

# Transcript

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● **Brittnay Del Guidice** started transcription

**CG** **Christa Gillis (she/her/elle)** 0:04

Join us from many traditional territories across what is now Canada. We honour the diversity of Indigenous cultures and histories and commit to fostering respectful relationships as we move forward together.

Before we begin, I would like to remind you to keep visiting the Apex website as we are always adding to the upcoming events page. We have many upcoming sessions already listed, including those focused on pensions, networking and interviewing. On our Past Events page, you can access previous events, important resources and some videos. So a few logistical items for our session today. Subtitles and simultaneous interpretation are available through Wordly.

And a link has been posted in the chat. If you encounter technical difficulties, please use the chat function and a member of the team will assist you. If you have a question, please raise your virtual hand and wait to be called upon.

Alternatively, please feel free to submit your questions using the Q&A function. I will use the Q&A function to vote on priority questions as we proceed. Um Also, please ensure to keep your microphones muted except when asking a question. Thank you. So now on to today's session. We're pleased to welcome Craig Gowden, best-selling author, award-winning speaker and executive coach who translates the latest science of leadership into practical, actionable strategies.

That executives can apply immediately to inspire trust, foster innovation, and unlock the best of their people. With a PhD in psychology and deep expertise in positive psychology, Craig combines evidence-based research with insights from top CEOs and thought leaders from around the globe.

He facilitates multiple CEO mastermind forums, including at Harvard University, providing him with extraordinary access to cutting-edge leadership practices. He has worked with over 60 departments, agencies and crown corporations, has been featured in many publications.

And is the host of the top ranked Do Good to Lead Well podcast, where he shares insights and has discussions with global leaders. In addition to his two existing

bestseller books, his upcoming book Empathy, The Heart of Leadership Excellence. Introduces a bold new framework for empathy as the catalyst for peak performance. Today, Craig joins us for a session outlining how to approach difficult conversations with an evidence-based and empathic lens, especially relevant this month as we know executives are about to undertake challenging conversations.

And I will pause for a moment to recognize that I think today is a challenging day for a lot of executives and public servants as a number of town halls have been held and and with workforce adjustments.

Conversations. So just please note today that the we'll acknowledge the current context, but we won't get into technical details around CER or workforce adjustment. But I do refer you back to previous sessions and there's a session coming up on Monday.

That will be useful for folks as well. Today we're really looking to equip participants in how to approach difficult conversations in any context. So with that said, I would like to welcome Craig. It's wonderful to have you back here with Apex and looking forward to our conversation today.

 **Craig** 3:56

Yeah, thanks so much, Krista, for the kind introduction and looking forward to the discussion as well. It's certainly a topic that I hear and speak a lot about in my ongoing comment.

conversations individually and collectively.

 **Christa Gillis (she/her/elle)** 4:10

Perfect. Thanks. So, Craig, we'll get started right away. So in the public service, executives and their teams are really working within high pressure environments, contexts that are ambiguous and complex. We've heard here at Apex from many executives at performance.

Conversations, difficult conversations are kind of top of mind. So when leaders typically hear the phrase difficult conversations under normal or the best of conditions, many people immediately tense up. From your perspective, how should we think about these conversations to help shift that narrative?

 **Craig** 4:49

No, thank you and and appreciate that. And and I think what's interesting and you

talked about the research around this, there's research out of Stanford University that shows that difficult managing difficult conversations is the number one development area for CEOs.

So when you think of that, and in terms of the influence they have in their organizations, despite that they are in the corner office, that's something that's really challenging. And as human beings, you go through different personality assessments. Our comfort with conflict and difficult topics is lower. We tend to take on we.

Prefer to avoid. So I want to start by acknowledging that this is a universal challenge. This is something I did. You talked about my work across the federal public service. I surveyed over 300 executives within the public service and had them rank order 67 different competencies around.

So which ones were their strengths and which one was the lowest? Conflict management, difficult conversations was #1. So this applies in any sector, any space, and you also acknowledge some of the challenges in terms of the environment and the reductions.

And one of the key pieces is all of, no matter how much training, no matter how much experience, these conversations are challenging. They are difficult. And I think #1, that's an important piece for us to acknowledge and recognize.

And when you get into So what constitutes a difficult conversation, there's been a lot of research done around this. And really there are three core components, #1 being that opinions vary within it. So you can have different perspectives on the issue. If we all agree, there wouldn't be a conflict, it wouldn't be difficult.

Also, the stakes are high, so there's certainly they're the the consequences of what we're discussing. They they are meaningful, they matter to the parties around the table. And then the last one, not surprisingly given the first two, is that emotions may run strong and that's one of the reasons.

That emotionally and we'll really, I would imagine get into this, how we emotionally manage those conversations, our own emotions as well as others, vitally, vitally important. And the the other piece well and and one thing I'd like to say as well. Is that, and again, depending on the type of conversation you're having, one of my favorite definitions comes from Matt Abrahams out of Stanford, where he says that he views conflict as an invitation to collaboratively problem solve.

Which I think is a really powerful reframe of this around. So we have an issue that we both identify, we are both part of this. So what can we do to figure out the next

steps? And the last thing that I would say as well in terms of contextualizing it because and this is at the heart of what makes them so.

Can make them so challenging is that evidence has shown us that within a difficult conversation there are really three conversations that are occurring and the first one is the what happened conversation. So the facts, the data.

And they are the observable things that are occurring in the situation or in the discussion. Then there's the feelings conversation, and this is where things can diverge, whereby I may have entirely different emotions within me about a particular situation.

Than you would or someone observing this might because again we're approaching it from different places. So recognizing there's the what happened, the actual situation and then it's how I feel about it and then the last one which.

Some may argue is the most critical part is how does this impact my identity? And so then this goes both ways, both for the person on the other side of the table from us as well as for our own identities. So what our lens is on the issue, what our feelings are about it, and then how it also reflects on how I define.

And myself. And what's critically important is, is the more that a conversation becomes identity oriented, then the more likely it is for the emotions to be elevated. Because now I feel much more personally under threat and it's why making personal attacks and accusations.

Tend to very quickly derail a conversation because we're not talking about an issue anymore. It's becoming personal.

 **Christa Gillis (she/her/elle)** 9:28

Now, a lot of components for sure to unpack as we think about. I know too, you know, some people have the tendency to rush into conversations either because they're uncomfortable, they want to just get to it, they want to resolve it.

 **Craig** 9:31

Yeah.

 **Christa Gillis (she/her/elle)** 9:45

Before we even get into what to say, what should leaders be doing internally to prepare for these conversations?

**c** Craig 9:55

Well, I think and and thank you for asking that question because it's so, so important because in many cases we can rush into those conversations to quote UN quote get it over with or in other situations we may want to avoid thinking about the conversation that's about to come up in both of those.

Those, as you can appreciate, is not particularly helpful for us in terms of what we're ultimately trying to achieve. And I talked about the fact side and this is also there's great work by Chris Argis about the ladder of inference. And what's powerful is, is each of us bring our own stories to a particular situation.

So I think what's mission critical, and I had this conversation with executives that I work with all the time, private sector, public sector, elsewhere, is around saying, OK, what are the key facts and data that are informing your story and what's the interpretational lens that you're putting on that because.

For many of us, especially in an emotionally charged situation, we can confuse our story with the truth. And so that's critical to say, OK, what's my story? How did I form it? And now what's the other person's story and what might be informing their piece around it?

And I find as well as that in a lot of cases, what we'll do is we'll really be focused on managing the message. So what's going to be the specific talking points that I have now? I'll make a caveat and say not to say that preparation is not important yet.

An even more critical part of this is managing the emotion, ours and others. And so it's really thinking about, So what are the things that could happen in the conversation that may derail me or derail the discussion? There's fantastic work by By Jim Duterte, who's out of Darden, and he talks about how, especially in high stakes conversations, one of the main reasons that we either don't speak up when we think we would, why we don't handle ourselves the way we think we would or wish we would have.

Is because at the moment of truth, when there are vitally important parts of the conversation, we don't have responses or things to say in our communication toolkit. So if Krista is to say X, how will I respond? If the emotion goes in this way, how will I? center myself and regain control of the conversation. When we leave that to the moment, well, then that can derail. And so I love his work around saying, well, let's identifying some really key phrases and think about what could be potential obstacles and how are we going to manage

Those because then when we go in, no matter what we face, we'll be equipped to do it. And the last thing I'll share, and I know I'm dropping a lot here, is there's fantastic books written around difficult conversations. One of my favorite, which I know we both share is.

Conversations. How to discuss what matters most that came out of the Harvard Negotiation Project. Fantastic, fantastic book. The lead author is Doug Stone. There's also a fabulous book called Crucial Conversations.

 **Christa Gillis (she/her/elle)** 13:21

Yeah.

 **Craig** 13:28

And they provide a conversational road map. So they say, look, there are four questions that we should think about before we go into a crucial conversation, a difficult conversation. So the first one is what do I?

Really want out of the conversation. And this is key because sometimes we have an aspirational view of self versus an actual. So being honest, what is it? What would success look like after the conversation is over?

What is going to be my definition of success?

That's at a micro level for me. And then you flip it around and say now what do I want for the other person? So when they exit the conversation, what am I hoping to accomplish through this interaction? So now on a micro level, I'm thinking about my own needs and I'm thinking about others needs.

And we may talk about empathy a little later on because there's some interesting potential complications there because both are valid and both are important. And then you move macro, which is why I love this model, because then they say, OK, what do you want for this relationship?

As a result of this singular conversation and now that William Ury is one of the top negotiations experts and difficult conversations experts in the world and uses the phrase go to the balcony. So it elevates us and and above the fray if you will. So what do I want for our relationship?

At the end of this conversation. And then the 4th question being how would I behave if I truly wanted those results? So this is what I want for me, this is what I want for the other person, and this is what I want for the relationship. Behaviorally, what's critical for me to?

Show up. And what I love about this, I just referenced the work of Jim Duterte. We can see how having those phrases and those behavioral responses at the ready now in maximizes the chances that we will show up in the way that we intend.

 **Christa Gillis (she/her/elle)** 15:41

I love that. And I think that you're tapping into like, you know, a lot of us probably prepare quite extensively on what the questions are, what the topic is, but that how we show up and how we deliver and how we anticipate is so important, I know.

Had numerous difficult conversations over the years and really try to anticipate and put myself in the other person's place and say, OK, if I were receiving this message knowing them, how would I maybe like to best receive it? And so thinking that through and I think it can prepare you.

Quite well. However, I do know that sometimes you know you can anticipate some of those things for prepared conversations. So whether they're prepared or not, often when you're in the conversation that self-emotions can run high. So what are to you are the most some of the more effective tools and strategies techniques?

 **Craig** 16:30

Yeah.

 **Christa Gillis (she/her/elle)** 16:36

That leaders can use to navigate this conversation successfully when you're when you're actually in them after you've done the preparation and or not, you've found yourself in one, yes.

 **Craig** 16:43

Yeah.

You're right.

Yeah. And and and to go back to and thank you for sharing your experience and and your perspective on this as well, Krista, because as as you were just talking about it, it springs to mind rather than focusing on managing the message, it's managing the moment, right? Like it's managing the relationship, it's managing the conversation and again what we say is.

**CG** **Christa Gillis (she/her/elle)** 17:05

Saluting.

**c** **Craig** 17:07

Is critical yet and and so I will go to. So this is a great opening for for what you just shared as well. There's really powerful research that shows that in feedback conversations, how we manage the relationship and the conversation is 3 times more important in terms of how those messages.

Land then the actual message that we're delivering to the other person. So said another way, I can follow the best practice guidebook around. Well, here are the five things I want to communicate if I'm mishandling.

The dynamics in the discussion. If I'm misreading emotions, if I'm missing cues, if I'm not creating space for that, it doesn't matter. I follow the best practices for the message. It doesn't land. It is not nearly as effective now flipping that around.

**CG** **Christa Gillis (she/her/elle)** 17:56

Right.

**c** **Craig** 18:01

If I'm able to successfully manage the dynamics, our relationship and the conversational environment, even if I don't follow the best practices when it comes to what to say.

The conversation will go better because what? Once again, actions speak louder than words. So people pick up on my tone of voice, my body language, where I'm focusing my attention. And so for all of us recognizing being really mindful about, OK, what are the conversational dynamics?

**CG** **Christa Gillis (she/her/elle)** 18:17

So.

**c** **Craig** 18:37

You talked about how you would think about, well, if I were in the other chair, what's going on? What am I observing? What am I seeing? What are they doing? What

signals are they? Are they sending out here and creating space for those? So I think that's.

 **Christa Gillis (she/her/elle)** 18:46

Thank you.

 **Craig** 18:54

Incredibly important. Another great way to end the conversation, and there are so many different pieces of this, even starting at the beginning. I think it's a fantastic opportunity because a lot of times we can assume that other people know the purpose of this discussion or.

Assume our intent around it. And so I think setting the stage for the conversation and explaining here's what we're about to discuss and here's how I'm looking for us to discuss this is really powerful because especially, and this is key in difficult conversations.

 **Christa Gillis (she/her/elle)** 19:14

Thanks.

 **Craig** 19:32

If people sense something is up right, like we're having a performance discussion, I can come in amped up and then also the leader on the other side comes in emotionally right on high alert and so then by declaring it.

It's a wonderful way to set the parameters, and there's fantastic research that shows when we name something, when we label something, including our emotions, we assist ourselves in processing it and then moving beyond as well. As for other people. So I think setting the stage is so.

oh so powerful. And one other, again, going back to the book Crucial Conversations, there's a great model called Amplify, or I call it Amplify, you're listening. It's an amp, AMPP.

And I'll go through each of the each of the letters of the acronym. A stands for, not surprisingly, ask. One of the best ways to create space in challenging conversations is to get as much information on the other side as we can, just to really understand and even if.

What they're about to say we can't change is unchangeable. It's still valuable because it gives us insight into their story and how they're approaching the issue.

 **Christa Gillis (she/her/elle)** 20:53

2.

 **Craig** 20:54

The M stands for mirror, which is another fantastic tool whereby if you're picking up on non verbals from someone else, that the message isn't landing, that they're frustrated, that they're upset, it's a great way to say.

Hey Krista, I notice a shift in your tone in your body language. This is an important conversation. Just wanted to check in on that. Now it opens the door for further discussion and at the very least people appreciate that we've noticed.

And we're checking in on it, because if we don't, then it can send the message, even if unintentional. I'm not that interested.

 **Christa Gillis (she/her/elle)** 21:38

Yes.

 **Craig** 21:38

The P is for paraphrase, another fantastic tool to take what someone else has shared with us and put it in our own language. Because again, what it does is demonstrate to the other person. I'm interested in what you have to say, and now I'm going to do my best to frame it in.

In my view, can you help me level set? Going back to the Matt Abraham's definition, right about conflict, an invitation to collaboratively problem solve. So this is what I think I've heard. How accurate am I? And again, what's great is sometimes you talked about the discomfort.

Or we jump into these conversations, we can look to draw immediate conclusions and there may be a lot of deeper things underneath. So continuously checking in helps manage the relationship as well as ensure there isn't misalignment.

 **Dugas, Andree A [QC]** 22:24

No.

**c** **Craig** 22:35

And then the last P, which I think is again so, so important is to prime. So if we are about to have a conversation, I talked about setting the stage, pretending that it's a quote UN quote normal conversation or there aren't serious repercussions, approaching it as business as usual.

Usual that's going to really impact, negatively impact credibility. And so we want to prime the conversation, call it out. I appreciate this is a really challenging time. I appreciate this is a really challenging topic. I understand we may have very strong and differing views on this.

My goal is for us to work through it together because we need to collectively figure out how we are going to tackle this as a team. OK, we're priming this. We're not pretending. We're not misrepresenting. We're really getting into. We are acknowledging the situation that we're in.

So I will stop there because again, I've I've shared a lot and I'm happy to keep going.

**CG** **Christa Gillis (she/her/elle)** 23:39

That's amazing. I'll, I'll jump in with a couple of questions that I'm seeing or a couple of observations too. I think what I'm hearing on on sort of that how piece is really coming at this from an authentic perspective, right? You do your homework, you come in, you have ideas, but you come in and you really actively listen, right? That's so important. And the person knows that you're listening, that you're hearing.

**c** **Craig** 23:54

Yeah.

**CG** **Christa Gillis (she/her/elle)** 23:58

So it's really having that very intentional conversation that's so important and being present. We did have a couple of questions about who wrote Crucial Conversations. I don't have it in front of me right now. Let's see who's the author. Did you remember off hand, Greg?

**c** **Craig** 24:11

I see. Wow, this is. I believe it's Carrie Patterson. I believe it's probably on my yeah, so

I can send it out later. Yeah, Doug Stone for sure. I'm pretty sure it's Carrie Patterson, so I can go off camera and grab my books.

 **Christa Gillis (she/her/elle)** 24:16

OK, somebody else had brought that up there. I don't know. I have it downstairs. I have this one.

Yes, difficult conversations.

It's OK. Well, we'll come back with to folks too, because you do have some amazing resources here. And honestly, like, I'll be honest, I read this this weekend and it was brilliant. I think it is such a readable book. I was bracing myself for three researchers from Harvard.

 **Craig** 24:30

If you wish so.

Yeah.

 **Christa Gillis (she/her/elle)** 24:48

Pretty scientific read, but it's it's filled with examples and amazing ways to look at things. And I've used it already in my life, right in my personal life. It's it's remarkable.

 **Craig** 24:57

Yeah.

Yeah, absolutely. And and to build on that, one of the things I love about that book is that what it does is tell the story from the perspective of one person and then it flips the script and tells it from the perspective of the other.

 **Christa Gillis (she/her/elle)** 25:13

Yes.

 **Craig** 25:18

And you go, oh wow, you know, and and so it really opens your eyes around this.

One thing I want to add it also because sometimes, sometimes emotions are seen as almost derailers of difficult conversations. So there's almost like, OK, emotions don't have a place. I have to manage.

 **Christa Gillis (she/her/elle)** 25:33

Yes.

 **Craig** 25:37

Manage this that it's all about facts and figures, and they're important. Yet at the same time, we are human beings and emotions come into play. Ethan Cross is an extraordinary expert. He's out of the University of Michigan.

His previous book was called Chatter, Our Inside Voice and Why It Matters. Why It Matters. His latest book is around Shift and one of the really great pieces, and I've had the privilege to speak with him as well. And if anybody has questions about anybody I've mentioned, because I've probably interviewed them on the podcast, I can send you the.

 **Christa Gillis (she/her/elle)** 25:56

That's good.

Oh.

 **Craig** 26:14

So it's free, so there's no piece there. He talks about this compelling research that's been done that shows because a lot of times we approach it in terms of conversation about solely focusing on the emotion, which then.

Just eliminates the cognitive part, the problem-solving part. Others focus exclusively on problem-solving and miss the emotion. And what I love about the data that he talks about is we have to create space for the emotion to then move into the cognitive, the analytical, those elements.

 **Christa Gillis (she/her/elle)** 26:31

I, yeah.

 **Craig** 26:49

So it's not an either or, it's an and. And it's essential to balance both because if you don't create space for the emotion, it's very challenging, if not impossible, to move people into the problem solving mode, right?

 **Christa Gillis (she/her/elle)** 26:51

Mm mm.

 **Craig** 27:06

And another piece I would share with this, because you talked about my next book. I had a fabulous conversation with Robert Biswas Diener, one of the top positive psychology researchers in the world. We had this really valuable discussion separating empathic joining.

Versus empathic concern. And I'd like to take a moment to separate that, because when people hear empathy in difficult conversations, they often think about, oh, it's all emotional. There are no boundaries. It's just going to really, it's going to be disastrous. And I understand that.

 **Christa Gillis (she/her/elle)** 27:29

Yeah.

 **Craig** 27:44

And it comes beautifully within that realm of empathic joining versus empathic, empathic concern. Empathic joining means that if you're upset, Christopher, you're upset. I cannot not be upset until you're OK. So I fully take on your emotions and I feel.

Solely responsible for fixing it so that you're OK. And that, as you can appreciate, is not a it's not a healthy space for me to be in. It's not an effective space for me to be in. And I'm going to paraphrase a quote.

 **Christa Gillis (she/her/elle)** 28:17

OK.

 **Craig** 28:19

That he shared with me, he said. Craig, it's really tough to rescue someone from turbulence if you're in there spinning with them. And I was going, wow, that's a really astute, powerful, astute observation if someone is in the the ocean and struggling to swim me jumping in and.

**CG** **Christa Gillis (she/her/elle)** 28:28  
Alpha.

**c** **Craig** 28:39  
All without leaving the life jackets behind, the life preserver, everything else. Now that puts both of us in danger.

**CG** **Christa Gillis (she/her/elle)** 28:45  
Mhm.

**c** **Craig** 28:46  
Now you separate that from empathic concern, which is I care about you, I care about where you are, I care about your emotional experience and what you're going through. And the best way I can serve you and your situation and our relationship and myself is to now be able to say, OK.  
So what do we need to do? What do I need to do? What support do I need to provide in order to navigate through this situation? And I think that's a really powerful piece. Again, linking back to the research that Ethan Cross talked about, is that it's both emotional.  
And cognitive is not one or the other.

**CG** **Christa Gillis (she/her/elle)** 29:26  
That's amazing. And you know, there are some folks who have discomfort with. Admitting to emotion or dealing with their own emotion in their everyday lives and then bringing it to work is an added layer that is challenging. So I guess for folks who know they might get emotional and you can anticipate what if you find yourself in a conversation where you are getting emotional in the moment? And that's not something that you necessarily feel super comfortable managing. Any suggestions for that?

**c** **Craig** 30:00  
Absolutely. And I'm a big advocate around this is naming it is letting, letting the other person know I'm feeling pretty. I'm feeling pretty upset right now. Like I'm finding it difficult or difficult to focus on this because I'm really feeling.

 **Christa Gillis (she/her/elle)** 30:06

Yeah.

Right.

 **Craig** 30:41

The other benefit of that is we've talked about the power of and the data that shows when we label our emotions, we're better at processing them. So if we really do want to reorient to the conversation, it's helpful for us because it'll expedite us getting to where back to the cognitive piece.

As well As for the other person, they're going to be wondering what this response is that they're observing their emotion. They may mislabel it. So now that we're able to talk about it, now it contextualizes for them and then.

Last but not least, it also demonstrates that we have the courage to have tough conversations, right? So we're being open with them. And as I said, with all the potential consequences of holding that in, I think there's just overwhelming data to say.

 **Christa Gillis (she/her/elle)** 31:21

Phone.

 **Craig** 31:33

Hey, here's what I'm feeling right now. I want to and as well there's opportunity to say can we? So another strategy you asked about this earlier is you may want to exit the conversation.

 **Christa Gillis (she/her/elle)** 31:49

Hmm.

 **Craig** 31:49

You may say this is just too much right now and depending on context, and I appreciate there may be more or less opportunity to do that. Yet there's another book which I'll which I'll share called The Power of a Positive No, because a lot of times.

**CG** **Christa Gillis (she/her/elle)** 31:58

OK.

**c** **Craig** 32:05

We struggle with how to say no in a difficult conversation. We're not sure how to how how do we set our boundary? And as William Ury, who I referenced earlier, he said one of two things happen. We either accommodate.

A request or continue a line of discussion that we really don't want. So we we're really frustrated. It just amplifies the discomfort or we react so aggressively because we're uncomfortable saying no, we just go no and shut it down.

So one of the best books I've ever read where he talks about a framework for a positive no is and it's a three-step process whereby let's say you want to discuss something now and it's not a good time for me. I have a deliverable due at.

To 2:00 and you're really amped up and really want to discuss it. And then it's and so many people I know and I coach will go, oh, OK, I guess I'll help them out. And then they miss their deadline. Now they're in trouble, quote, UN quote, or have cons. Now they're mad at the other person. They're mad.

**CG** **Christa Gillis (she/her/elle)** 33:13

Hey.

Hello.

**c** **Craig** 33:18

At it themselves, all of this. Or the person comes in and asks for my time and I'm just like, no, can't you see I'm busy right now and just shut it down, slam the door. The power of a positive no is. Hey, Christa, I appreciate you've got a file that you want to speak with me.

About I have a. So that's the yes part. So the first step is yes, validate the other person's ask. Then there's the no part, me announcing my boundary. I have an urgent deliverable due at 2:00 PM for whomever.

**CG** **Christa Gillis (she/her/elle)** 33:44

Yeah.

**c** **Craig** 33:55

That's the no. So yes, no. And then the third step, which is the yes question mark step, which is when is the a good time for us to pick this up? Can we talk about this later this afternoon? Would it make sense for us to be able to speak tomorrow morning? Now what we're doing is validating the other person.

**CG** **Christa Gillis (she/her/elle)** 34:08

And.

**c** **Craig** 34:15

Validating ourselves. Cue Matt Abraham's collaboratively problem solving around how to address this.

**CG** **Christa Gillis (she/her/elle)** 34:23

That's brilliant. It's amazing. And I recognize for folks online here that this is a lot of information. We are working with Craig on a number of different projects under positive leadership and and the different facets, some of the different pillars of positive leadership. We have papers coming up, we have.

**c** **Craig** 34:30

Yeah.

**CG** **Christa Gillis (she/her/elle)** 34:43

All sort of things that we have planned so we could certainly they will be accessible in the relatively you know short in a relatively short time frame. So we are we are working on that finalising a lot of those pieces. So and if and if we want to we can get a book list together as well. I'd see folks have been vigilantly.

**c** **Craig** 35:01

Yeah, sure.

**CG** **Christa Gillis (she/her/elle)** 35:03

Adding them to our chat. So that's amazing. So Craig, I think you you've given us so much to think about, about thinking about difficult conversations, preparing for

them, being in them.

Um, what should leaders be doing after the conversations that are things that that often get overlooked?

 **Craig** 35:24

Yeah, cause I think sometimes what happens is, is that after a difficult conversation and it's entire and I want to continually reinforce this idea that this is an this is an understandable human response. It's like we've made, we've made it through the difficult conversation.

And then it's, oh, OK, that's and then it's almost it's done and we close the door on it. The follow up can be, if not is even more important because now there's a tail to that conversation and so a couple of things that are that are.

Key and again, depending on the issue or topic that was just discussed, some leaders that I've worked with and executives that I work with almost at the end of it and it comes from a good place. Again, I want to highlight this to say, hey, well, if you have any other questions or if you want to follow up on this, my door is always open.

 **Christa Gillis (she/her/elle)** 36:20

Mm.

 **Craig** 36:20

That sounds great, and it sounds like I'm providing this invitation. Yet now the onus is on the other person to do that, and now they've got to figure out, well, is this really important enough for me to reach back out? Will they think of me poorly if I reach back out, think that I can't handle it, all that?

That kind of stuff spins in, right? Because there isn't context. And then the executive is thinking, wow, well, I just opened my door for Krista to walk in whenever Krista wants to. And now there's a potential disconnect. So a fabulous thing to say, especially when it's been emotionally charged.

 **Christa Gillis (she/her/elle)** 36:41

Mm.

 **Craig** 37:00

Or it's been challenging and there are differences of perspective on this. And even if

not, because sometimes there's a lag time, right, in terms of when this comes out, a really great thing to say to someone is I really appreciate the discussion today and where we've landed.

How about I reach out next and now and let's put something or can you give me some times next week that we can reconvene even if it's for 5 minutes? That is really great because what it shows is you continue to be interested in this.

Discussion topic. And so I think to be mindful about being proactive around that, it's such a huge opportunity. And then also we've talked about this theme before, it demonstrates that we can handle conversations. We have the resilience. To engage with people right in these topics, which really maximizes trust, the most valuable currency that we have. Now the other thing is it's important to look for a delayed response.

 **Christa Gillis (she/her/elle)** 38:06

Read.

Mm.

 **Craig** 38:16

Because sometimes I can be totally fine in the conversation and then later on it hits me. Or maybe in the conversation I tuned out. I may have just completely tuned out. And then later on, I am struggling with something that we talked about or in the light of day, the next day, there's something that we discussed and now I have a different view or I want to follow up on again by making it our responsibility rather than someone else's.

I haven't heard anything from them, so I'm sure they're fine. That's a big assumption. And so then creating that proactive, let's get together, let's have the conversation. I think that's incredibly, incredibly important.

 **Christa Gillis (she/her/elle)** 38:56

Mhm.

Yeah.

 **Craig** 39:08

And here's another piece again, and it'll link to another practice, which I think is critical for leaders, executives, is if it does resurface, if stuff bubbles back up and you

think, OK, well, I thought we already discussed this back to identity and go, wow. I guess I wasn't very good at it, or I was, or they're not able to handle it. You used a great word earlier on, Krista, about being curious, suspending judgment, being curious, and also appreciating emotions are messy and so.

It's likely that something may reemerge later on. And so the critical part, if we really want to strengthen that relationship and maximize the chances that we're able to process it and quote UN quote, move past it, it's better to deal with it directly, right and say.

 **Christa Gillis (she/her/elle)** 39:51

Oh.

 **Craig** 40:04

Hey, Krista, I understand. And then also if they do bring it back up, some leaders will be frustrated. Well, I thought we already talked about that. Now we're shutting that down. We're creating conflict within the relationship. And then also what's the likelihood? Will someone bring this up in the future? A great opportunity to go. Thank you for bringing this back up. I would much rather, as difficult as that as this is for us to be talking about it, then rather you simmering and frustrated so we can work through it together. So I think.

 **Christa Gillis (she/her/elle)** 40:36

Yeah, it's amazing. And it recognizes. Sorry, I didn't mean to cut you off there. I'm excited about it. I just think it recognizes that everybody processes differently. They think through things differently. A lot of folks want to take things away and really think it through. I remember, you know, one time there was a.

 **Craig** 40:40

No, no.

 **Christa Gillis (she/her/elle)** 40:53

I was talking about something pretty heavy with one of my ADMs and he said, uh, Chris, I know you like to think about things. Why don't you go back and think about it for a bit and then we'll reconvene. Um, you know, um, even better if he said and I'll

set up a time where we can reconvene. Um, but but but it's so powerful because I know that a they're respecting.

**c** **Craig** 41:03

Right.

Yes, that's right. Yeah.

**CG** **Christa Gillis (she/her/elle)** 41:13

the fact that we may process and think differently. He knows me, right? And that that builds that element of trust that you're talking about right there. And I think that's so powerful. And I think, you know, whether we break it down into introversion, extroversion, how you process, how you, you know, all of the what, there's no labels needed, but

**c** **Craig** 41:19

Yes. Yep.

**CG** **Christa Gillis (she/her/elle)** 41:32

Everybody has those different ways of of approaching receiving information, right? And then processing and.

**c** **Craig** 41:39

And I love and again, thank you for sharing your example because that's also a high empathy leader behavior because what it's doing is acknowledging the individual differences, which again that leader leadership is challenging because.

**CG** **Christa Gillis (she/her/elle)** 41:47

Totally.

Mhm.

**c** **Craig** 41:55

And I spoke with a CEO as I was interviewing for the book. And they're like, human beings are the most complex machines on the planet. Like we are, you know, AI technology. Yeah, that's what human beings are incredibly complex.

**CG** **Christa Gillis (she/her/elle)** 42:09

Thanks.

**c** **Craig** 42:11

So what's what is challenging and then also provides such a enormous opportunity is because there's such a variety of individual differences. To your point, hey, when my leader comes back and acknowledges who I am, how I am, how I like the process, and I love the point where you're like and if he.

Schedule the time even more rockstar. That's really great because now it's saying here's where my understanding of you is. So how do we, how do we navigate that now? One other piece because we've talked about empathy for others.

**CG** **Christa Gillis (she/her/elle)** 42:32

Right.

Mm.

**c** **Craig** 42:47

I want to share this because this is again a competency, a skill set that within leaders sometimes can be quite underdeveloped and that's around empathy for self or as Doctor Kristin Neff and I'll drop another book here.

Unself compassion, which is essentially having kindness to ourselves and what the data shows us is that.

Is that we often will be much kinder to someone else than we will be to ourselves. And in fact, one of the the practices that's come out in her research is that she says one of the best self, best self-compassionate practices that we can follow is that if I'm in a.

Really challenging situation and I've done something or said something that I that doesn't sit right with me and that I feel like, oh, I did not show up in a good way. Not even if it is my best self, I showed up as my worst self.

**CG** **Christa Gillis (she/her/elle)** 43:45

Thank you.

**c** **Craig** 43:47

One of the great practices that she encourages people to use is what advice would you give to a trusted colleague, friend, or family member who presented that same scenario? Because, and this is what's also interesting, one of the primary reasons why self-compassionate practices are often dismissed.

 **Christa Gillis (she/her/elle)** 43:57

OK.

 **Craig** 44:07

or undervalued by leaders is because we have this dysfunctional relationship with the idea, because it's almost, well, I'm going to let myself off the hook. And I feel like the more self-critical I am and the more hard driving I am, no one's a harsher critic of me than me that sets

Us up for success. What I love about Kristin Neff's work and again we spoke for for for my book and she was sharing there are over 5000 studies now looking at self-compassion and demonstrating that leaders who are more effective, individuals who are more effective at self-compassion.

They recover more quickly from setbacks. They learn more effectively. Their performance is maximized and accelerates at a higher rate because what we're doing by saying what advice would I give for Krista? It sets the conditions for learning when I'm just ruthless.

Obviously self-critical. All I'm doing is just tearing myself down. What am I learning through that? It's that I'm a terrible person, leader, and there's no flipping the script back to emotion to cognitive self-compassion is going.

 **Christa Gillis (she/her/elle)** 45:23

Mhm.

 **Craig** 45:25

Hey, I did not show up at my best in this situation and that has terrible consequences for myself and the other person. What can I learn from this? What steps can I take such that when I'm faced with the situation in the future that I'm not going to fall into the same trap or?

Follow the same path again. What steps can I take? Rather again, if I'm continuously beating myself up over this, will I want to interact with the other person because I

feel so terribly? Well, what I can do is take that emotion and say, OK, what steps can I take to repair that?

That relationship rebuild the trust that I've lost through what I've said or done all again. So self-compassion is not a detour. It's not letting ourselves off the hook.

What in fact what it's doing is allowing us to take advantage of the situations that we're in.

Especially when we make profound missteps and grow and to be and putting ourselves in position to be the best version of ourselves, so that when we're leading our teams and our organizations or departments, we can have the impact that we most desire.

**CG** **Christa Gillis (she/her/elle)** 46:42

I think that's an amazing way to open it up to questions. I think at this point, unless there's anything else you wanted to jump in with Craig at this point.

**c** **Craig** 46:51

I I'm, I'm, I'm happy to keep going. So but yes, questions are great. So wherever we want to go or come.

**CG** **Christa Gillis (she/her/elle)** 46:58

Absolutely. No. And just when you were talking about that, the whole piece around learning and self-compassion for folks on the line, Craig had come in to speak with us at Apex a little bit about positive leadership and some of the work we're doing and where we're going with it. And you talked a lot about this learner being in the learning kind of mindset.

That taking that perspective versus judge, right. And so I think, you know, as we look at it, it's so important to bring that to ourselves as well as others at this point in time. So I'm kind of seeing that whole piece around being self-compassionate by not judging self by by, you know, taking everything as a learning opportunity.

Right. I used to say that to my daughter when she was a little baby, little, tiny little child. Mistakes are how you learn, right? And so always.

**c** **Craig** 47:40

Yeah.

Yep.

Well, and thank you for for highlighting the book, because I guess, you know, I'm just dropping books everywhere here. There's a fantastic book called Change Your Questions, Change Your Life by Doctor Marilee Adams. I've just been speaking with her. It's actually.

 **Christa Gillis (she/her/elle)** 47:52

And.

 **Craig** 48:01

She just submitted the edits for the 5th edition of this. It's an international bestseller. It's an extraordinary book, and it does provide that road map. And what she argues is, is that people can be one of two mindsets, a learner mindset or a judger mindset. And when I'm in judger mindset, what's wrong? Whose fault is this?

 **Christa Gillis (she/her/elle)** 48:05

Yeah.

 **Craig** 48:21

What have I done? All of those things in a very judgmental space and a learner mindset asks what can I learn about this? What can I take away from this? What are the facts rather than the self judgments that come? And once again, to maximize how we show up in conversations with others and ourselves.

Being maximizing our time in learner mode is so critical and I think and appreciate again you opening the door to this because one of the exercises for the executives I work with, I'll ask them to think about.

Who are the types of people or what are the types of individual or situations that trigger your judger or your learner, right? And I just had a recent conversation with the executive I'm working with and they're sharing how they did not show up as their best self in a tough conversation.

 **Christa Gillis (she/her/elle)** 49:06

Yeah.

 **Craig** 49:16

And then I said, well, can you tell me about other situations in the past where this has

happened? Yes, a couple more. And then I was like, so tell me who those people were. And guess what they realized there was profound similarities in the style of the person.

And now this is what caused me to lash out and be short on the other side. And I lost the conversational thread. And same thing with situations. Maybe there are certain people, maybe there are certain topics. All of this helps inform us so that when we're in the moment and I mentioned Jim Duterte's work earlier.

That preparation right is key.

 **Christa Gillis (she/her/elle)** 49:54

Mm.

Yeah, that's incredible. As we're getting ready to kick up, kick it off into questions. And it seems like a whole slew of books flying on by here. So people are sharing links to a lot of the authors you've spoken about. We could also pull together a list. And share that you did talk quite a bit about trust and how working through these things in a in an authentic way, showing up, listening, all these all these pieces build trust. And even if you can, you kind of falter, you can you can regain that trust and build that trust by recognizing and say, hey, you know what?

 **Craig** 50:20

Yep.

 **Christa Gillis (she/her/elle)** 50:35

Start off the best or whatever it is. So those are for, I think, for conversations that are somewhat within your control to set up, to undergo and follow up. We know that open communication is one of those things that's important for cultivating trust in your team.

We know right now that a lot of executives, some executives may be undergoing challenging times themselves, whether it's workforce adjustment or or other things navigating these these challenging times.

So wondering when the process is not fully under their control. So say something like workforce adjustment, certain things come out on certain days, letters are delivered and and maybe it's not exactly as somebody might wish to.

**c** **Craig** 51:17

Yep.

**CG** **Christa Gillis (she/her/elle)** 51:28

Undertake that process. What can you say? Can you speak to that a little bit and then about how to sort of ensure that as much trust is there as possible given all of those parameters?

**c** **Craig** 51:30

Yep.

No, absolutely. And and there's a lot and especially and and you touched on such an important point about when it's beyond our control cause our sphere of influence, our sphere of control and and it's one of the critical pieces that psychologists talk about and other.

**CG** **Christa Gillis (she/her/elle)** 51:50

I.

**c** **Craig** 51:56

Top thought leaders around, OK, recognizing what I can control and what I can't control. And then if we get upset or frustrated by what we can't control, then that really starts to chip away and it impacts our energy. I think in those situations, when it is beyond my control, things are unfolding in a way that I wish they didn't.

And in fact have a strong opinion that they shouldn't be going this way and or in another space going, well, the message can't change. This is it. Like there's no other, there isn't an opportunity to negotiate. So there are different pieces around it, yet the fundamental message at the end of the day.

Is the fundamental message. The critical thing to remember is the ultimate outcome of this may not, will not change. So let's even make it absolute yours and the other person's of experience. That's what's within our control.

**CG** **Christa Gillis (she/her/elle)** 52:37

Mhm.

**c** **Craig** 52:51

So then how? So now knowing that this is happened, so I have to deliver a difficult message that I may not or I am not in agreement with and I may not or am not in agreement with how it's being done. OK, what do I have control over how I show up? We talked about rather than managing.

**CG** **Christa Gillis (she/her/elle)** 52:51

Right, right.

**c** **Craig** 53:10

The message, it's managing the moment, it's managing the relationship. It's acknowledging the emotions again with going. I appreciate this is really tough. I can imagine that, you know, I I understand, I I can appreciate what's going on for you in this moment.

**CG** **Christa Gillis (she/her/elle)** 53:15

Yeah.

Mm.

**c** **Craig** 53:30

So not once again. And sometimes what can happen is, is we channel that frustration towards something we can't control versus going, OK, now what can I do right now and how do I best support? Again, we talked about the strategy of following up with someone afterwards.

Right. And saying, hey, I'm here for you as many times that you want to talk about this. What are some think think you don't have to tell me today. What are some ways in which that I can that I can be here? What support are you looking for for me during this time, during during this particular environment, all of those.

Those things help us and then rather than looking towards the things we can't control, being OK, I'm being the type of person I am showing up in the way that I most want and thinking about it from a personal value standpoint. So who am I? What do I back to the?

 **Christa Gillis (she/her/elle)** 54:07

Mhm.

 **Craig** 54:26

Conversational framework I shared earlier. What behaviors are important to me as a leader? How to show up in this in this conversation or in this environment?

 **Christa Gillis (she/her/elle)** 54:35

Absolutely. No, thank you. That's that's really helpful. I know Craig, you and I can continue chatting for quite a while. I am going to reach out and see if anyone does have questions. I don't have ready access right now. I can't see offhand if there are any.

 **Craig** 54:44

Yeah.

 **Christa Gillis (she/her/elle)** 54:55

Hands raised. I will maybe seek some assistance from the Apex team. Is there anything in the Q&A, Lori, that we want to bring forward?

 **Laurie Goldmann** 55:05

So Christa, here's a good one that's in the Q and A. I think, so I'm just reading the question. I think one of the things that's often missing from professional development events and other resources dealing with how to handle difficult.

 **Christa Gillis (she/her/elle)** 55:13

Yeah.

 **Laurie Goldmann** 55:17

Conversation slash people is how best to prepare leaders for when things go really badly, and there's an overt physical reaction slash conflict. I would be interested to hear from others on what work you did in advance of a tough conversation or meeting by engaging other peer EXSHR, departmental security, etcetera. To mitigate

this risk.

Ask.

c

**Craig** 55:39

So what? So on my side, what I would say is that is a fabulous question and I wholeheartedly agree and it ties back to the to the work I referenced earlier from Jim deterred around preparation. So and I think that's so important whereby we bring people together within our.

Department or area division and then say, OK, so in this scenario, what do we do? And as the person who asked this terrific questions, OK, from an HR standpoint, then this stand, what are the, what are our policies, procedures, guidelines? If we don't have them, how are we going to approach this?

Really, really important because people are likely wondering that and so then it gives, it gives us an opportunity to better prepare.

One of the departments that I was working with was talking about for that very issue. So sharing again, my own experience was saying, OK, would if there were people that they were worried about in terms of a reaction and a potential physical reaction, So what additional support could be provided? Would someone else be in the room with?

With them when they were delivering the message, would it be someone outside of the room? What are the conversational tactics that someone would use to say, I feel this conversation is really escalating and so we're going to need to or else and and talking through all those things.

cg

**Christa Gillis (she/her/elle)** 57:09

Oh.

c

**Craig** 57:12

there is a guidebook to be able to draw on. So thank you for that really important question.



**Laurie Goldmann** 57:20

Thanks. So Krista, there is another one, if you want me to go in the Q&A again and this one I think is very, very relevant to almost all executives right now who you know

unfortunately are having to communicate difficult decisions to their team members where the decision is taken and it can't be changed.

 **Christa Gillis (she/her/elle)** 57:22

Yes, please. Thanks, Lauren.

 **Craig** 57:36

Yeah.

 **Laurie Goldmann** 57:37

And so the question is around how to manage that when you're having that kind of a conversation with somebody and it isn't really a conversation because you're telling them something that is a done deal.

 **Craig** 57:46

Yeah.

Hope it cut out. Is that OK?

 **Laurie Goldmann** 57:54

Oh, sorry, yes.

 **Christa Gillis (she/her/elle)** 57:54

Yes.

 **Craig** 57:55

Yeah, great. No, no, no. It's so. And again, this is such a great question. One of the most important pieces is in this environment is to recognize that people are going to feel under threat, right? Like when this is happening.

And one of the toughest, this is so much easier for me to say than it is to live and lead, which is remembering that this is contextual, not personal.

And that can be really, especially when people, when we're angry, when we're frustrated, we can say things and do things that are out of character. And so recognizing that separation that the context.

Can provoke or promote all kinds of different reactions and once again really thinking about back to the present side.

And managing the moment side because another other conversations I've had with different departments as well sometimes and and I've had this discussion where people can think, oh, well, so and so will have this kind of reaction or assume like I already know what's going to happen and have.

Things laid out in my mind in terms of where this is gonna, where this is gonna lead. The critical part is being open to to wherever the other person is and creating space for that emotion.

Because again, as we talked about, it's going to be there and trying to move past it very quickly or not acknowledging it is going to likely amplify things and ensuring that you're showing up and acknowledging that space.

And that's not easy. Again, it's it's easier to say. Remember, it's contextual, not personal, because it's hard when we're in those situations and someone across from us we care about, we've worked with for a very long time. We we personally and deeply appreciate what the implications are in this moment.

 **Christa Gillis (she/her/elle)** 59:57

8.

 **Craig** 1:00:10

And again, it's tough for our own emotions too. And that's where, as we talked about at the beginning, Chris, that preparation and and not thinking through how it's going to. There's great work again out of Harvard, and it was in the context of blind spots. There's a book called *Blind Spots* by Max Bazerman.

And they talk about that. Generally what we do is we think about how we're going to show up when we're faced with a situation, what top behavioral scientists, ethics researchers and on and on will say it's essential for us to feel.

Move into the future and and almost project how we're going to feel in that uncomfortable moment. And then what do we need to prepare ourselves for so that we continue to show up in the way that we want? Because that's what's going to be the most challenging. And again, and here's the other piece, so thank you for the question, people are.

To take cues from our own emotional reaction. So it's not about being cold. And also it's not about amplifying or getting aggressive on the other side, which that will amplify. It's that calm space, which again is a lot easier to say.

Acknowledge, validate the emotion that's coming through.

 **Christa Gillis (she/her/elle)** 1:01:37

Incredible Zoom. Thank you, Craig. Anything else, Lori, that's in the in the questions?

 **Craig** 1:01:37

I hope that's helpful.

 **Laurie Goldmann** 1:01:46

Oh, there is another one that just came in in the context of rabbit execution and high pressure environments to deliver on priorities. Any tips to help us remain curious and open to learning conversations?

 **Craig** 1:01:59

So I'll assume this is for the team to to to be a part of that. I think having those. So I'd love the focus on curiosity. It's it's asking open-ended questions to ourselves and our team about So what do we need to do in this environment? So as you just. Articulated in the question in a high pressure, high-paced environment, how are we going to be able to navigate through through these times? It's a a lot of times leaders will take that question on themselves as it's their sole responsibility to figure out this can be a really powerful.

Opportunity to involve the team within that discussion and say so here's where we are. This is the context. Again, we're validating, we're acknowledging it. What do we need to do in order to deliver on the key things that are on our that are on our plate right now and what and how do we want.

Want to treat each other? What behavioral commitments do we want to make now? Again, in an environment where there are job losses and potential implications, being mindful of jumping into that space right away. So again, I'm not suggesting that. Because there has to be space for the impacts of this emotionally and on everybody to be to be felt and acknowledged. That's a way to be able to once again, once that time has has come, to have that as an open dialogue with the team.

 **Laurie Goldmann** 1:03:36

Perfect. So there is one more, Krista, if you will, if you will humour me, I'll be honest for a few minutes over, but we still have some folks with us and this one is very, very relevant as well to the situation right now. So one of the difficulties presently is that

as executives, we are having to have difficult messages and deliver difficult messages while we're also.

 **Christa Gillis (she/her/elle)** 1:03:41

OK. Thank you.

 **Laurie Goldmann** 1:03:55

Receiving difficult messages and so the the person is asking if there's any strategies for how to separate the two so that you can separate what you're receiving versus what you have to deliver.

 **Craig** 1:03:57

Yeah.

I will harken back to the self-compassionate piece to to exercise extreme self kindness because sometimes what will happen is, is that an executive may feel quote UN quote bad for feeling bad about their own situation or be self-critical about their. Reactions to things. As we talked about before, our emotional reactions are vitally important. Others' emotional reactions are vitally important. Acknowledging and recognizing this is a really challenging environment, a really emotionally charged environment, and not to judge ourselves.

Ourselves or others for how they're going to experience it and then simultaneously ask ourselves questions around what do I need to do for myself to ensure that self-care? Because self-care is not selfish, as they say.

On the airplane, right? Put on your own mask before you assist other passengers. So remember that. So what do I need to do so that I'm showing up in the way that I want for others? And really contemplate that question seriously and then say.

Related to a point I made earlier as a leader, who am I as a leader? What are my values? What do I think as as a leader is essential for me to reflect on as I go when I've gone through this 10 years when I'm reflecting on this time.

How do I want to? Who will I have been in that moment? What behaviors do I need to exhibit? And then by elevating ourselves to that balcony and thinking through before the situations happen, now we have a road map to maximize the chances.

 **Christa Gillis (she/her/elle)** 1:05:58

I think we've got somebody who's not muted. No, thank you for that, Craig. That's

incredible. Unless there's other questions, we may move to to wrap things up. So, Laurie, if there's nothing else, I will take a moment just to thank everybody for participating today. I know it's incredibly busy, challenging.

**c** **Craig** 1:05:59

Yep. Yeah, a couple of these, yeah.

**cg** **Christa Gillis (she/her/elle)** 1:06:18

time. So really appreciate you coming in today. Um Thank you to Lori for stepping in on the questions. Much appreciated. And to Brittany for for running things. And thanks, Craig, for coming in and speaking with us today. Always an incredible pleasure. Always so incredible to hear your insights.

Beautifully woven in with about 25 references and research in there. Beautifully woven in. We will be continuing to work with Craig. We are going to have another conversation with Craig around performance.

Discussions, performance feedback in the upcoming months, which I think should be timely as well. So thanks again, Craig, wishing everybody a good rest of your day. And once again, thank you for your participation and take care.

OK.

It looks like they have a question, no?

**c** **Craig** 1:07:16

No.

**cg** **Christa Gillis (she/her/elle)** 1:07:17

OK, OK.

● stopped transcription