] **Caroline:** Yeah, about confidence, and I loved her Definition of confidence is trusting ourselves and our capabilities. I totally agree and I always look like to look at it that, our competence or our capabilities are at a certain level, and as long as our confidence is lagging behind, then we are not our best selves and

We are not operating at our full potential. and so for me, it's about once your confidence is at the same level as your competence and your capabilities, then that's it. confidence is about having a true measure of just how. We are. because then as, as I think, Julie said that's when we know that whatever happens, we'll be able to deal with it.

and so going into a meeting and knowing that even if you're called upon and you're not prepared to give a report or a status update or whatever, you'll be able to do it.

[00:22:41] **Susan:** End of Yeah. That. Yeah. and it's like that impact gap almost, isn't it? That if your competence level and your, your confidence level, if there's a gap between them, then the impact you have is, undermined.

[00:22:57] **Caroline:** Right. that's it. It's diluted. and also when we talk about, impactful communication there, we have a tendency at women in general, but I'm sure it's not only, women who use diminishing language. when we. tend to put these disclaimers and hedging words or phrases the number of times that I've heard somebody come out with a statement of some kind and then say.

Does that make sense? Where, and it meant total sense. It could not have been clearer, but we feel that we have to, do that little just in case it wasn't quite as clear or per perfect as it might have been. and that's what I work on, as well. it's just one of the many barriers that can exist to really communicating as we can,

[00:23:42] **Susan:** and I think it's almost apologetic. We're almost apologizing sometimes for having an opinion. And that's part of our conditioning too. But I think the thing I've noticed as we're speaking and it's communication goes far beyond the words as well. Doesn't that car line, so even.

You talked earlier about, I don't know, you said something, you went, Ooh, ooh, ooh, ooh, ooh. and like all of that is communication. How I'm, I know I don't show the video, but I am using my hands a lot and that's how I communicate. My hands are very much part of the communication and I'm not sure, we're always aware when we are disconnected from ourselves of how we come across that we're always communicating something.



[00:24:30] **Caroline:** Absolutely. And, sometimes we can get some, interesting surprises when we do. come with, for example, if you record yourself. so I always say to, to my clients, record yourself. Well, I record them for one thing, but when you're practicing, record yourself so not just listening to what you're saying, but you can see as well how you move in the space, how you use your body language, as you said, your hands and, whether you smile or, or, or not. 'cause that's another thing. We can suddenly become very serious when we're communicating a high stake present in a presentation, for example. And yet our non-verbal language speaks volumes.

And it's really has to be taken in, into account. But sometimes, we can be unaware of the diminishing language as I said, that slightly apologetic, downplaying words that, that we use, we might not be aware of filler words. of the pace that we speak at, actually speaking really fast.

And that's another thing about. Because I work mainly with English as a second language speakers who are already crossing the language barrier because, most of them, in global setting will be speaking in English a lot of the time, and native English speakers often don't take that into account and speak at normal speed.

so, I'm always at pains to point out that, we need to adjust for that because it is another, the language barrier, the cultural barrier. A lot of people having to cross in a global business world.

[00:25:50] **Susan:** I guess it's back again to a point you made right early on is knowing your audience. And it's not about you. And I think that often because we feel pressure to communicate well, we make the whole thing about ourselves. And you made the point very early on, start with your audience.

What's the message that you want to get across and. It's having then the presence of mind as well as the presence to respond to what you are getting. because the other thing is if everyone looks bored. do you respond to that, but then maybe they're actually sitting back enjoying? we can't always respond to what we see in front of us either, because we may be misinterpreting what we see.

[00:26:42] **Caroline:** Well, yeah, and there's also, there's a big group. people have different responses and and reactions, but I think that the idea is that, we need to be as engaging as possible, and we need to, vary whether it's our voice, or the, data, if we mix things up and we ask questions and if people are looking, a little,

jaded when it's, the after lunch shift, for example, then we need to get them up. And so, it is about having the confidence to know that you'll know what to do, whatever the situation,



[00:27:10] **Susan:** What I was thinking as well is we've been talking a lot about speaking, and I know we've talked about PowerPoint and presentations, and nonverbal, but it's also about written communication. Writing is a huge form of communication in workplaces.

I mean email after email report after report, and that's something people struggle with too, I think.

[00:27:36] **Caroline:** and that's where the, as I said in the beginning, the nuts and bolts of communication come in very handy. 'cause it's exactly the same process. It's know your audience, what's the objective of your email, for example, or your report and what's the key message? And, and once you have the answer to those three things, that got that.

You as to what you need to write. And you know, again, the less is more approach. I think it was on this morning on LinkedIn, my good friend Steve Heatherington had put the quote, from Michelangelo about starting with a block of marble and releasing the angel within by sculpting away, the marble that's around the form that he ultimately wants.

And it's, I always think of communications like that as well. It says taking away. What we don't need. And it might be very good marble, But we are always very reluctant to take away because Oh yeah. But it's part of my work and yeah, but it's interesting. But I work really hard to get that result and, but we need to do that if we are to release the angel within.

[00:28:35] **Susan:** I went to see an exhibition here in Oxford last Christmas, and it was called Killing Your Darlings. And that's what it was about. It was like famous, well-known long dead authors and, their scribbles and the versions of poems and, whittling a dance so that you just killed off.

What was superfluous and, and I remember that process myself writing my book, and it, it was so hard to take stuff away and that's where feedback comes in great as well because someone comes back to you and says, that's a great story, but I don't think it fits. Or Could you say that in fewer words? Or, I got lost.

And I think not taking that personally. It's where a lot of us maybe have to do the work.

[00:29:24] **Caroline:** Yeah, exactly. it can be hard. people say feedback is a gift, and if it's conveyed as a gift, then yes it is. but it can be hard yes, to question the way that you have been doing things for a long time. But it, it is really important to test. When we were rehearsing and practicing to test out what we are doing hopefully on people who are representative of our audience.



But even if they're not, you can say, look, you know, my audience is this. how is this, how is my message landing? Is it clear? do I need to say this? I mean, one of the most helpful things, we can do is to give constructive and specific feedback, but it's true that we are not used to asking for it.

[00:30:07] **Susan:** And the specificity because right at the beginning of this episode, I said to you, how do we communicate better? And if somebody tells you that you need to communicate better, you need to get them to be specific because they're not communicating very well either. Are they?

[00:30:25] **Caroline:** Exactly. Yeah. Yes. It's like, yes, communicate better, but how, how so, exactly. They, I mean, they need to say what, why? What is it that's not working? first of all, what is the person doing well because I think it's always important to know and to acknowledge people's strong points. 'cause you need to know what the foundations are that you already have and everybody already has qualities and, and strengths when it comes to communication.

And once people know that, then they're receptive to hearing what needs to be improved. when I'm giving feedback, I always work on those principles. You start by telling the person what you did well and then okay, where I think you could do even better would be. Here, here it might be your nonverbal language. It might be slimming down the, the, the data. It, it might be starting off with a, hook to attract attention and not just going straight in and definitely, being very clear, about how you want to. To end your, speech because that's what people are gonna be taking away.

It's, it's the memorable end. It's so, you know, first impression, that the beginning and the end, and making sure that your message is very clear throughout. Yeah.

[00:31:38] **Susan:** There is so much, and I think because we're always communicating, like everything we do, there's communication involved. we don't think about it that much. and yet the impact of our work demands that we think about it more and our chance of climbing the ladder, if that's our objective, also demands that.

Because I think when we look often at people that are CEOs or leaders they're often excellent communicators. They may not have the, the competence to back it up, but they're often excellent communicators. It seems like such a fundamental skill for anyone to work on.

[00:32:24] **Caroline:** We are all communicators, whatever our line of business, we're all communicators and good leaders are good communicators. Definitely. And so, as you said, for climbing the ladder, forgetting where you want to be in your career, communications, soft skills, as they're called it's vital that, that we really work on those if we are not already, using our communication



In the most effective way, especially in a world of ai, because it's our communication capacities and our humanity and the way that we do show up as people that is what makes us different from the smart machines that are increasingly encroaching in, into our, our world, you know, whether it's communications or not. So we need to be able to stand out as who we are.

[00:33:11] **Susan:** So much and that our experience matters, I think, as well. And that was one thing I remember. Listening to a podcast episode when I was trying to write my book and when I was procrastinating about how to get started and all of that kind of stuff, and I heard somebody say, if you use your own experiences.

No one can argue with that, and it was such a great jumping off point because for a lot of stuff, even though I might not have included it in the end, it at least helped me to think, and I think it goes to what you talked about, the storytelling and the impact that communication seems to me.

What I'm taking away from this is never underestimate you and what you have to bring to something, and the more of you and your experiences you use that you tailor them, then you're probably going to go further with your communication.

[00:34:09] **Caroline:** it all comes back to presence and I love, Amy Cuddy, the way Amy Cuddy talks about presence, because she wrote a whole book on presence, it's not just the Ted talk with the, with the power poses. And she said such, I mean, really compelling things about presence, like, presence stems from believing and trusting your story, which is exactly what you were just saying about if it comes from your experience.

Then nobody could argue with it. And it's what, puts the color and the flavor in, into what you are saying. It's, it's unique. So,

[00:34:38] **Susan:** And it's a connection. It's how you connect, and that's what communication is all about. Caroline, if someone would like to know more. And connect with you. How can they communicate with you?

[00:34:51] **Caroline:** Oh, very easily. So on LinkedIn, if you look up Caroline, Harvey, Barcelona, which is where I'm based, then you'll easily find me. Otherwise, I have a website, which is caroline harvey.me.

[00:35:05] **Susan:** Brilliant. That's so simple.

[00:35:07] **Caroline:** Very simple. We like to keep it simple.



[00:35:11] **Susan:** Yeah. Caroline, it's been lovely to chat to you today and I think some really. thought provoking. What's the word? You see the words, you know, the words matter, don't they? And sometimes it's hard to find the words, but thought provoking. Mm, jumping off points, I'm going to say for people to explore their impact and their communication further.

[00:35:37] **Caroline:** Definitely. Yes. Yeah. Communicate with impact. That's what we all be need to be aiming for. Make a, make our impact and make our mark in the world.

[00:35:45] **Susan:** Amazing. Use your voice.

Thank you.

[00:35:49] **Caroline:** Thank you.

