

Convene Podcast Transcript

Convene Interview, ep. 5

**Note: the transcript is AI generated, excuse typos and inaccuracies*

[00:05] **Magdalena Atanassova:** This is the Convene Podcast. My name is Maggie Digital media editor. In this episode, Convene's editor in chief Michelle Russell chats with leadership coach Aline Badr about the transformative power of curiosity in leadership, the critical distinction between self-awareness and self-consciousness, and strategies to balance operational demands with strategic vision. Learn how to cultivate deep confidence and navigate today's hybrid work challenges with purpose and clarity. Enjoy the episode.

[00:45] **Michelle Russell:** Aline, thank you so much for joining us. I enjoyed your session today. So I think what really spoke to me was asking questions because this is what I do for a living. But I think I shared with you outside the meeting room that I have noticed there's a lack of curiosity among other people who don't perhaps do what I do for a living, which is to ask people questions. And I'm always surprised that people don't seem more curious to ask questions about other people. Is that something you come across in your consulting work? Frequently?

[01:21] **Aline Badr:** Indeed. And if you're asking me why that is, you know, then we have an obscene amount of thoughts that are going on in our heads all the time that really prevent us from actually being curious. And some of us have that natural, you know, we don't know why, but we're quite curious about somebody else. But some of us don't. And we have to do that work. Right. We have to actually do that work on figuring out how is it that we're thinking, why is it that we're thinking what we're thinking and preventing us from being curious about somebody else. Here's the thing that I actually find about curiosity that's actually fascinating, too. And this is, you know, a fantastic author that's published a lot of work. Her name is Francesca Gino. She talks about this idea of curiosity and judgment cannot coexist. If you really think about that. Right. If we remove the judgment of ourselves and of other people, then we can naturally fall into that curiosity space. But it is a very difficult thing to manage. But.

[02:20] **Michelle Russell:** Right. It's more of when you're curious, you have an open mind and you want to get to something and you can't let those other thoughts about, oh, this person's going to say this. I'm judging them on that. It's an interesting dynamic.

[02:34] **Aline Badr:** Yeah. And indeed, you know, if we're just listening to ourselves and somebody's talking at that time, then we're not really listening to them, are we?

[02:41] **Michelle Russell:** Right.

[02:42] **Aline Badr:** We're listening to ourselves.

[02:43] **Michelle Russell:** Right. So something else you talked about which really resonated with me was being self aware. And I think there's a fine line between being self aware and being self conscious. And I tend to trip across that line and be more self conscious. And I think being self conscious prevents you from doing things that you might otherwise do, while being self aware gives you more depth or opportunity to do those things. So I'd love for you to talk a little bit about the difference. Difference between the two.

[03:23] **Aline Badr:** Yeah. And it's a terrific question to ask, you know, and I think for me, self awareness. What do we get from self awareness? We get agency. We get agency. We're seeing both what's really good about ourselves and we're seeing what could be improved on self consciousness is when we're only seeing what we're judging. Right. We're only seeing the things that we want to work on. And so it's really, really hard to see the other side of the equation when we're being self conscious. So self awareness is not about perfection and it's not about removing the things that, you know, we don't like about ourselves. Self awareness is indeed just about being aware of it. Right. And really allowing yourself and building that agency to see the triggers of when these things show up so that we're not self conscious. Right. So that we can stop that consciousness in its track and move past it and allow ourselves to make mistakes, to admit that we don't know, to understand that there's nothing perfect within us. Right. So it's kind of how I see it.

[04:21] **Michelle Russell:** Okay, I love that. I love that distinction. Talk more about the pressure cooker. I'd love to hear what that, what that is about.

[04:30] **Aline Badr:** Sure. I mean, you know, I think whatever level that you find yourself in, in your career, you know, middle manager, even the senior, you know, you're always reporting into somebody. There's always somebody, even your client. Right. It could be some. Somebody that is actually creating that pressure, you know, for us. And when people talk about the pressure cooker, they're talking about everything external that happens, that adds the pressure. And from my perspective, I often ask, you know, this question with people when it comes to this description. I'm

under a lot of pressure. I'm under a lot of pressure. I'm being asked how to manage up and manage down. And, you know, I don't know, you know, how to do all of that. And so, of course, yes, there's a lot of pressure on life, but there's a very important question, which is how are you complicit in the pressure that you're creating in your life? And Again, not an easy question.

[05:20] **Michelle Russell:** Right. So is it, are you demanding too much of yourself or is your expectations are too high?

[05:26] **Aline Badr:** You're not really becoming aware of how to manage your time. You're not really becoming aware of how to remove your own pressure. We don't really have much control over the pressures that come from the outside. There's a lot of uncertainties all the time. There's a lot of different demands, new ideas, different plans. Right. That markets and industries and business leaders, you know, create for us to do. But it's how we are feeling about these pressures that changes everything. So it's mindset shift. It's a reframe. So you can say, my goodness, I'm under a lot of pressure. I don't know, you know, how to do this. Or you can actually say, you know what, there's a lot of different demands on my plate, but what am I learning? And all of that. That simple shift in the mindset helps us understand how to manage the pressure that we're in. So pressure cooker, it's always there, right? But it's how you are actually looking at it, how you're framing it or potentially reframing it that's going to make it or break it for you.

[06:30] **Michelle Russell:** I love that because I think in our industry, in the events industry, there are people who are in this position of leadership of their teams, yet they're highly executionable.

[06:42] **Aline Badr:** Right.

[06:43] **Michelle Russell:** So they're doing the execution as well as the strategy. And I just think that switching between the two is very difficult.

[06:52] **Aline Badr:** Right. And, you know, the what comes to mind as you say that is that when you are leading, you know, a team of people, that means that you've hired the team to do the job.

[07:02] **Michelle Russell:** Right.

[07:02] **Aline Badr:** And you're still doing the same job. And so to me, that begs the question is what are you really getting out of the weeds? You know, what's important about being executional? What might you be running away from? Right, right. And so when we get senior in our roles and we hire the right people, right, to do these amazing jobs, let's let them do it. Yeah, let's let them do it so that we have that free time in our seniority to strategize, to reconnect to our purpose, to reconnect to our why, to understand what's the direction that we're setting for our team so that we are actually opt, optimizing the experience of our team rather than continuing to do the same thing, you know, all the time. Right.

[07:46] **Michelle Russell:** There's learning to delegate and learning to.

[07:48] **Aline Badr:** Delegate, letting go, removing the control.

[07:51] **Michelle Russell:** Yeah, I think that's really hard for a lot of people, but particularly meeting professionals who need to have control over everything so that things don't spin out of control.

[08:03] **Aline Badr:** Might rebuttal to that. How's that working for you?

[08:07] **Michelle Russell:** Well, on site it has to be pretty under control. Right. But I guess in the leading up to it, are there ways to manage that? Something else I was really interested in, just because I feel like it's something that I do, is self sabotage. So you talked about 10. I'd love to hear what those are. I don't know that you had time during your session to really go into them. So what are the things that we do that we sabotage ourselves?

[08:36] **Aline Badr:** Yeah, I love that question. Thank you for asking it. You know, this is research that's based out of Stanford University and it's written in a great book called Positive Intelligence by a fantastic professor. His name is Shizat Charmin. And he talks about this idea of sabotage. It's not a foreign concept. We've been talking about whether we think positively or whether we think negatively for a long time. But it's great when people give us, you know, frameworks from which we can work with. And he's done that and he's created these sort of ten different patterns that we think. And so it's an assessment that, you know, people take to understand how their thinking is either sabotaging them or moving them forward. Now when you hear the word sabotage, you are automatically in that self consciousness space, automatically in that judgment space, you know, of. Oh my gosh, I didn't realize that this is what I'm doing to myself. But every single pattern that you get in the result, and usually there's like these top three that really run the show in your mind. There's something wonderful about them. Right. And it's the essence of who we are. So for example, you have a Hyper achiever as a pattern, or you have a controller as a pattern, or you might have a pleaser as a pattern. What's wrong with pleasing? We need empathy in the workplace, right? However, when we take it to a hyper mode, when we're pleasing just to please, because we're actually wanting the validation ourselves. Right? This is now sabotage. Controlling. Right? Controlling. That is a phenomenal leader. That is somebody that has a strategic vision, that has independent thinking, critical thinking, they know the way, they

want to show us the way. But at what point do let go of the wheel and let people do the job that they need to do and get so again, there's this duality between the things that really work for us and then the things that really sabotage us. This is what I was saying in the session. Thoughts can both set you free and limit you. And we have to be aware of how they're working for us or against us. And so those patterns just give you a little bit of a framework to identify what pattern am I in right now? Right. And how do I get myself out of it?

[10:40] **Michelle Russell:** Right. I think many of us have this tape playing in our heads and we don't even realize that we can stop the tape and.

[10:48] **Aline Badr:** Exactly.

[10:49] **Michelle Russell:** It just becomes our entire environment is in our head. So it's good to recognize that. Be self aware. With your extensive experience in coaching C level and high potential executives, how do you guide leaders to balance operational demands with strategic vision? We kind of touched on this.

[11:12] **Aline Badr:** Yeah. I mean really the, the immediate thing that comes to mind, and I have said it, it's to let people do the job that you've hired them to do. And that's one of the biggest things that we struggle with. You know, some of my clients that I've worked with. And so you're at the C level and you're still doing the job that you did when you weren't. Right. And that's problematic for you and the team that you're hiring because you're not letting them actually develop and you're not freeing your time. So this is what I mean. When we are, we are the roadblock, we are complicit in the reality that we find ourselves in. And without, without that work of awareness and having a clear view of what is actually happening in our mind and in our behavior, it would be very hard to get out of the execution. And so, you know, this is what I see with my clients and especially the high potentials that are looking up to get up to the C suite, for example, you know, learn this thing F. Because that's what you need at that level to actually create that lasting impact that I talk about. You know, and so what I see is the work of developing awareness, understanding how I'm showing up with people, fine tuning building routines within your everyday to try to remember why are you here. Right? To really sit with yourself and have that reflection, you know, exercise that routine that you build as a senior leader to ask yourself questions and stop and listen to yourself and understand what's really happening. Otherwise you're just going, going, going, going, going and you're not being strategic about the next move that you're making. Right or not really seeing that you're overtaking a conversation sometimes. And sometimes, you know, you must let yourself stop talking so that your team can start to show themselves and what they bring to the table.

[13:02] **Michelle Russell:** Great. While you were talking, I was thinking about how hybrid and remote work has really changed and what the most recent news was. Just that Amazon is requiring all of their employees to be back in the office five days a week. And part of the discussion around that is trust and feeling that you can trust your employees even when they're not under your watchful eye. So I'm wondering, how has your practice changed since COVID with. With this, you know, new environment? Not that remote work is. It's always been around, but it's definitely more common now. And I think it's now become like a flashpoint conversation at different organizations.

[13:47] **Aline Badr:** Yeah. And I think the word that really pops up for me is intention. You know, a lot of us post Covid have to really be intentional about the connections that we are building online because it's easy when you know, you have the person next to you. Right. And that's. I think what Amazon's doing is choosing the easy way out. Right. I mean, there's different schools of thoughts of it, but I think this is what businesses end up doing. They really look at what is easy for them, you know, not for the people that work for them.

[14:15] **Michelle Russell:** Right.

[14:15] **Aline Badr:** And so I think since COVID and this idea of options and hybrid work, you know, I think when we talk about diversity, equity and inclusion and this. I'm not taking us in a different tangent, but just when people talk about diversity, equity and inclusion, they talk about having diversity in the room. Great. So you have a bunch of diverse people now. You're including people, so you're including their thoughts, you're including their backup. Excellent. Okay, good. We're on the right track. Got diversity and inclusion. Where people lose it is in the equity piece. And what is equity? Equity is looking at the individual needs of people. Right. Equity is about adjusting yourself and your business strategies and your business processes, which is a difficult job. Right. Not saying it's easy.

[15:02] **Michelle Russell:** Right.

[15:02] **Aline Badr:** But this is how we win. Right. When we. When we talk about this idea of post Covid, people are out. There's different people that want to work in different ways. People never knew that they could work from home now, and now they like it and they want more of it. Yes, indeed. Life has changed drastically and people are quite outspoken about what they want. And it's our job in leadership to listen and to figure out maybe not Exactly. Give them exactly what they want, but at

least to make them feel heard, seen and to try. Right. I think a lot of us would win if we try 5%. Right. Of giving somebody 5% of what they need. We would win a lot more on business cultures. And I think, you know, this is really my view and how I'm helping people in their leadership, you know, of teams that are not there with them, that they're not monitoring them. Right. You know, I would argue that by listening to them, that by allowing them maybe 5%, 10% of what they really want, that that is indeed how you build trust.

[16:03] **Michelle Russell:** I love that. So this is more specific to our industry. What are some steps you would recommend busy event planners take to help them prioritize their schedule, which you sort of touched on before, to focus on the parts of their job that have the greatest impact?

[16:19] **Aline Badr:** Again, I will take it to self leadership there. You know, it's like, how are you spending your day? Right. A lot of us just go to the job, get the job done, whatever, what time we start with, whatever time we have lunch, whatever time we leave. Right. We're not actually being mindful of how we are showing up inside that job. And so I think from my perspective, it's that self leadership piece that you put into your calendar. The moments where you check in with yourself, the moment that you'll be mindful. I mean, I talked about the five senses that we have inside our bodies that are free and accessible to all of us. We breathe. What we don't notice that we're breathing. So how about we just notice that we're breathing for a minute? Right. I think we can all afford a minute during the day. And I think these are the little things that make the greatest impact, you know, but they sound so simple that people dismiss them.

[17:08] **Michelle Russell:** Right.

[17:08] **Aline Badr:** And so I just say try, try for a week, try for a week. And add a couple of minutes during the day that you schedule consciously inside your calendar to remind you to breathe, to remind her to listen. Right. To the sounds that you're hearing, to remind you of touch. Right. All of those things that help you calm your mind down so you're not spinning and in reactionary mode and actually can be quite a little bit looking a little bit, you know, wider and understand, well, maybe I shouldn't be in that meeting. Maybe I shouldn't answer that email right now. Maybe I will wait, right. To gather myself before I actually speak to that person. These are the kind of things that put you more in the strategic mind versus a reactionary mind. But again, you know, it sounds so simple.

[17:56] **Michelle Russell:** Right.

[17:57] **Aline Badr:** That sometimes we want these complex solutions. Right. And only then. Right. Can it actually make sense. And then we try it, and then we just. It just doesn't work because it's so complex.

[18:08] **Michelle Russell:** Right.

[18:08] **Aline Badr:** So I'd say give yourself a week. Try these little moments in the day when you're reminding yourself to breathe, when you're asking yourself questions, you know, that would help tremendously.

[18:20] **Michelle Russell:** I think part of that is just taking a break from the screen and just getting up, sitting is the new smoking. There are times people, I myself sit for hours on end and you. You don't realize how much time has passed and you're almost numb.

[18:35] **Aline Badr:** Exactly.

[18:36] **Michelle Russell:** But I don't know that you can do those other things without getting up and just detaching from your phone, from your screen. And like you said, paying attention to your senses, listening, whether it's to nature or you're in a city, to cars, to traffic, whatever.

[18:55] **Aline Badr:** I think for me, it's moments during the day where you find yourself again. Right. I talked a lot in the presentation about this concept of us, you inside the team, inside the business. But it's so easy for us to look at everybody else and what everybody else is doing or not doing, and the last place that we look is ourselves.

[19:16] **Michelle Russell:** Right.

[19:16] **Aline Badr:** And so finding those moments to find yourself during the day, you know, when you can be in choice again. Right. Are absolutely crucial to maintaining, you know, your. Your impact and your ability to thrive in any business.

[19:29] **Michelle Russell:** Right. Your mental health.

[19:31] **Aline Badr:** Absolutely.

[19:31] **Michelle Russell:** Your mental health.

[19:32] **Aline Badr:** Yes.

[19:34] **Michelle Russell:** So this, I love this question. How do you personally assess your own growth and what steps do you take to stay at the forefront of leadership development?

[19:43] **Aline Badr:** Yes, I do.

[19:43] **Michelle Russell:** And this may lead into what you're working on on your next book, because I'm curious about that.

[19:50] **Aline Badr:** Sure. Yes. I mean, I'm quite active in the person that I am. Right. I'm quite active in who I am. And there's many ways that I do that. But one thing that stands out, you know, most of the time, for a lot of people, they. They often say, oh, ask people what they think about me. I ask for feedback whether I do it casually or I, you know, I ask my close friends or whether I ask, you know, people I work with, you know, I really pay attention to the words and the essence of what people are saying. And not all of it, you know, I agree with, but some of it I should hear. Right. And I think that's really, really important practice for me on how I develop, because it's not just about introspection. It's also about how you're coming across, right? So if we think so highly of ourselves, we can look at ourselves through, you know, rose colored glasses and everything would be wonderful. But I think it's really important to get a different perspective from people and ask different types of people within your life about you.

[20:51] **Michelle Russell:** And how do you ask them without it being like, enough about me. What do you think of me?

[20:56] **Aline Badr:** Yes, I make it very specific. I say, you know, I'm, you know, I'm doing some feedback. I would like to hear some feedback from you. I'd like, you know, tell me one thing that's working well and one thing that I can improve on, right? And then so I even do that casually with friends. Perhaps it doesn't sound exactly as professional as that with my friends, but I'm often wondering, you know, how do they feel about me, you know, and what is it that I could do better to be a better friend, you know, and so those are the kind of things that I do. But I'm a journaler, right? So every single day since I was 16 years old, oh my goodness, I have been journaling. And I think that's really important because you need to download this stuff and kind of look at it. A lot of the solutions, right, that I find is simply by putting my thoughts out of my head. You know, I think there's such massive problems here, but once I write them down, they seem trivial. So, you know, and then I take courses and I'm always, you know, improving. And I feel, like I said in my presentation, responsibility is one of my favorite words in the English language. And I take it quite seriously. I don't just respond because somebody needs something from me. I really look at am I the right person for what they think they need. And that combination has created what I think is a terrific life, you know, for me.

[22:17] **Michelle Russell:** So, and so the next question is, is what is your focus of the book?

[22:23] **Aline Badr:** Yes, the book is, you know, and it's funny, I just had a conversation about books and publishing because I'm in the process of publishing, you know, and writing my book. And so is this your first book? Yes, it is indeed my first book. Wonderful, Very excited, wonderful. Lots of imposter syndromes happening, as I tell you that. But yes, indeed, yes, indeed. I am writing a book and the book is about deep confidence. It really is about deep confidence. You know, I talk so much in the model of coaching that I've created about the three Cs. They are clarity, they are confidence and they are credibility. And here's the thing that I find my clients always needing more time on, and it's confidence. So deepening our confidence right. In ourselves so that we know how to remove the advice that we want to give and let somebody actually tell us what they think about the subject that we know so well. That's deep confidence. Deep confidence is seeing your faults and being okay with it. Right. Deep faults and knowing that you're nervous but doing the job that's in front of you anyway. Right. That's what deep confidence is. And I'd love to really share that, you know, with the world. And. And deep confidence is the work that I do on myself all the time and the work that I've seen wonderful leaders do on themselves as well. So this is what's really generating impact in the world, deep confidence. And that's, you know, what I'm hoping my book is going to be about.

[23:44] **Michelle Russell:** I love that. That's a great title.

[23:45] **Aline Badr:** Thank you.

[23:46] **Michelle Russell:** Are you using. Is there any research that's come across as you're working on this that you have found really interesting?

[23:53] **Aline Badr:** Yes, there's various different types of research, you know, that I'd like to include. But I'm also still curious, you know, and I think that I'm looking and I'm asking and we're looking to see, you know, what else that I can include in the book right now in the beginning stages of it. But absolutely, I'm going to need some research because it's not just about what I think about the topic.

[24:11] **Michelle Russell:** Right.

[24:11] **Aline Badr:** It's also what other people have studied and try to get to a happy medium on this topic of deep confidence between what I've seen in my own life, what I've seen with my clients, leadership and life, and certainly what other people have studied, you know, and explored as well.

[24:28] **Michelle Russell:** I think there's a difference between confidence in women and confidence in men. I think that women may have, at least my generation, may have struggled a little bit more with feeling self confident or having deep confidence. Although I think in some ways the deep confidence you're talking about is emotional intelligence. And I think women actually have a little bit of an

advantage there in the way that we're brought up or the way that we're wired. I don't know. Yeah, but is that part of your exploration is.

[25:01] **Aline Badr:** Yes. And I think here's what I'll say. There's two things here. There's. I'm hearing the general sort of perspective that there's a difference between men's confidence and women's confidence. And that is, in fact, yes, it's absolutely true that that exists. I've been very lucky, however, to have seen deep confidence in both men and women. I have been very lucky to have seen great empathy in both men and women. And so they do exist. I think perhaps we don't talk about them enough, you know, and I think on the men's side, perhaps showing too much empathy is not a good thing. And on woman. On a woman's side either.

[25:34] **Michelle Russell:** Right, right.

[25:35] **Aline Badr:** And so I think it's one thing to take, you know, a belief system or a statement that, you know, general public is making about, you know, a group of people. It's another thing to understand, well, what are we really saying here, you know, and what else can we find out about that statement? And, you know, who are the people that are doing it? Right. You know, and, and those are the kind of things I really want to highlight in my book because I have known so many amazing women that have tremendous deep confidence. But that distinction that you made is exactly that. It's not about arrogance.

[26:07] **Michelle Russell:** Right.

[26:08] **Aline Badr:** It's not about speaking up. Right. It's not about being the loudest voice in the room. Right. And so if a woman is trying to be confident by implementing those things, I would say that there's a little bit of a sabotage that's happening. There's a little bit of a blind spot that's happening there. What we really want is true deep confidence, right. That we work on by working on our emotional intelligence and understanding that level two and level three listening, which is what does the room need from me right now? What does this conversation need from me right now? Am I flexible enough in my emotional intelligence and my self regulation and my deep confidence to let somebody else speak to not have to say the last word? Right? And so that to me happens in both. I have seen them in both, you know, and, and maybe what I'll do in my book, and what I'm hoping to do is to highlight that that has worked, you know, and that is totally possible for us to actually emulate.

[27:07] **Michelle Russell:** Wonderful. Well, is there anything that we haven't talked about that you wanted to cover?

[27:12] **Aline Badr:** You know, I would love to turn this conversation on, on you, but perhaps that's not, that is not because I love to ask questions, you see, and.

[27:20] **Michelle Russell:** So, yes, you could take a turn.

[27:21] **Aline Badr:** Sure. Yeah. And for me, I think, you know, what I'd love to know is what's really important about these conversations that you're doing here, you know, at this conference.

[27:32] **Michelle Russell:** I think it's important for people to reflect, and I think that we don't have to. Your point? We don't make time to reflect, to tune into ourselves. I think for me, I think and speaking with people that I know, Covid really kind of changed that where we had more time, especially in this industry. This is a face to face industry. A lot of people were on the road an awful lot, attending conferences, putting them together, and when they were forced to stay home, there were a lot of disadvantages. I'm not saying it was a wonderful, wonderful period. It was horrific and scary and all those things, but it also gave people a chance to reflect on the quality of their lives and to think about, well, do I want to go back to what I used to do? Because in some ways I'm much happier now. That was my experience. I think that's other people's experience. But we're also in an industry where it feels like we are just forgetting all those lessons and we're just in this, like, frenzy to get back to the way things used to be.

[28:43] **Aline Badr:** I love that I'm hearing, you know, it sounds like you're connecting something that happened to you and making it useful and purposeful in what you're doing and having these conversations and, you know, taking a moment, taking a beat, and really just talking to people and connecting in very real ways that was taken away, you know, during those couple of years of COVID. So it's really wonderful. And, you know, I see that alignment, you know, for you, between, you know, a purpose and what you actually do, and it's great. It's great to witness.

[29:12] **Michelle Russell:** Yeah. I think people are recognizing. We, you know, during COVID we had digital events and there was something lost without being able to meet face to face. So now that we have the opportunity to meet face to face, what can we do more intentionally to make that more meaningful for people?

[29:31] **Aline Badr:** Yeah. And that is what's important to me.

[29:33] **Michelle Russell:** That's what's important to me. Yes. And I think that's what's important to the people who you are meeting here at this event. I'm also curious about what was the reaction from people who attended your session and just talking to people.

[29:48] **Aline Badr:** Yeah. I have a couple people that have come up, up and just say, you've really made me think, you know, people say you've reminded me of things that I know are important, but they've slipped away, you know, and so it's wonderful. And, you know, my. My next question to them is that, what are you going to do about it. And so it's really wonderful the reaction that I'm getting. And here's the thing, I am not saying anything new. We all know this, right? But we need, we frame it in different ways and we need reminders and we need models and we need, you know, equations and, you know, certain plan plans to help us get back to ourselves. And so the reaction has been terrific, quite positive and couldn't be more thrilled, you know, with, with what I'm hearing. So, yes, thank you.

[30:32] **Michelle Russell:** There's a lot of great energy in that room.

[30:34] **Aline Badr:** Indeed. Indeed. Yes.

[30:35] **Michelle Russell:** Wonderful.

[30:36] **Aline Badr:** Yeah.

[30:36] **Michelle Russell:** Well, thank you very much for taking the time to speak with me.

[30:39] **Aline Badr:** Yes, thank you.

[30:43] **Magdalena Atanassova:** If you enjoyed this episode, do give us a five star review and subscribe wherever you listen to podcasts. For more industry insights, visit pcma.org/convene. Until next time.