

CAROLINE: [00:13]

Hello and welcome to the Mind Your P's podcast: The Purposeful Leaders Guide. So we believe in all the P's people purpose, planet, philanthropy, pizza, Prosecco and this week we are chatting to Andy Lothian who is the founder and group CEO of Insights Group, a global company dedicated to increasing self-awareness in people, teams, leaders and global organisations. Andy, an absolute pleasure to have you here, how are you doing?

ANDY: [00:40]

That's another P it's a pleasure it's a pleasure for me and it's a privilege too Caroline and everything is perfect.

CAROLINE: [00:47]

Ha ha how many peas can we get in one sentence!

ANDY: [00:49]

Haha how many peas in a pod!

CAROLINE: [00:52]

Love it. Andy listen, tell us about what's happening for you right now. We're in the middle of another big P - a pandemic and Insights and what's happening there.

ANDY: [01:01]

Yes well certainly there's a lot of pressure in the pandemic but it's been an interesting time and I think most purposeful organisations have been thinking about how to be stay on purpose because that's the route of resilience. You know, staying connected to why you're doing what you're doing. Lets you look beyond the now of this pandemic mess that we're in. So we've been doing a bit of we've been asking the question if coronavirus was a teacher, what is it teaching us? And how do we learn and make our organisation more effective at the back of that it's been an interesting ride. I think when, for a lot of organisations this has been an existential crisis and it's at times like that that purpose becomes really important so that you can then then begin to respond purposefully rather than to react to the situation and that's what we've been doing responding, reinventing the business and how we move to digital and virtual almost all of our work in our core business insights was face-to-face and so that's a big deal when you can't meet people. But then again there is some good things about that I mean right at the start of the pandemic we talked about this notion of social distancing and we said day two of lockdown we thought we would do a webinar and I was invited to come to this webinar for our customers. Within 24 hours of opening this up we said well we're just going to have a chat about the pandemic and how we're going to respond within 24 hours we had a 1000 registrations and we talked about this idea of social distancing it's not social distancing it's physical distancing because we are social beings. So out of this pandemic we learnt things about that we learn about rediscovering our humanity so that is some of the things that I've been doing Caroline, what have you been doing?

[CAROLINE: 02:48]

Ha ha ha we've been very busy with your help of course!

[ANDY: 02:52]

Well there was this other little thing that happened this Social Good Connect platform which is just so exciting and so exciting and so inspiring and you know what sometimes I think when you're on purpose these things emerge and I think what you're doing at Social Good to Connect is a real

example of that. You know, four of us getting on as in call the second week of lockdown the morning our feet or a gin and tonic one night and asking the question, or a few, how do we stay on purpose we're going to have furloughed people and out of that keep the acceleration of Social Good to Connect and this phenomenal platform that you've built that connects employ-led volunteers which is a real social need, a great example of my purpose is important I think so.

[CAROLINE: 03:38]

Yeah thanks Andy I appreciate that it's been a hell of a ride for sure and you know lots of support there from you. So listen tell me about- as some of the companies we speak to has said this is a challenging, evolving journey for our business and we don't have as much clarity about our purpose as we should do and we obviously talk about purpose as you know your company's purpose for reason for being beyond profit. The positive contribution you make to the world. What's your thoughts on that, what's Insight's reason for being?

[ANDY: 04:12]

Well Insight's reason for being, we took a lot of time to codify it and document it and write it down, but we had a sense of it from the early days and our purpose is to create a world where people truly understand themselves and others and inspire to make a positive difference in everything they do. So that combines a lot of things that are important to us, this idea of self-awareness and helping people understand really why they are here, who they are, how they show up, who others are and how we connect and work together and we serve each other and then in that very towards, positive way. So to be clear a world where people truly understands themselves and others and inspired to make a positive difference in everything they do but it took us probably, oh 15 years before we could probably write it down in that way. So we had a sense of where we were going and what we were trying to do and we could kind of talk about it and we had a real feel for it. But we just didn't codify it in that way.

[CAROLINE: 05:06]

I was going to ask you this because it's so clear, it's got so much clarity. But were people receptive to this message of self-awareness in the early days?

[ANDY: 05:16]

That's a great question. I think this journey of self-discovery has been around as long as humans have been conscious but it certainly wasn't front and centre in the corporate world when we started. It was a journey, you know they used to call this stuff Caroline, the soft skills, the soft and fluffy stuff actually it's human skills now and as we come out of the pandemic what are the things that we've learnt we've learned about being resilient we've learned about being agile we've learned about being creative and innovative in our organisations to survive, we had to. So all of those soft - we've learnt about how to communicate and replicate in some sense a social connection using technology. We've learned about how to collaborate all of those soft skills are human skills that we need to coming out of the pandemic. They weren't quite front and centre when we started. You know, after the Second World War I guess, when organisations came out of when everyone came out of the army and it was all these militaristic approaches to top-down strategy deployment and so on, all of which is great, but the human - we called at personal didn't we? Then it became human resources and now were talking about people which is a very different thing and even the changes in language we see. So there is a self-awareness why would you spend time navel-gazing at work when we started but I think over time there's been that dawning that dawning of consciousness as Jung put it "There is no cure and improving of the world that does not begin with the individual him or himself". So understanding the self is the starting point of all development for human beings. It's the starting point of leadership it's the starting point of understanding how to

play a role in a team it's also very difficult. Understanding self is a bit like to bite your own teeth it's a tough thing to do but it's a journey and so it's definitely changed over time for sure Caroline.

[CAROLINE: 07:20]

And I think what is so powerful about that is the space that we're talking about and that we work in is that overtime businesses have started to understand that actually they can be a force for good, as well as their core product or service that they deliver. But it has been years in the making and an overtime piece. You also sit on the ESG board at IOD, don't you. Tell us a bit about what you do there.

[ANDY: 07:47]

I do, interesting that just the phrasing of your question to do good as well as our core product and that's really interesting because it is an 'as well', but it's also an integrated thing. So what if in everything we did was purposeful? What if in everything we did we were thinking about environmental issues and sustainability issues and good governance in a way that's not policing organisations but a framework that supports organisations? What if, and this shift is definitely happening, what if instead of a tick box around CSR where it's a little box on a website somewhere so when somebody is investigating whether they want to work with us, oh yeah we can tick that box in the RFP, instead of that it's a part of a way of being. It's a part of a way where everybody shows up every day and thinks, uh, you know how do we do well by doing good? Whatever the industry, whatever the application we add value but we do well by doing good. That principle is I think is really quite important, and so the shift from, CSR as an add-on to CSR and ESG as a fundamental part of the fabric of the many P's that you talked about, you know, purpose, people, planet, profit and all the other – philanthropy – you know all the other P's, it's just there. It's a bit like breathing we don't think it about it quite so much. And I think we see a huge societal shift in that way in many, many areas. Where things that we were very conscious about years ago, now are just part of our way of being. So, issues like diversity and inclusion – still big issues, still got to pay attention to it. There are still fundamentally challenging race issues in the world. But more and more, moving parts of that from being, if you like, unconscious incompetence – not even being aware of it at all – to being at least being at least conscious competence in these spaces and ESG or CSR is very much part of that for me.

CAROLINE: [09:58]

Yeah, I think you know, absolutely it's the integral part. It's the beating part it's the core of what everything falls off. We we talked to a couple of our podcast guests about what comes first, is it people? Is it purpose? Is it profit? How would you answer that Andy?

ANDY: [10:20]

So, in traditional organisations the answer was the purpose of the business was to make a profit, that really was. And then things came along like the purpose of a business is to create and keep a customer. But actually, whatever the purpose of your business, that for me is the starting point. Why you're doing what you're doing. Why, people don't buy what you do, they buy *why* you do what you do, it's fundamental. And the reason I put that first is not that people are not at the top of that list as well but you will attract, on purpose, you will attract the right people to your organisation who will want to make that difference with you so when the why is clear you begin to build the culture of your organisation and attract the people who want to be a part of that culture and want to contribute to it. So how that leads to profit, well that's what leads to discretionary effort that everybody talks about. It's where you get the engagement, so for me it's purpose and its people. Profit is a result. Now, here's an important thing. Profit is not a bad word, profit is important. I like to say that profit is like oxygen, it's not the reason you get up in the

morning but it kinda helps you get through your day. So as you built Social Good Connect one of the things you have to do is that you have to get it to a place where it is sustainable and paying for itself. So you're a not-for-profit organisation, you're not in it to make money but you have to be profitable so that you can continue to grow it and develop it and do the great work. So profit is an enabler along the way. So purpose, people and then profit in that sequence I would say.

CAROLINE: [12:09]

And how do you personally embody that Andy, because you know, you and I have known each other for a few years now. And every time we meet you, you know, correct me, but you've got a personal 'why' which is about adding value to people that you meet. I think, is my take on it.

ANDY: [12:30]

Yeah that's kinda pretty, sounds very high and mighty when I hear it but that's pretty much it! It's how, my question is right now 'how many I serve?', so when you very generously and kindly asked me to join this podcast. I thought how can I serve Caroline and the audience she's speaking to here. It's a great question to ask. It takes the focus away from 'what can I get'. You know, someone once said, I think we were talking about him the other day Caroline, a fella called Zig Ziglar, I think said "you can get whatever you want in life as long as you help enough other people get what they want". And there's something about that, how do you add value in that moment in the right way? And it doesn't always work sometimes you force the help. You know, you help the old lady across the road and actually she was waiting for a bus on the first side. But no no. But it is about saying how do I advise through service.

CAROLINE: [13:38]

We've actually been through that with a friend of ours

ANDY: [13:42]

[laughs] We have! Oh my goodness.

CAROLINE: [13:46]

Who did pick up an old lady!

ANDY: [13:48]

Literally, Caroline picked up an old lady and helped her across the road.

CAROLINE: [13:52]

Andy, what on your CV would your family be most and least proud of?

ANDY: [13:59]

Oh my goodness that's a great question. Um, I wonder if it's about the CV? S where my head went there Caroline is that the CV is an interesting thing. We get very caught up in the things that we do and we identify with the things that we've done and achieved. It's back to this notion that we're not human doings, we're human beings. And if we are what we do, then when we don't – we're not. And so my head went there first. But to answer that question "what would my family be most and least proud of", I think the least would probably be, I get obsessed with things sometimes and I think I've learned over the years to give myself more to them. In the early days of the business I was obsessed with that and I was travelling a lot. I remember when my eldest daughter Jennifer when she was born, tiny little baby, I used to take her into the shower with me

and stand under the-, she loved it! You know, just a little bundle in the shower and I'd hold her under the shower. And I came back from some trip and I took her into the shower to hold her and she'd grown arms and legs and I'd missed months and months of her life and I, I thought 'I've got to change something'. So I began to put some rules in that helped with that. So I would never be away for more than four sleeps, they would say, "how many sleeps until daddy's back?". So I think that's the least, and I dunno what they'd say about the most! I tell you what I think I'm most proud of about the kids – and it comes from Jane not from me – she says this all the time "Andy, don't deny them the satisfaction of achievement." In other words, the learning that they do along the way. It's really important to let them experience that and not do too much for them. Let them learn and live. So I hope they're proud that we have done that for them.

CAROLINE: [16:10]

What's your pet hate, Andy?

ANDY: [16:14]

My pet hate? So this is always paradoxical because my pet hate is pedantry and I'm the world's biggest pedant. You know, what did Druckers say? "The biggest waste of human potential is doing excellently well that which need not be done at all". So, the paradox in there is that I get very annoyed at pernickety things and inconsequential things and yet I've got, I don't have OCD, I've got CDO, which OCD but the letter's in the right order. So I think it's somewhere in the space of pedantry. Again in the paradox, and paradoxes everywhere, we don't solve paradoxes – we manage them and live with them. And in that paradox I think the pedantry and language is important, getting the right words at the right time feels important but there's something in the space of – and probably that's a bit of projection? So the thing that you hate the most is the thing that you hate the most in yourself too.

CAROLINE: [17:30]

Yeah, that's a great, that's a great point. I'm glad you said It's not people asking you questions because that would be a bit...

ANDY: [17:35]

[laughs] It's nosy Dundee women! [laughs]

CAROLINE: [17:41]

So you know, let's just break it down a little bit Andy. There's organisations out there doing amazing things for people. Who would you say is doing great stuff right now? Which individuals and companies if we want to learn from, where would we go?

ANDY: [17:58]

Well, you know we don't have to go too far Caroline, because I know that some of the organisations right now that you're working with, you were telling me that you got some time with Darina from Ooni for one of your podcasts. And just look at what Ooni are doing in terms of how they're engaging their people and what they're doing for social good – it's phenomenal! Or, another organisation that you and I both know well Emma & Fergus of the Tartan Blanket Company and the sustainability work they're doing in creating their products. So you don't have to go across the world to find big organisations that are doing it well. With that said, there are obviously some really good organisations. If we start with connected to you, Baillie Gifford, and you know very very successful profitable organisations who are doing great things, and supporting Social Good Connect. Salesforce.com that's another interesting organisation, are very committed to the

notion of sustainable development and this idea of stakeholder capitalism, the employees are part of it, the customers are part of it, the community's part of it, the planet is part of it. Um, they have spent something like, or provided something like, 1.1 billion dollars worth of value of their IP to charities and organisations that wouldn't otherwise get it. And these are hard-nosed organisations that make a lot of money, they're very profitable and they do real valuable things in the world. And then when you look beyond the likes of those big corporations even the way that a big organisation like Starbucks thinks about responsibility, thinks about sustainability, thinks about fairness in where they coffee comes from. It's important things like that that are just integrated in the fabric of organisations. But there are also brilliant organisations like Social Good Connect. You're doing this because you are on purpose. You are living your purpose every day, hard as it is, every day where you come in and think 'goodness where is the money going to come from to keep this thing building right now'. It will come, the universe will bring what you need to you. Mind you, there is that phrase that God or the universe helps those who help themselves so you've got to take the action as well. But, nonetheless Social Good Connect is a great example and the way that your team show up and how committed they are to the cause is quite amazing, just amazing to watch how through the pandemic and the furlough process your team were just so, so tight. Amazing. But then there are other social organisations who don't have to be social and not-for-profit organisations, I think about Social Bite. Josh Littlejohn and the work he's doing for the homeless. Amazing organisation. And then you can move all the way to the more charitable organisations, again not-for-profit. But think of the purpose again, I think of one of my favourite, our favourite is an organisation is Mary's Meals. In Malawi it costs £13.90 a year to feed a child in a place of education. And the social good that is being done by that organisation is quite incredible. And 93% of all the donations that go to Mary's Meals go to the cause and 7% is the administration fees. So there are many organisations out there and we're seeing it more and more. So, we don't have to be a charity, we don't have to be a social enterprise that's not-for-profit, we can be a for-profit business that does all these things too.

CAROLINE: [21:34]

Yeah, Andy honestly, and you know thanks for saying that about the team because it is about the people, the people are so important. And actually I caught up with Darina this morning and they've gone from 50 to 110 staff, all recruited on Zoom. And that's a really tough job when we think of the old days where they say you've got to meet someone face to face, you know, and actually you don't. You can turn it on its head. As you described, purpose attracts the right culture and and brings the right people in. There's just so many benefits from doing it.

ANDY: [22:14]

We will, we will do it again Caroline. We will have our dinner with some nice wine when all this is done for sure. But you know the other interesting thing about businesses like Ooni, people say "you know, they were lucky in the pandemic". Well, there's something about this thing called luck that's important about luck here. You know, we could say that Social Good Connect was lucky because the pandemic accelerated the development of the platform and so on. But the reality is, when you're on purpose, it's what Jim Collins calls 'Maximising your return on luck', so it's not about whether you're lucky or unlucky it's when that cubic centimetre of chance appears in front of you like Carlos Castaneda wrote about. You're able to grab it because you're looking for it and you see it. It's preparedness, you know, and that's where purpose comes in. When you're on purpose and you're thinking about why you're doing what you're doing and thinking about whatever the challenges are – you're ready to maximise your return on luck. Abraham Lincoln "I must study and prepare myself and one day my time must come" you know.

CAROLINE: [23:26]

[laughs] Yes, like,

ANDY: [23:27]

How to be lucky!

CAROLINE: [23:28]

“You’re so lucky!” Someone said to me a couple of days ago, and I was like no no no, this is really hard, hard work, determination, resilience, and there’s so many great hard-working people that are preparing to be lucky right now.

ANDY: [22:44]

Preparing to be lucky, and that’s it and stay on purpose and the opportunities emerge.

CAROLINE: [23:48]

For sure. So, you know, if others want to build purpose into their leadership style where do they start? Especially if they’re a new leader in a well-established organisation that perhaps lacks that people or purpose focus. What advice could we give them?

ANDY: [24:09]

Yeah that’s a great question. Um, the answer for me is start where you are with what you’ve got and let the rest take care of itself. What I mean by that is start with self. And I think, you know, people want to talk about changing the world and it’s hard to do that. But you can have an influence in the people directly around you. So once you understand your own way of being, your own purpose your own why then the people around you will get that and you will begin to manifest that around you. You don’t have to reach out to other organisations, you can do it with your team! But it does start with self and there’s a wonderful Japanese model called Ikigai. It’s not really a model, it’s a way of being. And Ikigai means, literally means ‘Life outcome’ or ‘life event’ but we take it to mean in the West ‘a reason for being’. And Ikigai lies at the centre of the intersection of four circles. The first one is ‘what do you love?’, so what are you passionate about? What are the things that get you bounding out of bed in the morning? The second one is ‘what are you good at, what can you be best in the world at?’ in terms of business. The third circle is ‘what can you be paid for?’ or what Jim Collins calls the economic engine that drives your business. And the fourth circle is ‘what does the world need that you can provide?’ and in the centre of that circle lies Ikigai, a reason for being. And I think doing the thinking about that is something that a new leader can do very quickly. ‘What do I love, what am I good at, what can I be paid for?’, and pay can be rewards that are not monetary, what am I rewarded for? What does the world need that I can provide. Finding that Ikigai is the starting guide of beginning to be purposeful. Then it’s the thought about, let’s overlay who I am on that why. People are different. People have different motivations, different expectations, different needs, different desires. What are yours? What are the drivers that make you tick. Some people are driven by doing stuff, getting out there, making it happen. Some people are driven by support and care for others. Some people are driven by wanting to be around other people and be inspired by them and inspire. Some people are driven by being thoughtful and considered in the way they do things. So who are you? And what is your ‘why’? That’s how I’d start with a new leader. Now, that’s a really different way of thinking than, “right I’ve got to set KPI’s for my key reports or I’ve got to, I’ve got to work out a process for my spreadsheets. It’s a very different way but it starts with being. We’re human beings, and then we move to doing.

CAROLINE: [27:12]

Sometimes, and you know just thinking about that, when I was back in corporate, that's a really powerful thing for me to do. How do I, how would I get my colleagues and peers and bosses in the zone with me when they're focussed on something entirely different?

ANDY: [27:35]

When, Jennifer my eldest daughter, she reminds of this quite a lot and we've talked about her already. When she comes to me with a problem or a woe, we got to the stage - I didn't have to - she would tell me what the issue was, opportunity or the - I didn't have to give her any advice. She would finish her delivery with "I know dad, be yourself" [laughs] you know there's a big part of that. Just keep on keeping on, I think. There's that metaphor that some people just will not change and we put an inordinate amount of effort into making them something different. And we think that by sticking with it, we'll get them to change. That's like teaching the pig to fly. The pig is never gonna fly and it'll just irritate the hell out of the pig [laughs]. So there's something about you know, choosing your battle wisely in that context and working with people who get it and understand you. Now that's not always possible, you come into an organisation and you don't fit. People stick with that for too long. I think that if you're in a place you know you shouldn't be and you stick with it because it's a job it will become just that and it will drag you down. My thought there would be play a high risk game because you're probably better away anyway so push the boat out on these things and take more risks because you're probably gonna leave anyway. That, all that stuff is really, really hard Caroline. If you're in a role and you're the breadwinner and there isn't another job to go to it's very, very tough but you have to start with self. You have to start with the inner strength and build that resilience yourself and when others look at you as if you've got two heads. What do you mean you want to talk about love in the workplace? When those things are happening, um, just be. Just be yourself in that moment. If you or I spoke to a thousand people, there would be a thousand opinions, of you or I. And we don't have much control over any of them. What we do have control over, is how we show up. So are we on purpose, are we doing the things that are important to us, that are meaningful to us and that spreads. And what we talked about a moment ago, our immediate circle is where we can start. We don't have to boil the ocean or change the world. We just start where we are with what we've got, and the rest will take care of itself.

CAROLINE: [30:11]

Yeah, and you know, I love that by the way 'even pigs will be irritated by trying to make them fly [laughs]. You know there's just, there's so many parts to that we could download and digest and -

ANDY: [30:32]

The other thing by the way that came to mind Caroline if you like the pig stories, um, the other metaphor that sometimes I'll use in that context - try to change one of those really negative mood-hoover type people. Is like wrestling with a pig, you both get dirty but the pig loves it.

CAROLINE: [30:50]

[laughs]

ANDY: [30:51]

So lots of those, lots of those metaphors. I'm here all week!

CAROLINE: [30:55]

[laughs] We'll put this in the resources link!

ANDY: [30:59]

[laughs]

CAROLINE: [31:01]

We'll link to lots of pig-anecdotes.

ANDY: [31:03]

Another P!

CAROLINE: [31:05]

Exactly, exactly. And, just one final sort of question that's come up quite a lot for our clients who are likely to be CSR heads, managers or HR heads, managers or Cos of SME companies. You know if they need to take it to their FD or someone else in the organisation and say we wanna do this 'on purpose' thing we wanna help communities, we want to do more. But they say it's not in the budget, that's a tough one. But we understand now in particular that money is, every penny counts almost. How would you support them to get through that?

ANDY: [31:50]

Well, the first thing to say is that these, we talked about soft skills vs human skills. The soft skills are not soft skills they are hard skills, they are human skills and they're needed. It's the same with this kind of work with, and we talked about not separating it from – you know it's not something on the side it's integrated into what we do and I think it's a bit like staying fit. It's like looking after your health. If you don't take time to look after your health now, you'll have to take time to look after your health later and that's the movement that's happening with the triple bottom line and with social businesses, with all businesses right now. It's no longer a 'nice to do this' that you have to pay for somehow out of a budget. This is a qualifier now for organisations around the world. It doesn't fly anymore, there is so much attention being paid by people who want to make a movement that you can't get away with it! The behaviours that organisations used to get away with you just can't do it. Now, that gradually shifts over time so that it becomes part of the right thing to do and I think we're getting to the right place. So, my first thing with the FD or whatever is this real hard-fast and valuable and it's demonstrable. This kind of work engages people's hearts and minds and spirits. That gives you discretionary effort, which means that for the same pound, or dollar or euro, you're going to get more from the individual that you employ. In the business as well as outside of it. So there's a real bottom-line benefit and that's demonstrable now, there's research that shows that. So that's the first sort of direct answer, so it's to demonstrate where's the bottom line benefit, and it's in lots of interesting places. There are studies showing that this kind of work now reduces absenteeism, because people don't have to take the day – they're not, it's not 'work life balance' it's one life that works. So there's lots of good stuff in there. The other thing is, why wouldn't you do it? I mean, Social Good Connect, it's buttons for an organisation to be part of this. It's pocket change. And the cost of not doing it is much, much greater than the cost of doing it.

CAROLINE: [34:34]

Yeah, for sure. But listen, tell me just before we close you know what's happened for you, what's next for you at Insights, Vidatec. What's all happening there?

ANDY: [34:35]

Yeah it's a lot of fun. I'm in what the psychologists call a liminal space. I'm creating shapes for – liminal space is a space between the certainty of the past and the certainty of the future, there are

no certainties of course it's just change, but in that space looking for shapes to emerge. So we've established our own foundation at the Insights group, I'm involved in a number of different social activities including Social Good Connect of course which is just an incredible thing, an incredible gift to the world that you're bringing, that your team are bringing, Caroline. So it's more of that, and it's finding the ways – it's that question 'what does the world need that I can provide?'. I'm mulling on that at the moment, um, from an Insights perspective we've been thinking about this incredible disruption that's been happening in the world. Disruption caused by Covid. Disruption through the economic changes that Brexit has brought, the way we're using technology now. The rate of pace, of change is faster than it's ever been before and it's the slowest it's ever gonna be. And getting used to that, and what does the world need that we can provide now? It's rediscovering human. It's rediscovering community. So those are the places that I'm playing with and trying to evaluate right now, and it's a lot of fun, great fun to be doing it with you too Caroline.

CAROLINE: [36:30]

Aw, thanks Andy, it sounds like, you just have a great life!

ANDY: [36:35]

It's better than working! If we didn't have to do this we'd have to work!

CAROLINE: [32:20]

It's, you always, you always do remind that, you know the ups and downs the challenges that we all are facing. Not just in Covid but in everyday life. It's about enjoying that journey and I think that's what I admire about you Andy, not just your, the wonderful generosity of time and humbleness and humour that you bring and your average piano and guitar playing-

ANDY: [36:51]

I knew it was a sting in the tail Caroline! Brilliant, but listen. Right back at ya, because the things about the difficulties and enjoying the journeys are really important. But also like the conversations we've been having about, you know, truly taking Social Good Connect to the stars and making a dent in the universe with it, and how hard that is. But when you approach the obstacles, there are obstacles that teach us things, they instruct us they don't obstruct us at all. So we just find a way to go through them, or round them or over them or take them with us! Turn them into something special, so it's you know, kind of a mindset that you and I share and I think it's important as we create the future that we want to move into.

CAROLINE: [37:39]

Absolutely, Andy thanks so much. You are quite possibly the winner of using the most wonderful P's in a 45 minute interview.

ANDY: [37:49]

[laughs] I didn't expect the pigs to appear right enough!

CAROLINE: [37:53]

The pigs, the pressure, the pleasure, the privilege, the pedantry, the paradox, the project, the purpose. There's so many! There's so many! I think we'll do a reward for the most P's. Andy, thanks. It's been an absolute pleasure as always to hang out with you. The final P is - you're a pal and I value your friendship so thank you.

ANDY: [38:13]

That's perfect, thank you Caroline. Take care.

END