How Speed Kills Founder Work w/ Dr Farnaaz Sharief MBE Transcript

(Transcripts are generated by AI and may contain errors)

Introducing the Clinician Founder Membership

Before we start, I want to tell you Before we start, I want to tell you about something I've been building. It's about something I've been building. It's called the clinician founder membership called the clinician founder membership community. Practical place for community. Practical place for clinicians who want to bring a clinicians who want to bring a meaningful idea to life. Whether that meaningful idea to life. Whether that becomes a service, a product, a becomes a service, a product, a portfolio career, or a new form of portfolio career, or a new form of impact. It's built around a simple find, impact. It's built around a simple find, test, and build pathway with practical test, and build pathway with practical resources, peer support, office hours, resources, peer support, office hours, and workshops to help you make progress and workshops to help you make progress around the clinical life without having around the clinical life without having to build alone. I'll be opening the to build alone. I'll be opening the doors soon. If you'd like early access, doors soon.

Welcome to the Clinician Founder Podcast

If you'd like early access, send me the word community on LinkedIn send me the word community on LinkedIn or Instagram or use the link in the show or Instagram or use the link in the show notes to sign up to my newsletter and notes to sign up to my newsletter and get early access to this new founder get early access to this new founder community. Now, let's get into the community. Now, let's get into the episode. Welcome back to the clinician episode. Welcome back to the clinician founder podcast. [music] founder podcast. [music] >> Remember a GP telling me once, what did >> Remember a GP telling me once, what did she say? She said it work hasn't she say? She said it work hasn't changed, but I have. [music] You do. You changed, but I have. [music] You do. You have a 100% success rate in dealing with have a 100% success rate in dealing with your bad days.

your bad days.

Defining Resilience and Impact

>> Welcome to another episode of the >> Welcome to another episode of the clinician founder podcast. Today I'm clinician founder podcast. Today I'm joined by Dr. to Fern Sharif, MBE, a GP, joined by Dr. to Fern Sharif, MBE, a GP, executive coach, resilience trainer, executive coach, resilience trainer, speaker, and founder of manage your speaker, and founder of manage your mind. Fernaz has held senior NHS mind. Fernaz has held senior NHS leadership roles including former NHS leadership roles including former NHS clinical lead for mental health and clinical lead for mental health and place-based medical director. is a place-based medical director. is a senior fellow of the faculty of medical senior fellow of the faculty of medical leadership and management as well and leadership and management as well and she was awarded an MBE for her services she was awarded an MBE for her services to mental health as well as the British to mental health as well as the British citizens award for healthcare and has citizens award for healthcare and has spent years helping individuals, teams spent years helping individuals, teams and organizations build resilience, and organizations build resilience, confidence and sustainable performance.

confidence and sustainable performance. But this conversation is not just about But this conversation is not just about resilience because for many clinicians resilience because for many clinicians resilience has become a bit of a loaded resilience has become a bit of a loaded word. It can sound like being asked to word. It can sound like being asked to cope with cope with >> a system that just isn't working >> a system that just isn't working anymore. So today I want to go a layer anymore. So today I want to go a layer deeper. I want to explore what deeper. I want to explore what resilience really means when you're a resilience really means when you're a clinician under pressure. What happens clinician under pressure. What happens when you own difficult experiences and when you own difficult experiences and become the foundation for the work you become the foundation for the work you build and what it means to create a build and what it means to create a portfolio career around leadership, portfolio career around leadership, coaching, mental health, ADHD, coaching, mental health, ADHD, menopause, and helping

people really menopause, and helping people really manage their minds. For clinicians manage their minds. For clinicians listening who are respected but listening who are respected but restless, this is a conversation about restless, this is a conversation about agency but identity and about turning agency but identity and about turning lived experience into meaningful work lived experience into meaningful work beyond the traditional clinical path. So beyond the traditional clinical path. So Fernaz, welcome to the clinician founder Fernaz, welcome to the clinician founder podcast. So good to podcast. So good to >> what a fantastic intro. Lovely to see >> what a fantastic intro. Lovely to see you. Thank you for having me.

you. Thank you for having me. >> Thank you very much. How are you doing >> Thank you very much. How are you doing today? today? today? >> Wonderful. Wonderful. Really excited >> Wonderful. Wonderful. Really excited about this chat actually.

about this chat actually. >> Yeah, likewise. And the more I read >> Yeah, likewise. And the more I read about you, the there were two big words about you, the there were two big words that really stood out to me. I think one that really stood out to me. I think one was obviously resilience. That's a core was obviously resilience. That's a core of what you do. And the other one was of what you do. And the other one was impact. And I think almost every impact. And I think almost every conversation I have with clinician conversation I have with clinician founders can't go on without the word founders can't go on without the word impact. I'm just curious to understand impact. I'm just curious to understand what what do both of those words mean to what what do both of those words mean to you?

you? you? >> So I think resilience, if you look up >> So I think resilience, if you look up the definition in the Oxford dictionary, the definition in the Oxford dictionary, they say resilience is about how we they say resilience is about how we recover from the challenges we deal with recover from the challenges we deal with on a daily basis. But I think it's on a daily basis. But I think it's beyond that. There's a lot more to beyond that. There's a lot more to resilience. And you know, you're right.

resilience. And you know, you're right. It's a word that's sort of been used so It's a word that's sort of been used so much we forget how important it is. So I much we forget how important it is. So I think resilience is actually about how think resilience is actually about how we recover. Yes. But it's about how we we recover. Yes. But it's about how we function particularly when we're in high function particularly when we're in high stress environments, you know, when stress environments, you know, when things don't go our way. Perhaps if things don't go our way. Perhaps if we're overwhelmed with a lot of sort of we're overwhelmed with a lot of sort of responsibilities, our ability to responsibilities, our ability to function to deal with that to manage function to deal with that to manage that effectively without burning out I that effectively without burning out I believe is you know is resilience. Why believe is you know is resilience.

Burnout, Recovery, and Early Lessons

Why why has it come to get such a bad why has it come to get such a bad reputation especially amongst clinicians reputation especially amongst clinicians or frontline workers in general? I think or frontline workers in general? I think because people we've used the term a lot because people we've used the term a lot and in using the term I think we often and in using the term I think we often forget that people are already resilient forget that people are already resilient like a lot of people that I coach a lot like a lot of people that I coach a lot of teams that I work with they are of teams that I work with they are already resilient you know they're already resilient you know they're already functioning in high stress already functioning in high stress environments they are you know they have environments they are you know they have the confidence they have the skill they the confidence they have the skill they have the ability to deal with the have the ability to deal with the challenges around them but sometimes challenges around them but sometimes that gets a little bit eroded because that gets a little bit eroded because you know they might not be looking after you know they might not be looking after themselves ves. They're not getting themselves ves. They're not getting enough sleep. They're not eating. There enough sleep. They're not eating. There might be pressures, you know, personal might be pressures, you know, personal pressures that are affecting their pressures that are affecting their ability to perform. So, all of these ability to perform. So, all of these things affect our ability to function things affect our ability to function and erode that inbuilt, you know, and erode that inbuilt, you know, resilience that we have within us.

resilience that we have within us. >> Yeah. And it it >> Yeah. And it it as I'm thinking about that, it sounds as I'm thinking about that, it sounds like, okay, if you are resilient, you like, okay, if you are resilient, you thrive.

thrive. thrive. >> Yeah. >> Yeah. >> Yeah. >> You can deal with the challenges, you >> You can deal with the challenges, you can do everything. But at the same time, can do everything. But at the same time, I I I was thinking about this yesterday, I I I was thinking about this yesterday, and it sounds like thriving isn't and it sounds like thriving isn't particularly the opposite of resilience, particularly the opposite of resilience, is it? What would be the opposite of is it? What would be the opposite of being resilient?

being resilient? >> So, I suppose I'll answer this question >> So, I suppose I'll answer this question with a quote. I love quotes. with a quote. I love quotes. >> Mhm.

>> Mhm. >> Mhm. >> Now, there's a there's a quote where >> Now, there's a there's a quote where they say that life is 10% what the they say that life is 10% what the universe hands you and 90% how you deal universe hands you and 90% how you deal with it. Right. So our ability to deal with it. Right. So our ability to deal with this challenge is our resilience.

with this challenge is our resilience. And when we're dealing with our And when we're dealing with our challenges effectively, we thrive. challenges effectively, we thrive.

>> So I think that [clears throat] the two >> So I think that [clears throat] the two are connected. But you know, we all have are connected. But you know, we all have bad days. We all have moments, we all bad days. We all have moments, we all have times when we're not able to deal have times when we're not able to deal with what is happening around us. And with what is happening around us. And often there's a notion that resilience often there's a notion that resilience is about plowing ahead and you've got to is about plowing ahead and you've got to do it no matter how you're feeling. I do it no matter how you're feeling. I think resilience is also about think resilience is also about recognizing how you're feeling and recognizing how you're feeling and deciding how you serve yourself in that deciding how you serve yourself in that moment.

moment. moment. >> So resilience can also be you know what >> So resilience can also be you know what I'm I'm going to stop and I'm going to I'm I'm going to stop and I'm going to step away and I'm going to take a walk step away and I'm going to take a walk or I'm going to take a break or I'm or I'm going to take a break or I'm going to have some downtime this going to have some downtime this weekend. It's it's about understanding weekend. It's it's about understanding what's happening in you within you and what's happening in you within you and how that is impacting on your ability to how that is impacting on your ability to thrive. M and at the moment I'm speaking thrive. M and at the moment I'm speaking to Fernaz who is definitely thriving but to Fernaz who is definitely thriving but I'm very curious who who was she before I'm very curious who who was she before becoming the resilience trainer but becoming the resilience trainer but before even maybe becoming a GP what was before even maybe becoming a GP what was your 10% that life threw at you and what your 10% that life threw at you and what was how did that 90% of thriving come was how did that 90% of thriving come >> lots of challenges sh you know like like >> lots of challenges sh you know like like a lot of people I'm sure a lot of a lot of people I'm sure a lot of listeners have had lots of challenges in listeners have had lots of challenges in their lives and I think for me I I went their lives and I think for me I I went through a particularly difficult time through a particularly difficult time just after I qualified as a as a doctor just after I qualified as a as a doctor because all of a sudden you're not a because all of a sudden you're not a student anymore and you're responsible student anymore and you're responsible for you know for people's lives and for you know for people's lives and that's a huge transition because you're that's a huge transition because you're making life or death decisions making life or death decisions sometimes. So I struggled with that sometimes. So I struggled with that transition and transition and >> on top of that I lost someone very dear >> on top of that I lost someone very dear to me someone is like a mother to me. So to me someone is like a mother to me. So it was a very difficult period and a it was a very difficult period and a friend of mine took me on to this course friend of mine took me on to this course that I did where I learned a lot about that I did where I learned a lot about breath work and mindfulness. This was breath work and mindfulness. This was about 20 years ago. And I thought, you about 20 years ago. And I thought, you know, fine. I could sit down in a corner know, fine. I could sit down in a corner and do some breath work and meditation and do some breath work and meditation and of course I'm going to feel better.

and of course I'm going to feel better. After sort of practicing these After sort of practicing these techniques for about four maybe 6 weeks, techniques for about four maybe 6 weeks, my mom said to me, "What's going on with my mom said to me, "What's going on with you? Why are you so happy?" You know, you? Why are you so happy?" You know, and before I had done that, I didn't and before I had done that, I didn't realize how stressed I was, how realize how stressed I was, how frustrated I was, how angry I was, and frustrated I was, how angry I was, and how my stress was affecting the people I how my stress was affecting the people I loved the most. So when she said that to loved the most. So when she said that to me, I was like, "Okay, there's something me, I was like, "Okay, there's something I'm doing to help myself, but it's not I'm doing to help myself, but it's not just helping me. It's helping the people just helping me. It's helping the people around me." You know, how I feel, my around me." You know, how I feel, my energy, how I interact, how I how I energy, how I interact, how I how I talk, how I walk, how I do everything talk, how I walk, how I do everything with the people that I love has an with the people that I love has an impact on them impact on them >> and that was a huge huge turning point >> and that was a huge huge turning point for me. Huge turning point.

for me. Huge turning point. >> And there's that there's that word >> And there's that there's that word impact once again. And speak to it a impact once again. And speak to it a little bit more. Where was it before the little bit more. Where was it before the breath work? before managing your mind I breath work? before managing your mind I suppose and before doing that inner work suppose and before doing that inner work and what changed for the people around and what changed for the people around you.

you. you. >> Yeah. So I guess I was I was exhausted. >> Yeah. So I guess I was I was exhausted. I was working as a junior doctor in I was working as a junior doctor in Zimbabwe actually and we do back in the Zimbabwe actually and we do back in the day this is 2000 you know you'd do like day this is 2000 you know you'd do like two three day shifts and they were long two three day shifts and they were long and you do the night shifts on top of and you do the night shifts on top of that. So I was coming home tired I was that. So I was coming home tired I was exhausted you know because I wasn't exhausted you know because I wasn't eating and drinking properly. I was eating and drinking properly. I was quite irritable with my family. I wasn't quite irritable with my family. I wasn't spending time with them.

spending time with them. um even with friends I was sort of um even with friends I was sort of turning into myself because all I wanted turning into myself because all I wanted to do was rest so I could function and to do was rest so I could function and deal with the responsibilities of the deal with the responsibilities of the job and that wasn't a very fulfilling job and that wasn't a very fulfilling life. So I got to a stage where I I life. So I got to a stage where I I literally I think I burnt out and I I literally I think I burnt out and I I couldn't function like that because I couldn't function like that because I wasn't happy. The people around me wasn't happy. The people around me weren't happy you know and and that weren't happy you know and and that shows up in relationships. They can be shows up in relationships. They can be very tense. They can be um you know very very tense. They can be um you know very difficult to manage. So I stopped and I difficult to manage. So I stopped and I stopped for some time and during that stopped for some time and during that time I just looked up to myself you know time I just looked up to myself you know I read I took walks I did a lot of I read I took walks I did a lot of breath work I did a lot of mindfulness breath work I did a lot of mindfulness and I think it was a couple of weeks and I think it was a couple of weeks before I bounced back cautiously.

before I bounced back cautiously. >> And when you say stopped was that >> And when you say stopped was that stopped clinical work new projects stopped clinical work new projects everything or everything or >> Yeah I mean this was very early on in my >> Yeah I mean this was very early on in my career you know so I was still a junior career you know so I was still a junior doctor and I think I stopped for about a doctor and I think I stopped for about a month or so.

month or so. >> Okay. Um, and and I stopped because I, >> Okay. Um, and and I stopped because I, you know, like I I just couldn't like I you know, like I I just couldn't like I I was aching. I was tired. I wasn't I was aching. I was tired.

From Side Project to Founder Identity

I wasn't sleeping. I couldn't deal with the sleeping. I couldn't deal with the responsibility of looking after people responsibility of looking after people when I wasn't able to look after myself.

when I wasn't able to look after myself. >> So, I had to, you know, how you pull an >> So, I had to, you know, how you pull an arrow back. I had to pull back and I was arrow back. I had to pull back and I was just like, you know what? I'm just not just like, you know what? I'm just not going to do anything. And I think it was going to do anything. And I think it was about a month, maybe a little bit longer about a month, maybe a little bit longer than that. And when I came back, I was than that. And when I came back, I was like, look, I' I've learned a lot. I like, look, I' I've learned a lot. I reflected a lot. I'd made mistakes. I reflected a lot. I'd made mistakes. I wasn't eating properly. I wasn't wasn't eating properly. I wasn't sleeping properly. The basic sleeping properly. The basic foundational pillars of how we function foundational pillars of how we function had completely eroded for me. So I had completely eroded for me. So I started by making these small simple started by making these small simple steps. Eat properly, steps. Eat properly, >> take breaks, sleep properly, you know, >> take breaks, sleep properly, you know, do a bit of mindfulness, a bit of do a bit of mindfulness, a bit of meditation. And those pillars then meditation. And those pillars then became habits, became habits, >> you know. And now 20 years later, I >> you know. And now 20 years later, I don't start my morning without my breath don't start my morning without my breath work. And you know, I make sure I have a work. And you know, I make sure I have a healthy breakfast, I enjoy my exercise.

healthy breakfast, I enjoy my exercise. That these are the things that keep me That these are the things that keep me going. And I wouldn't have learned about going. And I wouldn't have learned about then if I hadn't had the challenging then if I hadn't had the challenging time that I did.

time that I did. >> Yeah. And wow, keep you going. It did. >> Yeah. And wow, keep you going. It did. It looks like you you've done so much It looks like you you've done so much since then.

since then. Give me an arc of what that journey Give me an arc of what that journey looked like from your perspective. looked like from your perspective.

Clearly, there's big titles and awards Clearly, there's big titles and awards that you've you've won. What which of that you've you've won. What which of those was the most meaningful for you?

those was the most meaningful for you? What was the highest of the highs? What was the highest of the highs? >> Do you know the highest of the highest >> Do you know the highest of the highest for mess is when um I used to run these for mess is when um I used to run these programs in in the community voluntary programs in in the community voluntary programs manager mind and I started programs manager mind and I started doing them because I wanted to do more doing them because I wanted to do more than what I was doing. I was working as than what I was doing. I was working as a GP partner and I felt 10 minutes in a a GP partner and I felt 10 minutes in a consultation with the patient wasn't consultation with the patient wasn't enough particularly folks that would enough particularly folks that would come in and they were really struggling come in and they were really struggling you know and some didn't need medication you know and some didn't need medication some were coming off medication some some were coming off medication some were waiting ages to access counseling were waiting ages to access counseling so I thought let me just do something so I thought let me just do something about this and I ran these voluntary about this and I ran these voluntary programs in the community for 9 years programs in the community for 9 years >> I thought when I started probably last 6 >> I thought when I started probably last 6 months and then stop but they were so months and then stop but they were so wellreceived wellreceived wellreceived >> wow >> wow >> wow >> it was incredible >> it was incredible >> 9 years.

>> 9 years. >> And the most meaningful I think for me >> And the most meaningful I think for me was when um we would we would run the was when um we would we would run the the breath work and I would guide people the breath work and I would guide people through a process like a short through a process like a short meditation afterwards. That moment when meditation afterwards. That moment when they opened their eyes and I could see they opened their eyes and I could see and you can feel and they could see and and you can feel and they could see and they could feel they felt better. You they could feel they felt better. You know that was so powerful.

know that was so powerful. >> Yeah. >> Yeah. >> Yeah. >> That was just magical. I can I can see >> That was

just magical. I can I can see it on your face the experience just like it on your face the experience just like seeing the impact on people and their seeing the impact on people and their lives improving and I've been on the lives improving and I've been on the other side as well having done the other side as well having done the breath work and meditation and you and breath work and meditation and you and you wake up and there's just this sense you wake up and there's just this sense of clarity and I had this recently of clarity and I had this recently actually about somewhere end of last actually about somewhere end of last year I got back into meditation after year I got back into meditation after many years and I found a local Buddhist many years and I found a local Buddhist center and I'd go for regular just center and I'd go for regular just lunchtime sessions which are about half lunchtime sessions which are about half an hour to 45 minutes long and I did the an hour to 45 minutes long and I did the first one and I came back and my wife first one and I came back and my wife for the next 3 days was like why are you for the next 3 days was like why are you so happy.

so happy. >> Yeah. >> Yeah. >> Yeah. >> Why are you so relaxed? >> Why are you so relaxed? >> Yeah. >> Yeah. >> Yeah. >> And I was like, well, yeah, it's just >> And I was like, well, yeah, it's just I'm just at peace. I'm just I'm just I'm just at peace. I'm just I'm just relaxed.

relaxed. relaxed. >> Exactly. Exactly. >> Exactly. Exactly. >> So, it's it's really interesting how >> So, it's it's really interesting how that happens. I'm curious then. So, you that happens. I'm curious then. So, you you had these skills, you had this you had these skills, you had this challenge, then you decided to take on challenge, then you decided to take on more work and thrive and and really it more work and thrive and and really it sounds like the impact you gave to sounds like the impact you gave to people was what kept you going.

people was what kept you going. When did the identity of being a founder When did the identity of being a founder sort of come about for you? Do you know sort of come about for you? Do you know probably in the last four or five years probably in the last four or five years I never identified as a founder before.

I never identified as a founder before. I always thought I'm here to serve and I I always thought I'm here to serve and I want to I want to make a difference. And want to I want to make a difference. And I always felt you know where I can make I always felt you know where I can make a difference. I'll I'll do something for a difference. I'll I'll do something for someone whether it's one person in front someone whether it's one person in front of me or 20 people in front of me. And of me or 20 people in front of me. And it was only when I stepped away from my it was only when I stepped away from my role as medical director when I thought role as medical director when I thought right let me run this company as a right let me run this company as a company not just as a I was doing it on company not just as a I was doing it on the side you I sort of thought, I the side you I sort of thought, I actually want to build this and thought, actually want to build this and thought, right, I'm managing this now. I'm right, I'm managing this now. I'm founder now. I've got to sort of grab it founder now. I've got to sort of grab it by its horns and really steer it forward by its horns and really steer it forward because this this is it. And that was because this this is it. And that was when I think I realized, okay, this is when I think I realized, okay, this is where things start to shift mentally.

where things start to shift mentally. >> And that mental shift brings about a >> And that mental shift brings about a series of actions, I guess, you take as series of actions, I guess, you take as founder then to um, you know, to build founder then to um, you know, to build your business to to bring it to life.

your business to to bring it to life. >> Yeah. What did that look like for you? >> Yeah. What did that look like for you?

Building the Business and Learning to Slow Down

So you were already kind of in the weeds So you were already kind of in the weeds and managing and running this program. and managing and running this program.

What what shifted? It sounds like there What what shifted? It sounds like there was some external things but perhaps was some external things but perhaps some internal as well.

some internal as well. >> Yeah. I think the biggest internal thing >> Yeah. I think the biggest internal thing for me was is you know I have to make for me was is you know I have to make this work.

this work. >> When I had a when I had a sort of salary >> When I had a when I had a sort of salary job and I I was working you know had a job and I I was working you know had a regular stream of income and I was doing regular stream of income and I was doing what I loved on the side. I was what I loved on the side. I was committed to it absolutely but it was a committed to it absolutely but it was a very small part of my week.

very small part of my week. >> Um and when I transitioned to working >> Um and when I transitioned to working full-time on the business, I was like full-time on the business, I was like this this is it. You know, this is this this is it. You know, this is what's going to help me make a what's going to help me make a difference to people, but it's also difference to people, but it's also what's going to help me pay the bills.

what's going to help me pay the bills. And if I don't make this a success, I And if I don't make this a success, I can't reach out to the people that I can't reach out to the people that I want to reach out to and also lead the want to reach out to and also lead the life that I that I want to lead. So, I life that I that I want to lead. So, I think that transition was a huge one.

think that transition was a huge one. What what prompted that sort of What what prompted that sort of realization and that like oh actually realization and that like oh actually I've just got to take it on and I have I've just got to take it on and I have to complete that loop because yeah what to complete that loop because yeah what what prompted that for you?

what prompted that for you? >> I think there were two things. One is I >> I think there were two things. One is I wanted to do a lot more than I was doing wanted to do a lot more than I was doing and the second is I I wanted to I and the second is I I wanted to I suppose I wanted to do it in a a very suppose I wanted to do it in a a very creative in a very different way without creative in a very different way without being answerable to anybody. You know, I being answerable to anybody. You know, I wanted that autonomy, that freedom to wanted that autonomy, that freedom to create, to develop, and I wanted the create, to develop, and I wanted the time on my hands, you know. So, if on a time on my hands, you know. So, if on a Monday morning, I was like, Monday is my Monday morning, I was like, Monday is my creative day, I want to sit with my flip creative day, I want to sit with my flip chart and my, you know, my and just draw chart and my, you know, my and just draw and and sketch out what things look and and sketch out what things look like, then I wanted the freedom and like, then I wanted the freedom and flexibility to do that. And I didn't flexibility to do that. And I didn't have that when I was in a, you know, in have that when I was in a, you know, in a salary draw. And and that was really a a salary draw. And and that was really a huge thing because I thought, okay, I huge thing because I thought, okay, I want to reach out to people, more people want to reach out to people, more people in a new way, in a different way. I need in a new way, in a different way. I need to carve out the space to think about to carve out the space to think about how I'm going to make that difference.

how I'm going to make that difference. And that I think was a big sort of And that I think was a big sort of turning point for me where I thought, turning point for me where I thought, okay, let me let me stop doing this and okay, let me let me stop doing this and let me focus on what brings me real let me focus on what brings me real meaningful joy. Not that the other roles meaningful joy. Not that the other roles didn't, but this was on a whole other didn't, but this was on a whole other scale.

scale. scale. >> Wow. So, it sounds like really >> Wow. So, it sounds like really having agency was the independence, the having agency was the independence, the wanting to have control of your time and wanting to have control of your time and actually deliver the way you want to actually deliver the way you want to deliver. What was the hardest part of deliver. What was the hardest part of this phase?

this phase? >> The hardest part I think there's lots >> The hardest part I think there's lots there's lots of there's lots and lots of there's lots of there's lots and lots of different challenges. What was the different challenges. What was the hardest? That's a good question. I hardest? That's a good question. I suppose it's how you measure your suppose it's how you measure your success, success, success, >> right? And I think when you're building >> right? And I think when you're building a business, when I was developing a business, when I was developing programs, I

often thought I'm successful programs, I often thought I'm successful if I have six people a year on my if I have six people a year on my coaching program. That's a sign of coaching program. That's a sign of success. But actually, it's not. Yes, of success. But actually, it's not. Yes, of course. Having six people or 12 people course. Having six people or 12 people join my programs is absolutely join my programs is absolutely wonderful. But success is also actually wonderful. But success is also actually the networks you build, the the networks you build, the relationships you establish, the relationships you establish, the conversations you have individually but conversations you have individually but also to to wider groups of people. So also to to wider groups of people. So there are so many different things that there are so many different things that contribute to a successful business. I contribute to a successful business. I think shifting my focus away from, you think shifting my focus away from, you know, it's not just about selling a know, it's not just about selling a program. It's actually about building a program. It's actually about building a really strong sustainable foundation to really strong sustainable foundation to the business that is successful.

the business that is successful. >> Wow. That that's a really neat piece of >> Wow. That that's a really neat piece of insight. And I suppose for the people insight. And I suppose for the people listening to this who are still working listening to this who are still working as a salaried role, they they've got a as a salaried role, they they've got a bit of a vision of like I actually want bit of a vision of like I actually want to make an impact and do something. I to make an impact and do something. I think that gives them a huge insight. Is think that gives them a huge insight. Is there anything else about being a there anything else about being a founder that you think people really founder that you think people really need to hear about?

need to hear about? >> You know, I think something I learned is >> You know, I think something I learned is that speed kills. that speed kills. >> And you know, this is true on a >> And you know, this is true on a motorway, but it's also true in motorway, but it's also true in establishing what you want to do establishing what you want to do sometimes. And and people work at sometimes. And and people work at different paces. Like for me, when I different paces. Like for me, when I when I have a great idea, I'm like, when I have a great idea, I'm like, right, I want to plow full steam ahead right, I want to plow full steam ahead and, you know, really make this happen.

and, you know, really make this happen. But I found that doesn't actually serve But I found that doesn't actually serve me well and it doesn't serve what I'm me well and it doesn't serve what I'm developing well. [snorts] So, one of the developing well. [snorts] So, one of the things I've consciously had to do over things I've consciously had to do over the past few years is actually slow down the past few years is actually slow down and not speed up in terms of what I'm and not speed up in terms of what I'm developing, how I'm reaching out. Um, developing, how I'm reaching out. Um, you know, really thinking about what you know, really thinking about what this is, letting it sit for some time, this is, letting it sit for some time, revisiting it, revisiting it, >> and then launching it and continuing to >> and then launching it and continuing to learn from what you're doing and doing learn from what you're doing and doing it at a pace that is not, you know, 100 it at a pace that is not, you know, 100 miles per hour. I think it's not to say miles per hour. I think it's not to say that you go very very slowly, but I that you go very very slowly, but I think speed kills is something I've got think speed kills is something I've got it written down here in front of me just it written down here in front of me just to remind me that you know just just to remind me that you know just just take your time with this. Develop take your time with this. Develop something meaningful, something something meaningful, something sustainable and and then take it one sustainable and and then take it one step at a time.

step at a time.

Resilience, ADHD, and Menopause Offerings

>> Can we get into that a little bit more? >> Can we get into that a little bit more? So what give us an idea of what your So what give us an idea of what your services or your business currently services or your business currently looks like?

looks like? >> Sure. >> Sure. >> Sure. >> And then I might get into how it was >> And then I might get into how it was fast or slow. fast or slow. >> Okay.

>> Okay. >> Okay. >> Yeah. So I I I mean my area of expertise >> Yeah. So I I I mean my area of expertise is

resilience and I have a variety of is resilience and I have a variety of programs. So I have some digital courses programs. So I have some digital courses and then I do one-to-one coaching and then I do one-to-one coaching sessions and then um you know if teams sessions and then um you know if teams have a particular challenge or conflict have a particular challenge or conflict or some sort of problem that they're or some sort of problem that they're trying to work through I usually work trying to work through I usually work with them to help them solve it. And I with them to help them solve it. And I think my my work is largely rooted think my my work is largely rooted around how individuals and teams around how individuals and teams regulate themselves first. So there's regulate themselves first. So there's always that, you know, how are you always that, you know, how are you actually functioning? Let's sort that actually functioning? Let's sort that out and then let's think about what it out and then let's think about what it is you're trying to solve. So there's is you're trying to solve. So there's always that self-regulation that comes always that self-regulation that comes in first. And that is, you know, it it's in first. And that is, you know, it it's through the digital programs, it's through the digital programs, it's through the coaching programs, it's it's through the coaching programs, it's it's through teams as well. And I used to through teams as well. And I used to deal with, you know, generally sort of deal with, you know, generally sort of general sort of resilience uh trainer, general sort of resilience uh trainer, if you will, but I've I've now more sort if you will, but I've I've now more sort of started focusing on on menopause of started focusing on on menopause because I'm going through it myself and because I'm going through it myself and I understand, you know, what women are I understand, you know, what women are going through and I I see what helps me going through and I I see what helps me and I can see that it helps others as and I can see that it helps others as well. And also ADHD. So, I'm an adult well. And also ADHD. So, I'm an adult ADHD assessor and I have a a course as ADHD assessor and I have a a course as well for parents who have kids with ADHD well for parents who have kids with ADHD just to help keep them sort of resilient just to help keep them sort of resilient so that they're able to look after their so that they're able to look after their kids, especially if they're on long kids, especially if they're on long waiting lists. So, that's really it in waiting lists. So, that's really it in in in a nutshell in terms of the offer in in a nutshell in terms of the offer and the progress.

and the progress. >> Yeah. So, you've got quite a few things >> Yeah. So, you've got quite a few things there and I I really like the way you there and I I really like the way you described your work with menopause and described your work with menopause and ADHD and such a good example of really ADHD and such a good example of really what it looks like to find a niche. I what it looks like to find a niche. I think a lot of people struggle with that think a lot of people struggle with that and you know you can do your coaching and you know you can do your coaching program you come out with a program you come out with a certification and we all do a little bit certification and we all do a little bit of you know leadership a little bit of of you know leadership a little bit of resilience a little bit of teamwork resilience a little bit of teamwork habits behavior chain but then it's like habits behavior chain but then it's like okay what's my niche and and this is okay what's my niche and and this is what it looks like. So yeah thank you what it looks like. So yeah thank you for sharing that as well. Um amongst all for sharing that as well. Um amongst all of the things that you do it sounds like of the things that you do it sounds like the core is the self regulation. Is that the core is the self regulation. Is that right? Yeah.

right? Yeah. >> And is that what you >> And is that what you amongst this? What did you do fast and amongst this? What did you do fast and what did you do slow?

what did you do slow? So I remember when I first launched a So I remember when I first launched a digital course, the first one took some digital course, the first one took some time, you know, once it was there and it time, you know, once it was there and it was up and running and you know, I got was up and running and you know, I got some really good feedback about it and some really good feedback about it and it landed really well. I thought, "Oh my it landed really well. I thought, "Oh my god, this is brilliant. Let me just do a god, this is brilliant. Let me just do a whole bunch more." So I I developed um whole bunch more." So I I developed um some some a lot shorter ones, you know, some some a lot shorter ones, you know, sort of like like challenges or or sort of like like challenges or or things people could do. And I think things people could do.

Measuring Progress and Listening to Feedback

And I think within a few months, a couple of months, within a few months, a couple of months, I released some very short digital I released some very short digital courses. I think about three or four and courses. I think about three or four and then I and they're they're there and you then I and they're they're there and you know they're working

now but at the time know they're working now but at the time I was like oh they're only you know I was like oh they're only you know they're very low cost and I'm sure it'll they're very low cost and I'm sure it'll it'll make a difference to people it'll it'll make a difference to people it'll help them sleep better it'll help them help them sleep better it'll help them function better and you know all the function better and you know all the things that were associated with it but things that were associated with it but I realized I was just moving at a pace I realized I was just moving at a pace that was not sustainable for me I was that was not sustainable for me I was developing products that developing products that >> you know for the sake of developing a >> you know for the sake of developing a product rather than something that would product rather than something that would actually make a difference to to the actually make a difference to to the people that that buy them or the people people that that buy them or the people that use them. Um I I scratched them that use them. Um I I scratched them eventually.

eventually. eventually. >> Oh, wow. Okay. >> Oh, wow. Okay. >> What was what made you realize that it >> What was what made you realize that it wasn't working?

wasn't working? >> Well, because when I talked about it, I >> Well, because when I talked about it, I wasn't as passionate about it as wasn't as passionate about it as >> I would have been. Like I I could talk >> I would have been. Like I I could talk about them, but because I developed them about them, but because I developed them so quickly, I thought, "Oh my gosh, was so quickly, I thought, "Oh my gosh, was this the one with a tracker or, you this the one with a tracker or, you know, was this the one with this or know, was this the one with this or that?" And I couldn't I couldn't talk that?" And I couldn't I couldn't talk about the programs themselves. I mean, about the programs themselves. I mean, they were very short. You know, you they were very short. You know, you could do them in in seven days and and could do them in in seven days and and stuff like that, but I I didn't have stuff like that, but I I didn't have that connection to the the products that that connection to the the products that I do with the ones that I've taken my I do with the ones that I've taken my time in developing. And that was a big time in developing. And that was a big stumbling block for me because I thought stumbling block for me because I thought if I don't feel connected to what I'm if I don't feel connected to what I'm developing, how is someone else going to developing, how is someone else going to feel connected to it?

feel connected to it? >> Yeah. >> Yeah. >> Yeah. >> You know, so I've changed things. And >> You know, so I've changed things. And how long did that sort of take you?

how long did that sort of take you? >> It took a few months. I'll be honest. I >> It took a few months. I'll be honest. I think it probably took between the the think it probably took between the the courses themselves took about 2 or 3 courses themselves took about 2 or 3 months to develop and and to to upload months to develop and and to to upload and all the rest of it. And then after and all the rest of it. And then after that it took me about I'd say about six that it took me about I'd say about six or seven months maybe a bit longer than or seven months maybe a bit longer than that to realize that this is not how that to realize that this is not how things work. You know that's when I things work. You know that's when I thought this is how speed kills you. I'm thought this is how speed kills you. I'm developing things for the sake of doing developing things for the sake of doing it rather than for something that's it rather than for something that's going to actually make a tangible going to actually make a tangible difference to people.

difference to people. >> Yeah. What what did you do differently >> Yeah. What what did you do differently from that point then? from that point then? >> I took my time.

>> I took my time. >> Okay. >> Okay. >> Okay. >> And not to say that, you know, you sort >> And not to say that, you know, you sort of put your feet up and and chill with of put your feet up and and chill with it. But I would say, right, I'm I'm it. But I would say, right, I'm I'm going to focus on one thing at a time.

going to focus on one thing at a time. Once that's done and up and running and Once that's done and up and running and it's out there, you know, and it's it's out there, you know, and it's working and it's got legs and it's sort working and it's got legs and it's sort of, you know, steady on its own, then I of, you know, steady on its own, then I will start thinking about something else will start thinking about something else if I need to.

if I need to. >> Okay. And how do you kind of, I guess, >> Okay. And how do you kind of, I guess, calm the founder

mind who says, "Oh, we calm the founder mind who says, "Oh, we really got to get this going. We need really got to get this going. We need some revenue. We need some customers and some revenue. We need some customers and I think my breath work is always I think my breath work is always something that helps regulate me and I something that helps regulate me and I I'll always do my, you know, my breath I'll always do my, you know, my breath work in the morning. I I like to work in the morning. I I like to exercise whenever I run in the morning.

exercise whenever I run in the morning. I'll always get these ideas and then I I'll always get these ideas and then I have a board behind me where I just have a board behind me where I just write them down. But I think calming the write them down. But I think calming the founder mind is I think I I don't want founder mind is I think I I don't want to calm my mind because I think it's to calm my mind because I think it's working really well. What I do want to working really well. What I do want to do is calm my the actions, you know, do is calm my the actions, you know, that come out of it. So I can't stop my that come out of it. So I can't stop my mind from being creative and thinking mind from being creative and thinking about ways in which I can be bigger and about ways in which I can be bigger and better and bolder. I like that, you better and bolder. I like that, you know, that that gives me something to know, that that gives me something to look forward to. It motivates me. But look forward to. It motivates me. But what I do do is if I do have an idea, what I do do is if I do have an idea, I'll write them down somewhere and then I'll write them down somewhere and then I revisit them.

I revisit them. >> Okay? >> Okay? >> Okay? >> And then, you know, I sort of chunk them >> And then, you know, I sort of chunk them up. I'm like, okay, this could be with up. I'm like, okay, this could be with menopause. This could be with ADHD. This menopause. This could be with ADHD. This is something I could perhaps try with is something I could perhaps try with teams or in my coaching program. So I teams or in my coaching program. So I put them in these like compartments or put them in these like compartments or chunks or boxes on my on my board behind chunks or boxes on my on my board behind me and then I sort of come back to them.

me and then I sort of come back to them. So that it's there. The creativity is So that it's there. The creativity is there. I don't want to stop the flow.

there. I don't want to stop the flow. It's just how I use the information It's just how I use the information that's coming out is a bit different that's coming out is a bit different now.

now. now. >> Okay. And and just sort of a side note I >> Okay. And and just sort of a side note I suppose is how would ADHD or menopause suppose is how would ADHD or menopause or both perhaps affect this part of or both perhaps affect this part of being a founder being a founder >> as in the initiatives themselves?

>> as in the initiatives themselves? >> Yeah. the the scattered ideas, the the >> Yeah. the the scattered ideas, the the hyperfocus on one thing and then later hyperfocus on one thing and then later realizing that actually I should have realizing that actually I should have probably parked it and at the moment it probably parked it and at the moment it seemed like a good idea. Any suggestions seemed like a good idea. Any suggestions for founders who are in that space?

for founders who are in that space? >> I think one is to focus on one thing at >> I think one is to focus on one thing at a time and if you do have lots of ideas, a time and if you do have lots of ideas, I I always find it's helpful to write I I always find it's helpful to write them down. M them down. M >> so you know you can for example my my >> so you know you can for example my my focus at the moment is more ADHD than it focus at the moment is more ADHD than it is menopause because earlier on this is menopause because earlier on this year I was focused a lot on on menopause year I was focused a lot on on menopause and I still do focus on it but it and I still do focus on it but it probably takes up about 20% of my time probably takes up about 20% of my time whereas the ADHD side of things is whereas the ADHD side of things is taking up 80% of my time. So they're taking up 80% of my time. So they're there. They're both strands with with there.

Clinical Skills Beyond the Consulting Room

They're both strands with with which I work. But I choose I have you which I work. But I choose I have you know I'm like for the next quarter for know I'm like for the next quarter for the next 3 months my focus is going to the next 3

months my focus is going to be ADHD and these are the steps or these be ADHD and these are the steps or these are the things I'd like to achieve by are the things I'd like to achieve by the end of the 3 months and it's here the end of the 3 months and it's here you know I look at it on a on a regular you know I look at it on a on a regular basis once a week. I look at how I'm basis once a week. I look at how I'm progressing with things. I like that progressing with things. I like that structure and then I fine-tune my structure and then I fine-tune my approach sort of where I need to. And approach sort of where I need to. And it's not to say you forget about it's not to say you forget about everything else, but that predominant everything else, but that predominant focus on on the one focus on on the one >> area I think really helps move, you >> area I think really helps move, you know.

know. know. >> Yeah. I was going to ask, how do you >> Yeah. I was going to ask, how do you keep yourself from feeling like you're keep yourself from feeling like you're you're just starting from scratch over you're just starting from scratch over again, but it sounds like you've you again, but it sounds like you've you really tend to track progress and the really tend to track progress and the right metrics? Can you give us an right metrics? Can you give us an insight into what what are the most insight into what what are the most important ones for you to keep track of?

important ones for you to keep track of? >> I to be honest, I've moved away from >> I to be honest, I've moved away from tracking my sales only. I do track that.

tracking my sales only. I do track that. I do look at how many sales I make and I I do look at how many sales I make and I track my sales over a 3 month period track my sales over a 3 month period rather than a one month period because rather than a one month period because as you know it's always up and down.

as you know it's always up and down. >> Yeah. >> Yeah. >> Yeah. >> Um but I think at the end of the day if >> Um but I think at the end of the day if I feel you know it's like I I want to I feel you know it's like I I want to reach out to more people and I want to I reach out to more people and I want to I want people to know who I am and what I want people to know who I am and what I do. How am I going to do that? I could do. How am I going to do that? I could do that through podcasts or conferences do that through podcasts or conferences or I could meet people or I could do a or I could meet people or I could do a bit of outreach on LinkedIn or other bit of outreach on LinkedIn or other platforms. So I always think you know platforms. So I always think you know this is what I want to do for the next 3 this is what I want to do for the next 3 months and by the end of the 3 months I months and by the end of the 3 months I want to have had at least 10 meaningful want to have had at least 10 meaningful conversations you know and that's and conversations you know and that's and then I I'll I'll I'll aim towards then I I'll I'll I'll aim towards towards doing that and you never know towards doing that and you never know where a where a conversation will lead where a where a conversation will lead you to you know sometimes I've had you to you know sometimes I've had conversations with people and I only conversations with people and I only hear from them a year later and they're hear from them a year later and they're like oh I heard you speak at this like oh I heard you speak at this conference and we wondered if you could conference and we wondered if you could come and do a resilience workshop for us come and do a resilience workshop for us and it's it's so interesting you know and it's it's so interesting you know because you just you just never know.

because you just you just never know. >> Absolutely. The kind of conversations >> Absolutely. The kind of conversations and things that pick up and likewise and things that pick up and likewise I'll have a one-off conversation with I'll have a one-off conversation with somebody and about a year later they somebody and about a year later they might see a post of mine and then just might see a post of mine and then just check in.

check in. >> And and I also like looking at things in >> And and I also like looking at things in quarters. What I'm remembering is that quarters. What I'm remembering is that with one of my clients, we were kind of with one of my clients, we were kind of thinking about, okay, how do we track thinking about, okay, how do we track things so we know that we're we're not things so we know that we're we're not swaying and we're actually making swaying and we're actually making progress. And it was something that he progress. And it was something that he came up with actually and he said at the came up with actually and he said at the end of the day he wants to track end of the day he wants to track alignment, clarity and execution.

alignment, clarity and execution. >> Yes. >> Yes. >> Yes. >> And I said perfect. Ace ace it. >> And I said perfect.

Ace ace it. Alignment, clarity, execution. And like Alignment, clarity, execution. And like rate them on a 1 to 10 or 1 to five or a rate them on a 1 to 10 or 1 to five or a smiley face or whatever you want. But smiley face or whatever you want. But it's it's I think about looking at the it's it's I think about looking at the trends and saying where are we heading?

trends and saying where are we heading? And I I love this phrase called what And I I love this phrase called what gets measured gets managed both in the gets measured gets managed both in the good way and the bad way. I suppose like good way and the bad way. I suppose like you know if you think about it within you know if you think about it within the NHS or corporate structures the the NHS or corporate structures the things that you measure are the ones things that you measure are the ones that humans end up managing and then if that humans end up managing and then if you want to use that positively for you want to use that positively for yourself as well it it just does wonders yourself as well it it just does wonders you don't actually have to be accurate you don't actually have to be accurate with the measurements but something with the measurements but something about the action of doing it really goes about the action of doing it really goes a long way.

a long way. >> Yeah. >> Yeah. >> Yeah. >> And >> And >> And so there's there's that progress that so there's there's that progress that you're making. Has there ever been sort you're making. Has there ever been sort of stumbling blocks? I know you of stumbling blocks? I know you mentioned that previously uh you felt mentioned that previously uh you felt like oh you shouldn't go fast you should like oh you shouldn't go fast you should stay slow and do that correctly any stay slow and do that correctly any other hard learned lessons from being a other hard learned lessons from being a founder founder founder >> I of in the very early days when I was >> I of in the very early days when I was running the voluntary program in the running the voluntary program in the community if people ever criticized or community if people ever criticized or complained it I took it personally and complained it I took it personally and you know when that happens your energy you know when that happens your energy my energy used to drop and I'd be like my energy used to drop and I'd be like oh my god I'm working so hard and how oh my god I'm working so hard and how can they say this can they say this >> but I learned to flip by asking what >> but I learned to flip by asking what else could this mean?

else could this mean?

Impact, Self-Regulation, and Organizational Change

>> And I still do that now where I do get >> And I still do that now where I do get someone raising a concern or a challenge someone raising a concern or a challenge or not happy with something and they're or not happy with something and they're like, "Oh, you know, this this hasn't like, "Oh, you know, this this hasn't landed well for me." I I'll I'm curious landed well for me." I I'll I'm curious about why because that helps me make the about why because that helps me make the program bigger and better. And I I program bigger and better. And I I realized this actually with with manager realized this actually with with manager mine when I was running it. I mean this mine when I was running it. I mean this I remember this one lady was very upset I remember this one lady was very upset because I I'd cancelled a workshop and because I I'd cancelled a workshop and she hadn't received the email to say the she hadn't received the email to say the workshop had been cancelled and she was workshop had been cancelled and she was really you know she wanted to be there really you know she wanted to be there and she said well why don't you have it and she said well why don't you have it on your website and I thought excellent on your website and I thought excellent idea idea idea >> excellent idea of course I need to have >> excellent idea of course I need to have a calendar on my website and it's like a calendar on my website and it's like that it's you know it's small things that it's you know it's small things with one of the courses I do for parents with one of the courses I do for parents who have kids with ADHD who have kids with ADHD One of the pieces of feedback I got from One of the pieces of feedback I got from a mom, a young mom was, "It's a series a mom, a young mom was, "It's a series of videos that people can watch." And of videos that people can watch." And she said, "Well, I can't watch the she said, "Well, I can't watch the videos while I'm working, you know, videos while I'm working, you know, >> right?" >> right?" >> right?" >> So I said, "What would help you?" And >> So I said, "What would help you?" And she said, "Audios would help me." she said, "Audios would help me." >> So I said, "What would you like to >> So I said, "What would you like to hear?" And she told me a whole bunch of hear?" And she told me a whole bunch of things, you know, were bothering her. So things, you know, were bothering her. So I said, "Excellent." I said, "Excellent." You know, so it's things like that.

You know, so it's things like that. We've still had the audio series and and We've still had the audio series and and everything that comes with that, but everything that comes with that, but I've developed an a series of audios I've developed an a series of audios that parents can listen to instead of that parents can listen to instead of watching so that they can deal with some watching so that they can deal with some of the challenging areas when they're of the challenging areas when they're looking after their kids. So, I think looking after their kids. So, I think reframing a criticism or a complaint and reframing a criticism or a complaint and and perhaps asking yourself, you know, and perhaps asking yourself, you know, what else could this mean what else could this mean >> can be really powerful in strengthening >> can be really powerful in strengthening your offer and building your business.

your offer and building your business. And what I'm hearing is also some And what I'm hearing is also some amazing listening skills in there to say amazing listening skills in there to say actually what do people want and just actually what do people want and just being curious about like what does that being curious about like what does that look like? What would you want to hear?

look like? What would you want to hear? I was recently talking to a couple of I was recently talking to a couple of colleagues at work in like the clinical colleagues at work in like the clinical side of things and we were talking about side of things and we were talking about patient complaints and bad experiences patient complaints and bad experiences and how and how you know they say that patients will you know they say that patients will tell you what they really want and I and tell you what they really want and I and I've really firmly come to believe that I've really firmly come to believe that and they may not say it explicitly but and they may not say it explicitly but it's in those subtle pauses and it's in those subtle pauses and hesitations and the bits that if you hesitations and the bits that if you just ask them what is it that they're just ask them what is it that they're worried about they will tell you or you worried about they will tell you or you just ask them what do you want from this just ask them what do you want from this consultation and they will tell you and consultation and they will tell you and it's It's when you kind of look over it's It's when you kind of look over those that we often tend to miss things those that we often tend to miss things or leave people unhappy or unsatisfied.

or leave people unhappy or unsatisfied. And I think it's also one of the good And I think it's also one of the good reasons why clinicians make really good reasons why clinicians make really good founders. That same sort of founders. That same sort of inquisitiveness and taking that across inquisitiveness and taking that across into the founder space and saying ah into the founder space and saying ah what is it that you as a client or or my what is it that you as a client or or my customer what what do you really want?

customer what what do you really want? And I think that has scope to go such a And I think that has scope to go such a long way in just being inquisitive that long way in just being inquisitive that way.

way. way. >> Yeah. >> Yeah. >> Yeah. Where is I I just I don't know if there Where is I I just I don't know if there was a question in there. [laughter] was a question in there. [laughter] There's just just an interesting bit of There's just just an interesting bit of conversation. I don't know. How is your conversation. I don't know. How is your experience been on that front experience been on that front >> in listening to the challenges people >> in listening to the challenges people pose?

pose? pose? >> Yeah. Or >> Yeah. Or or I guess you know how you're bringing or I guess you know how you're bringing your clinical mind into the founder your clinical mind into the founder space. Do you know I see this so much space. Do you know I see this so much and actually I think as clinicians we and actually I think as clinicians we are sitting on so much in terms of skill are sitting on so much in terms of skill that we I think some people don't that we I think some people don't actually realize you can use it beyond actually realize you can use it beyond the consulting room you know like we the consulting room you know like we take risks we make decisions every 10 take risks we make decisions every 10 minutes sometimes life or death minutes sometimes life or death decisions every 10 minutes we listen to decisions every 10 minutes we listen to lots of challenges you know people lots of challenges you know people coming in very distressed and we're able coming in very distressed and we're able to filter through that sort of emotion to filter through that sort of emotion and pick out you you know what what's and pick out you you know what what's actually going on and then formulate a actually going on and then formulate a plan and we you know we can work with plan and we you know we can work with people to agree to these are amazing people to agree to these are amazing skills that we've got and if you think skills that we've got and if you

think about how you might be able to use them about how you might be able to use them beyond the consulting room you know beyond the consulting room you know actually forms a lot of the actually forms a lot of the conversations in my coaching programs is conversations in my coaching programs is actually what else can you do how else actually what else can you do how else can you use this you know you're making can you use this you know you're making complex decisions you're managing complex decisions you're managing challenging situations where else can challenging situations where else can you use this and it's amazing as to how you use this and it's amazing as to how when you give people the sort of the when you give people the sort of the time and the space and you hold that time and the space and you hold that space for them while they're being space for them while they're being creative, the things that come out.

creative, the things that come out. >> There's clearly an element of this being >> There's clearly an element of this being something innate and natural to who you something innate and natural to who you are. How did you find that for yourself?

are. How did you find that for yourself? >> Well, I think do you know when you I I >> Well, I think do you know when you I I don't know if this happens to you, but don't know if this happens to you, but often when I deliver a workshop or I often when I deliver a workshop or I have a coaching session, sometimes I have a coaching session, sometimes I feel as though it's for me like I'm feel as though it's for me like I'm learning a lot.

learning a lot. >> Do you find that? >> Do you find that? >> Oh yes. So often when I you know if I >> Oh yes.

Lessons on Bad Days and Resilience

So often when I you know if I deliver a workshop and if it of course deliver a workshop and if it of course you have you know as a facilitator you you have you know as a facilitator you would have challenging conversations and would have challenging conversations and I always think okay how am I applying I always think okay how am I applying what I'm learning to manage this you what I'm learning to manage this you know am I grounding myself with my know am I grounding myself with my breath work am I checking my posture am breath work am I checking my posture am I making sure that I'm focused am I I making sure that I'm focused am I tuning into what's actually happening in tuning into what's actually happening in the room in terms of the energy as well the room in terms of the energy as well as the conversation and these are things as the conversation and these are things we do with our patients you know if we do with our patients you know if challenging if the conversations do challenging if the conversations do become hard. You have to you have to become hard. You have to you have to regulate yourself in order to manage it.

regulate yourself in order to manage it. And it's exactly the same when I'm And it's exactly the same when I'm delivering a resilience workshop or delivering a resilience workshop or having a coaching conversation. So I having a coaching conversation. So I find that these are skills that are find that these are skills that are there already because we practice them there already because we practice them day in and day out. Sometimes 30 40 day in and day out. Sometimes 30 40 times a day depending on the number of times a day depending on the number of patients you see and then you're just patients you see and then you're just fine-tuning them when you're delivering fine-tuning them when you're delivering a workshop or a coaching session and and a workshop or a coaching session and and things like that. It sort of comes it things like that. It sort of comes it comes to light.

comes to light. >> Yeah. sense. >> Yeah. sense. >> And so was it just happen stance that >> And so was it just happen stance that you became a coach and actually how did you became a coach and actually how did you find resilience as the thing to you find resilience as the thing to focus in on?

focus in on? >> I think because when I was going through >> I think because when I was going through the challenges I was going through in my the challenges I was going through in my career you know I transitioned from career you know I transitioned from Zimbabwe to England and that was quite Zimbabwe to England and that was quite tough leaving family behind and and tough leaving family behind and and coming here and there were always things coming here and there were always things that I fell back on and I noticed over that I fell back on and I noticed over the years that it was pretty much the the years that it was pretty much the same stuff. It was always the breath same stuff. It was always the breath work. It was always what I was focusing work. It was always what I

was focusing on. It was always how I was fueling my on. It was always how I was fueling my body and my mind. And when I started body and my mind. And when I started doing these, like I say, they become doing these, like I say, they become habits. They became my foundational habits. They became my foundational resilience pillars. And it's it was resilience pillars. And it's it was years later when I started developing years later when I started developing this into a program and teaching it to this into a program and teaching it to people or talking to people about it people or talking to people about it that you realize actually your own that you realize actually your own experience, you know, is speaks volumes.

experience, you know, is speaks volumes. And you can talk about talk about it And you can talk about talk about it because you've been through it. You because you've been through it. You know, I can talk to people about know, I can talk to people about menopause because I'm going through it.

menopause because I'm going through it. when they talk to me about a hot flash when they talk to me about a hot flash and how hard it is and the brain fog and and how hard it is and the brain fog and functioning at work, I'm like, I get it.

functioning at work, I'm like, I get it. So, yeah, applying solutions can in So, yeah, applying solutions can in those situations when you've been those situations when you've been through it sometimes be easier.

through it sometimes be easier. >> Yeah. And is that clearly that brings a >> Yeah. And is that clearly that brings a lot of connection and then the thing lot of connection and then the thing that you need to be able to actually that you need to be able to actually help people and then you bring your help people and then you bring your skills that actually helps them and the skills that actually helps them and the coaching and the frameworks coaching and the frameworks and and finally the impact at the end of and and finally the impact at the end of it. What what's something about impact it. What what's something about impact that you wish you knew earlier?

that you wish you knew earlier? >> Something about impact I wish I knew >> Something about impact I wish I knew earlier. Do you know I think we have no earlier. Do you know I think we have no idea what kind of impact we have on idea what kind of impact we have on people.

people. people. >> I I think we think at least certainly I >> I I think we think at least certainly I think you know through my coaching think you know through my coaching programs people will feel more resilient programs people will feel more resilient or you know with some of the things that or you know with some of the things that I do perhaps they'll feel more confident I do perhaps they'll feel more confident but I'm always amazed as to the feedback but I'm always amazed as to the feedback that I get. You know sometimes the that I get. You know sometimes the confidence is there. Yes. And that's an confidence is there. Yes. And that's an outcome we're working to achieve. But outcome we're working to achieve. But people will gain so much more than you people will gain so much more than you think you're actually giving them, think you're actually giving them, provided you have that very authentic, provided you have that very authentic, meaningful connection with them.

meaningful connection with them. >> That that's fascinating and I completely >> That that's fascinating and I completely see why you're saying that. And I think see why you're saying that. And I think [snorts] [snorts] [snorts] from my perspective as like coaching from my perspective as like coaching founders, it it's also a challenge founders, it it's also a challenge because I think we get distracted because I think we get distracted between the reason people work with you.

between the reason people work with you. People choose your product to choose People choose your product to choose your solution and all of the benefits it your solution and all of the benefits it can offer them.

can offer them. >> How do you differentiate between the >> How do you differentiate between the two? two? two? >> I think it's nice to have more coming in >> I think it's nice to have more coming in than people expected to get out of it, than people expected to get out of it, you know? So, so with um the ADHD you know? So, so with um the ADHD program for parents, a lot of them have program for parents, a lot of them have said, "Yeah, I you know, I do feel said, "Yeah, I you know, I do feel regulated and I'm more calmer and and regulated and I'm more calmer and and more in control, but the benefit of that more in control, but the benefit of that is that routines at home are

becoming is that routines at home are becoming easier." easier." easier." >> Okay.

>> Okay. >> Okay. >> So, I think it's the impact on the >> So, I think it's the impact on the individual and the impact on the individual and the impact on the environment around the individual, environment around the individual, >> you know, that is that is really >> you know, that is that is really important to to take into account. So important to to take into account. So you know like when I talk to people you know like when I talk to people about okay you you likely feel more about okay you you likely feel more confident or more regulated but the confident or more regulated but the impact that has on how you function I impact that has on how you function I think we started our chat off like this think we started our chat off like this right so how you're functioning in your right so how you're functioning in your environment the impact you have on your environment the impact you have on your relationships on how you're showing up relationships on how you're showing up with your colleagues with your kids you with your colleagues with your kids you know that that impact is far far know that that impact is far far reaching reaching reaching >> but is that the thing that people are >> but is that the thing that people are searching for when they first find you searching for when they first find you >> think not directly but indirectly often >> think not directly but indirectly often people will um because majority of people will um because majority of people that come to me come because people that come to me come because they're stressed or they're anxious or they're stressed or they're anxious or they're depressed and they're looking they're depressed and they're looking for ways in which they can sort of for ways in which they can sort of manage that. But I think when people manage that. But I think when people learn how to regulate their own learn how to regulate their own emotions, how to function effectively, emotions, how to function effectively, how to recover well, how to use how to recover well, how to use different frameworks to deal with some different frameworks to deal with some of the challenges that they deal with, of the challenges that they deal with, then they're less stressed because then they're less stressed because they're applying them. But that less they're applying them. But that less stress means they have more meaningful stress means they have more meaningful relationships. you know that they're relationships. you know that they're enjoying their work. I remember a GP enjoying their work. I remember a GP telling me once, what did she say? She telling me once, what did she say? She said, "Work hasn't changed, but I have." said, "Work hasn't changed, but I have." >> Wow.

>> Wow. >> Wow. >> And that's so powerful. >> And that's so powerful. >> It is hugely powerful and a complete >> It is hugely powerful and a complete shift in perspective of what it actually shift in perspective of what it actually what the experience is dayto-day.

what the experience is dayto-day. >> Yeah. And when she came to me, she said, >> Yeah. And when she came to me, she said, "I just need to find a way to manage my "I just need to find a way to manage my stress." But as a consequence of of stress." But as a consequence of of that, she was enjoying her work. She that, she was enjoying her work. She was, you know, she was enjoying being was, you know, she was enjoying being with her colleagues. She was enjoying with her colleagues. She was enjoying being with her family. So there was so being with her family. So there was so much more that came out of the fact that much more that came out of the fact that yes, she's able to manage her stress yes, she's able to manage her stress better.

better. better. >> Yeah. And do you think this is one of >> Yeah. And do you think this is one of the reasons why big organizations like the reasons why big organizations like the NHS as well are struggling to sort the NHS as well are struggling to sort of invest in coaching and other services of invest in coaching and other services that help people this way like you know that help people this way like you know people don't actually look for the people don't actually look for the benefits. They look for getting rid of benefits. They look for getting rid of the problem in a way. And I think you the problem in a way. And I think you know we we try and tell people oh you know we we try and tell people oh you got to do wellness or you got to attend got to do wellness or you got to attend this resilience training it becomes like this resilience training it becomes like people no I feel like most people aren't people no I feel like most people aren't looking for that and then organizations looking for that and then organizations stop investing in it. Is that a fair stop investing in it. Is that a fair assumption of the challenge we have?

assumption of the challenge we have? >> I think it's because we underestimate >> I think it's because we underestimate the impact that well people have within the impact that well people have within our teams and our organizations our teams and our organizations >> you know and I think wellness is >> you know and I think wellness is something again like resilience. We use something again like resilience. We use it so much because we

think, you know, I it so much because we think, you know, I know I need to sleep. I know I need to know I need to sleep. I know I need to eat. I know I can do some mindfulness eat. I know I can do some mindfulness and meditation. But often if we're not and meditation. But often if we're not giving it the time and attention it giving it the time and attention it deserves, then it's not having the deserves, then it's not having the impact again.

impact again. >> Yeah. >> Yeah. >> Yeah. >> That it can have. So I think there's >> That it can have. So I think there's there's an assumption that perhaps there's an assumption that perhaps people are functioning well and if people are functioning well and if they're not functioning well, they'll they're not functioning well, they'll say something about it. But there, you say something about it. But there, you know, these things are simple to do.

know, these things are simple to do. It's just people finding the time to It's just people finding the time to prioritize on it to get things done. I prioritize on it to get things done. I think that's the challenge because we're think that's the challenge because we're so busy in the NHS, we're busy looking so busy in the NHS, we're busy looking after other people. We forget to look after other people. We forget to look after ourselves.

after ourselves. >> Yeah. And and we we don't even realize >> Yeah. And and we we don't even realize that we're not functioning well. I mean, that we're not functioning well. I mean, I from personal experience when I was I from personal experience when I was working full-time and then I suddenly working full-time and then I suddenly went part-time because I was doing a QI went part-time because I was doing a QI fellowship for the first time. I felt fellowship for the first time. I felt arrested and I was like, "Oh my god, I arrested and I was like, "Oh my god, I have been functioning at 60% of what I'm have been functioning at 60% of what I'm actually capable of." And now I go into actually capable of." And now I go into work and I'm I can do so much more. It work and I'm I can do so much more. It is very very different. And I think in is very very different. And I think in it makes me angry because I feel like it makes me angry because I feel like the employers or the people that set the the employers or the people that set the context around us in which we work have context around us in which we work have a responsibility for making sure that a responsibility for making sure that that impacts us. And I think waiting for that impacts us. And I think waiting for us to raise a red flag and say, "Oh, us to raise a red flag and say, "Oh, actually, please help us or the room's actually, please help us or the room's too hot. please, we have to prove to you too hot. please, we have to prove to you that the room's too hot for us to work that the room's too hot for us to work in is is a bit in is is a bit >> Yeah, it just makes me really really >> Yeah, it just makes me really really angry.

angry. angry. >> I suppose there's also, you know, >> I suppose there's also, you know, bringing it back to us as individuals. bringing it back to us as individuals.

When we function well, you know, when When we function well, you know, when we've got that clear mind, when you're we've got that clear mind, when you're thinking clearly, when you've you've thinking clearly, when you've you've rested well, and you know, your energy rested well, and you know, your energy is at a high level, then our ability to is at a high level, then our ability to deal with challenges like that is often deal with challenges like that is often very different, right? Sometimes um I very different, right? Sometimes um I know when I speak to people that are know when I speak to people that are leading in organizations leading in organizations and they always talk about change being and they always talk about change being difficult. Change is difficult because difficult. Change is difficult because the place they're in is a difficult one.

the place they're in is a difficult one. >> Once you get them out of that difficult >> Once you get them out of that difficult place and you know they're less stressed place and you know they're less stressed um they can see so much more. um you um they can see so much more. um you know that have a very different know that have a very different perspective and it's not to say that perspective and it's not to say that change is easy then but it becomes change is easy then but it becomes easier to deal with easier to deal with >> but it always starts with with the self >> but it always starts with with the self I think I think >> yeah absolutely the number of QI >> yeah absolutely the number of QI projects I've assisted with where the projects I've assisted with where the intervention is a bit of education will intervention is a bit of education will just get them in a room and tell them to just get them in a room and tell them to do it differently and I go oh my god do it differently and I go oh my god please don't ask people to do more please don't ask people to do more please don't ask them to do it please don't ask them to do it differently just change the context differently just change the context around them and it goes such a long way around them and it goes such a long way >> the word resilience actually for me is >> the word resilience actually for me is is

something that stuck with me for a is something that stuck with me for a long time because when I gave my long time because when I gave my emergency medicine interviews, we used emergency medicine interviews, we used this used to be like when there wasn't this used to be like when there wasn't any MSR and we had any MSR and we had >> inerson interviews and I went into >> inerson interviews and I went into London to there were four stations and London to there were four stations and the first station I got was this thing the first station I got was this thing where they give you a hot topic or like where they give you a hot topic or like something to talk about. So they give something to talk about. So they give you about one station like 8 minutes you about one station like 8 minutes worth of time to prepare your talk and worth of time to prepare your talk and then the next station you have to kind then the next station you have to kind of present your talk. So the topic that of present your talk. So the topic that I was given during this interview was of I was given during this interview was of resilience to talk about resilience. And resilience to talk about resilience. And I remember drawing this diagram of a of I remember drawing this diagram of a of a tree. I drew a tree that was sort of a tree. I drew a tree that was sort of like bent over and being pulled down by like bent over and being pulled down by a rope that was tied to the ground. And a rope that was tied to the ground. And I said, you know, your ability to bend I said, you know, your ability to bend is resilience. You know, bend without is resilience. You know, bend without breaking is resilience. The more you can breaking is resilience. The more you can bend without breaking, the more bend without breaking, the more resilient you are. And actually, I think resilient you are. And actually, I think it'd be interesting to think about what it'd be interesting to think about what happens when that rope is cut. You know, happens when that rope is cut. You know, if you've been bent for such a long time if you've been bent for such a long time through your whole career perhaps, you through your whole career perhaps, you know, and and many of us choose this know, and and many of us choose this career because we went through stresses career because we went through stresses in our life that made us resilient.

in our life that made us resilient. What happens on the other side? How do What happens on the other side? How do you manage that? How do you deal with you manage that? How do you deal with that?

that? that? >> Yeah, it is. And that's, you know, the >> Yeah, it is. And that's, you know, the experiences we have in our life are experiences we have in our life are often our most valuable and strongest often our most valuable and strongest lessons. You know, I often say to some lessons. You know, I often say to some of the the people that I coach is that of the the people that I coach is that you're you have a 100 100% success rate you're you have a 100 100% success rate in dealing with your bad days.

in dealing with your bad days. >> I love it. Wow, that's such a good one. >> I love it. Wow, that's such a good one. >> Right. You do. You have a 100% success >> Right. You do. You have a 100% success rate in dealing with your bad days.

rate in dealing with your bad days. Which means if you've done it then, you Which means if you've done it then, you can do it again. And we just need to can do it again.

Closing Thoughts and 2026 Plans

And we just need to think about what tools, what skills, think about what tools, what skills, what you did during those times that can what you did during those times that can serve you now. And then we need to just serve you now. And then we need to just fine-tune on, you know, a few of them fine-tune on, you know, a few of them that are going to be your that are going to be your non-negotiables that you have and you're non-negotiables that you have and you're going to do every day regardless of going to do every day regardless of what's going on in your life, what what's going on in your life, what you're committing to for yourself so you're committing to for yourself so that these dips become less frequent.

that these dips become less frequent. >> Yeah. And clearly you've taken that into >> Yeah. And clearly you've taken that into your founder space as well. And it's your founder space as well. And it's amazing the kind of work that you're amazing the kind of work that you're doing and the impact that you continue doing and the impact that you continue to make.

to make. >> I really just sort of coming to the >> I really just sort of coming to the close of our conversation. What

do you close of our conversation. What do you make of the conversation we've had so make of the conversation we've had so far?

far? far? >> I think it's really I think it's really >> I think it's really I think it's really nice to be able to have a different nice to be able to have a different perspective on how we deal with our perspective on how we deal with our challenges, you know, and I I think it's challenges, you know, and I I think it's also important to acknowledge that we also important to acknowledge that we have to have bad days, you know, we have have to have bad days, you know, we have to have challenging times because if we to have challenging times because if we didn't have challenging times, we didn't have challenging times, we probably wouldn't appreciate the good probably wouldn't appreciate the good times as much. M times as much. M >> so it's okay to bend you know it's it's >> so it's okay to bend you know it's it's okay to sometimes step back and it's okay to sometimes step back and it's it's okay to sort of learn from these it's okay to sort of learn from these experiences to come back bigger and experiences to come back bigger and better and bolder and stronger you know better and bolder and stronger you know so I think our bad days probably teach so I think our bad days probably teach us more than than others and and and how us more than than others and and and how we learn those lessons is you know we learn those lessons is you know what's important I think what's important I think >> yeah absolutely I completely agree with >> yeah absolutely I completely agree with you and I guess lastly is there any you and I guess lastly is there any question that I should have asked you question that I should have asked you that I haven't asked you.

that I haven't asked you. >> Oh, that you should have asked me. >> Oh, that you should have asked me. Goodness me. I don't think so. I think Goodness me. I don't think so. I think you pretty much, you know, you did well you pretty much, you know, you did well in covering everything.

in covering everything. >> Okay, fair enough. Yeah, I've really >> Okay, fair enough. Yeah, I've really enjoyed this conversation so far. I enjoyed this conversation so far. I think we can end by just hearing about think we can end by just hearing about what you've got coming for 2026 and what you've got coming for 2026 and where can people find where that's where can people find where that's happening.

happening. happening. >> Sure. Well, 2026 like my I'm doing a lot >> Sure. Well, 2026 like my I'm doing a lot of work around ADHD for adults. um you of work around ADHD for adults. um you know parents who have kids with ADHD, know parents who have kids with ADHD, adult ADHD assessments themselves. And adult ADHD assessments themselves. And I'm also I'm stepping into working with I'm also I'm stepping into working with colleagues who are looking to explore colleagues who are looking to explore what their options and their what their options and their opportunities are beyond their careers.

opportunities are beyond their careers. So I do have a web link that I'll share So I do have a web link that I'll share So, for people that want to maybe think So, for people that want to maybe think about doing things differently, you about doing things differently, you know, if you if you want to really step know, if you if you want to really step or stretch your comfort zone, um there's or stretch your comfort zone, um there's an opportunity there for you to to an opportunity there for you to to download that resource and use it. It's download that resource and use it. It's completely free of charge and you know, completely free of charge and you know, take take that bold step because you take take that bold step because you just never know where it's going to lead just never know where it's going to lead you.

you. you. >> Fantastic. I will definitely put that >> Fantastic. I will definitely put that down in the description for this podcast down in the description for this podcast for people to find.

for people to find. >> And if they want to reach out to you, >> And if they want to reach out to you, connect with you, what's the best place? connect with you, what's the best place?

So on my website there's a um there's an So on my website there's a um there's an email address. Drop me an email anytime email address. Drop me an email anytime and you're very welcome to to you know and you're very welcome to to you know share your thoughts, concerns, anything share your thoughts, concerns, anything and I I'll get back to you. I'm also on and I I'll get back to you. I'm also on LinkedIn as uh Dr. Fina Sharif and LinkedIn as uh Dr. Fina Sharif and you're welcome to connect with me on you're welcome to connect with me on LinkedIn as well.

Do a lot of uh posts LinkedIn as well. Do a lot of uh posts on there as well around resilience and on there as well around resilience and you know how we function you know how we function >> and your newsletter. It's a fantastic >> and your newsletter. It's a fantastic newsletter of course. Yes. Once you newsletter of course. Yes. Once you download the beyond, you know, whichever download the beyond, you know, whichever you choose, if you're looking to to you choose, if you're looking to to expand your career, if you choose to expand your career, if you choose to download that, you've got the option of download that, you've got the option of signing up for the newsletter as well.

signing up for the newsletter as well. >> Yeah, absolutely. I would highly >> Yeah, absolutely. I would highly recommend it's a really good newsletter.

recommend it's a really good newsletter. >> Good. >> Good. >> Good. >> And I really enjoyed the recent one you >> And I really enjoyed the recent one you talked about using DISC assessment. I talked about using DISC assessment. I I'm a big fan of assessments for I'm a big fan of assessments for coaching. Personally, I love the Gallup coaching. Personally, I love the Gallup strengths and DISC is a beautiful one as strengths and DISC is a beautiful one as well.

well. well. >> Disk is great. I've had so many amazing >> Disk is great. I've had so many amazing insights with disk and there's a uh with insights with disk and there's a uh with disk actually um there's um on my disk actually um there's um on my website as well if you go on to the sort website as well if you go on to the sort of resilient leader section of the of resilient leader section of the website you'll find a a 15minute website you'll find a a 15minute influence shift that you can download influence shift that you can download for free and use and that gives you for free and use and that gives you really good insights on disk as well really good insights on disk as well I'll share that with you I'll share the I'll share that with you I'll share the links with you links with you >> yeah I'd love to have a look at it >> yeah I'd love to have a look at it myself and share it on with the audience myself and share it on with the audience and listeners too and listeners too >> wonderful let's do it >> wonderful let's do it >> fantastic thank you so much for this >> fantastic thank you so much for this amazing conversation for Naz it's been amazing conversation for Naz it's been an absolute pleasure having you on the an absolute pleasure having you on the podcast and hopefully I will bring you podcast and hopefully I will bring you back in the future again for a couple of back in the future again for a couple of years down the line and see how things years down the line and see how things are going.

are going. >> Thank you for being such an incredible >> Thank you for being such an incredible and insightful host. Always wonderful and insightful host. Always wonderful speaking to you.

speaking to you.