

Leading Authentically: What It Really Means and Why It Matters

A conversation with Dr. Robbyn Wacker and Dr. Katrina Rodriguez
October 21, 2025 · about 37 minutes

00:01 Right. Well, hi Katrina. Hi, how are you Robbyn? Really great. It's really great to see you and thanks for hopping in and talking about this topic that I know both you and I have an interest in which is this notion of authentic leadership. Yes, I've had the privilege of knowing you for a number of years. So would you mind just taking a few minutes and talk a little bit about your leadership trajectory and a little bit about you? Sure, absolutely. Grew up in a rural part of Arizona. I was the first in my family to go to college. Eventually went on to get a PhD in higher education and leadership. I had the privilege of serving as a professor and a dean of students and vice president at multiple universities and I recently retired but I'm looking at some encore career items and maybe some executive coaching, got writing a book on my mind. So some some new things like that. You know, I think for me leadership really dawned early. You know, my grandmother was sort of the leader of our family. She wouldn't call it that but lots of opportunities to watch her, you know, in her humility and grace and and care. And then my dad was also in civic leadership as a mayor, as a council member.

01:22 So kind of seeing these different pieces and I also then was a section leader in marching band and I was the president of two clubs in high school. So I think sort of a positional leadership also kind of impacted me. And so I just sort of, I don't know, kind of fell into it sort of natural yet also modeled. So I think, you know, a little bit about my background anyway. Well, I know having had the privilege of working with you over the years that leadership is something you really care about and how you, what does that mean? Particularly in higher education and working in the spaces that we've worked in before and certainly authentic leadership is kind of one of the things you and I've talked a little bit about is it kind of a cornerstone to good leadership. And we'll get into this for in a second. But the notion that what sounds like a pretty straightforward, authenticity is a great thing for leaders to have. It's complicated, right? It's complicated and there are definitely pros and cons coming out about, you know, what is authentic leadership and that sort of thing. So why don't you, you know, in your head as you think about leadership and authentic leadership, what does, what, how do you define it for yourself? What does that mean?

02:39 Sure. You know, I leadership obviously has so many definitions and based on what models you look at and that kind of thing. And so for me, authentic leadership is about alignment and it's the alignment about, you know, who I am as a leader, how I lead. I think for me, it's rooted in my own self-awareness and it's a constantly evolving thing and knowing myself well, my strengths, my limitations. It's about my integrity and I think a commitment to serve, you know, in service to whoever my constituents are in this case, you know, a campus environment, students. And it's not about ego. It's about, it's not about like, here's what I'm going to get out of it personally. Now, I certainly do enjoy the work. It's hard work, but it's not so much about, oh, look at me. I'm, you know, I've achieved this. It's more about what is the collective as in the group that we're trying to serve. So it's kind of that, you know, it's alignment between values and actions. You know, are we doing what we say we're going to do? Or we say one thing and do something different, right? That is an engender, a whole lot of trust among our teams. You know, showing up consistently, I guess, congruently, you know, can you not talk about consistency a little bit later?

04:02 Because, you know, we have that human thing going on. So it's hard to always have the show up the way we want to. And that's OK. You mean we're not consistent all the time? What? You know, exactly. I also like the notion that authentic leaders lead from presence, not from performance, right? It's not performative. It's how do I be fully present? How do I, you know, name my mistakes and own up to my mistakes? So that's an interesting, I mean, you're making a distinction there between. So talk a little bit more about how you show that sort of thing. Presence and performative. So, OK, so let's see some examples. So I think with my team in particular, you know, it's it's easy. Well, as mistakes happen, you know, higher education in particular and other corporate ventures are it's it's complicated, right? Super complex. You're dealing with people with whatever it is that your business is about and trying to do the good work and, you know, moving advancing the the organization forward. So it's it's very complex. So I suppose.

05:19 It, you know, you could be performative like, well, we need to show these numbers. And so we're going to do these to hear my voice gets all weird. It doesn't feel authentic, right? We're we're we have to have these measures. We have to do it this way. And there is only one way to do it and and we're going to look good doing it right. So in my mind, that sort of feels inauthentic. It is a performance and a sense. Yes, it's a performance like look, you know, president or CEO, look what we are doing. Like, look at all the great stuff because we're going to, you know, we're we're going to show up in a certain way that feels like a performance. I think I think leading from presence, you still can say, look at the great work we're doing, but it's about being present with the team in the sense of, OK, so here's what we're being asked to do. Can we collectively figure out what is a good way forward? Here's some metrics we have to meet. What are some ways we can get there? Really having an opportunity to engage with the folks that we're working with and hearing them and coming from a humble place to say, I'm not really sure how to how we're going to get there.

06:34 Like these are some of my, like, you know, worries or OK, here are some of my concerns. But I believe collectively we can figure out how we're going to get there and meet the metric. And then when I'm talking to the president and CEO to say, OK, so here's what we did not. Here's

what I did as the senior leader. So I don't know if that helps. It does. So let's unpack this for a second, because I think there's some really interesting things you brought up there because you talked about when you gave that example, you talked about engaging your team, right? And having that, you talked about humility and so on, which I would put under the bucket of values. You value engagement, you value humility. You talked earlier about trust. So it seems to me that authentic leadership requires us to sit down and say, well, what do I value? So so have you gone through that kind of conscious thinking about, well, what do I value in my leadership that form the foundational approaches to authentic leadership? I have. You know, I guess in the work that I've been able to do, we do a lot of values work like, you know, where we're really talking about, well, what do I value? If I had to break it down into five values, you know, from hundreds, what would that look like?

07:53 So I have spent time on that. And I think also some hard lessons along the way. Let me learn. I can share one with you if you like. Yeah, sure. Go ahead. OK, so when I was a new director of a department, we worked with students, student leaders and building budgets for their programs. And so I had a unit that. Would benefit from from the money that we were able to get through the process. So I have a student who's going to do our presentation, which was standard. And so I had a vice president who came to me and said, OK, here's what you're going to do. Here's a strategy. Pretend it's a Monopoly game and you're you'd send your student in there to get this money and, you know, here's some some sort of weak links. You probably can can pull that money from so you can get more. So I'm like, you know, because if you don't, then that means maybe you don't get to do as many programs or hire students or whatever it was. And I'm thinking part of it was fear. Vice president telling me how to do this. And I got caught up in my own competitiveness. I actually happened to love the game of Monopoly. I try to leave my competitiveness on the game board, not in my work because I'll tell you what happened. So I go to her and I say, well, here's what we're going to do. And I need you to do this and this.

09:09 And she just looked at me with this disappointment is how I felt. She said, you know, these are my friends and colleagues and nobody has enough money to do everything they want to do. And if I do what you're asking me to do, then I'm taking from these people I care about and they have important programs to Robbyn. I looked at her and thought, oh my goodness, what did I just do? And I said, you know what? You go in there and you be your true self and you do what you think is right. And we've already practiced the original way that before I talked to the vice president. So of course, after he hears about the results and I go to his office and he's just not happy with me and how, you know, I told you what to do. How could you let this happen? And I said, and you just stop. I got caught up in the competition. And let me share with you what the student said. I said, you creating a situation of the haves and the have nots. And that is detrimental to the students who we are ultimately here to serve. So I agreed with her and we did not take that tactic. And he he was surprised that I really. Pushed back on him. And it was a huge lesson for me about listening to my instincts. And, you know, in the next 25 years to come, I've worked with budgets and many budget reductions.

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And so that was such a a kernel of insight because it really helps me to think about. How do I be present when we're talking about tough budget decisions that ultimately can impact people's lives if we have to do layoffs or any of those kinds of things? You know, a couple of things there, you know, if they take example, and by the way, probably a good learning experience for her too, because she was very cognizant of what she was trying to align herself and her. She had values of her friends and you know, and that there was a value underlying there, which is which is which is a great story. You know, I think I think one of the things so so, you know, what's key. I think what I hear you say is you have to spend some time thinking about what your values are correct. And and that's a super important piece, obviously, to this because then the alignment, as you're talking about the alignment of the values you've articulated versus then the actions. So so the other thing about your story, too, and one of the things that I read in the literature is that it's oftentimes a struggle to bring that alignment of your authentic leadership self in a culture that doesn't necessarily value that same kind of definition of authentic leadership, because obviously that VP was promoting a culture that was very different.

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So so talk a little bit about I mean, what's intriguing to me about kind of the criticism of authentic leadership is this tension between, you know, what I think is authentic and how I want to be a better leader in this space versus the roles we have or the job duties we have or the culture we work in. So there has to be some tension, right, that you've experienced. This is one example. But how do you navigate? You know, how do you navigate that tension of trying to be an authentic leader, but job duties and roles that might might make that difficult or challenging? Yeah. And that really is a tough place because we, you know, let's see, let me take it back a little bit. I think because for me, it's about that alignment, like what am I called to do in this role? Who am I serving? And keeping that as sort of the North star. And so there are times when I have to bring up, I have to have a hard conversation with somebody to say, let me share with you why I don't believe this is in service to students, right? Or our constituents. And, you know, this is the culture and this is what we're talking about.

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But ultimately, who does this serve right now? Asking the question and having change are two different things, right? I mean, sometimes you can start making some end roads for people who maybe are interested in looking at it differently. I felt like oftentimes I've been successful in being able to bring up those conversations and not being afraid to do so. I think I temper, you know, there are times when I will have the private hard conversation and sometimes in the group to say, I want to put this on the table. There are also times when maybe the room feels somewhat hostile or there are individuals who come at things in a hostile or aggressive way. And I will make a decision about being so open when I show up. Now, does that mean I'm being inauthentic? I don't think so. I think it's about being discerning because it's an important point. Yeah. Right. And what if my goal is to, you know, OK, let's say we're headed in a direction and it's really going to impact students negatively in this case or our constituents where how do I keep working on something? It may not be in that boardroom meeting.

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It may be behind the scenes and talking to folks about why they feel the way they feel and trying to come to some kind of understanding or mutual understanding. And sometimes it works its way. Maybe we find a happy medium. Maybe sometimes it doesn't. And then we later come back around in another way, you know, down the road. So it's not a one and done. It's I think it's consistently matching those values- aligning the values with the work. And I think, well, I'll stop there. I've got a few more things, but let me let you. I know you're- I mean, I think that's great. A couple of things too is that, you know, this this construct of authentic leadership, obviously there's a continuum. You want to talk about it either authentic or you're not, you know, and you're always authentic. So no matter what the situation, you just be your authentic self. But the discernment means that there is some thoughtfulness about how you're not compromising your values if you don't in that meeting say, well, you're being a jerk. You would say that. But I mean, you know, say to call out kind of because your authentic self is about seeing the world differently in that sort of thing. So I think that's an important point that you pull out here, that it is a continuum, you know, and the discernment about when to do it. It's not this bimodal thing.

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Well, I'm always authentic or I'm not. And the other thing I know we've both been in situations about the values we hold, but yet either the context is making that hard or the role we play makes it sometimes challenging. And when you brought that up, I thought about, you know, one of my values as a leader is to respect people, you treat people with respect and always, always, no matter what. So I recall a situation where I had to let this person know that we were going to let this person go. And this person had been working remotely for a number of years. So I easily could have written this person an email or got on Zoom and gave this person, you know, like, so here's the decision that had been made and that sort of thing. But instead, I chose to fly where this person lived and have a face-to-face conversation, which I felt was more respectful to this person and treated that person with respect, even though the role, do it that way, I want to let this, you know, no one wants to be the messenger of a decision like that.

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But yet you still could treat that person with respect. So like you, I'm trying to figure out how this authentic leadership actually gets operationalized when sometimes our roles are like, oh, you know, like, this is, is this really treating the person with respect to let them know that decision has been made, let them go. And I know all of us in leadership positions have difficult decisions to make. So it's just kind of your conversations makes me think about the discernment. You know, I didn't let go of my values, even though I had to do a difficult thing. Right. Yes. Yes. Well, you know, and similarly, there, there was, I had a similar situation. A staff member was prepared to fill a position and some things had shifted and I had to let her know that that wasn't going to be possible any longer. So I went up to her office and I, you know, I asked her, can I come up when you have a minute? I went up and talked to her and I let her know, you know, I know you're counting on this. I know it's a disappointment, but you know, we're not going to be able to do it right now. You know, we can look at it again and down the road and her eyes welled up. And I'm like, Oh my gosh. But you know, I'm like, I'm ready to hold that space with her to be present. Like, I know this is hard, hard work there. They don't have enough people as it is.

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- 18:22** And now they can't fill one more. And so I said, I know this is hard and just trying to have some compassion. And she said, well, it's disappointing that I can't have the role, but that's not what my tears are for. And I'm like, okay. She said in my 20 years of being here, nobody has ever come to me and told and shared with me the information and told me why I would get an email or I wouldn't even find out until much later when I was just told, Oh, that never got approved. She said, so the fact that you would even come and talk to me is I've never had this before. And Robbyn, I guess I felt like, Oh my gosh, this is sort of like people one-on-one. This is respect trust one-on-one, right? Like, of course you're going to do that. So it was very, um, it, I don't know, to me it felt like, like with what you're saying to go in person, to talk to this individual. It just, it's just what you do, right? So for me, the authenticity, it's so much easier just to send an email and say, sorry, you didn't get that. I mean, but that's not, that doesn't engender trust in the organization or in the individual. Right. Yeah, absolutely. And you know, I want to go back to this, this, uh, notion about, um, you know, so is your authentic self, what does that mean exactly?
- 19:46** And we've, we've drilled down. So what's it there's it's formulated on the values and what your values are. And so people can come and say, well, my value is that I'm going to be direct and I'm going to let people know exactly what I'm thinking. That's what I value. And then you sort of spin down this rabbit hole that says, well, is that authentic? I guess maybe it's authentic leadership, but I keep going back to this notion that the things you've talked about, you know, engagement, humility, building trust, treating people with respect, the literature is pretty clear that those con those, those things are highly correlated with job satisfaction, right? And now comes in that kind of thing. So I don't know. I mean, I'm trying to get out this notion that if your authentic self is not a great authentic self, that that's still okay. I don't know. Can you talk a little bit about that too? I mean, I think you've touched on it, but it, it feels like that's where we all get hung up. You know, if my authentic self is, is to be right, no matter what. And that's true to myself. Isn't that okay? Yeah. Well, I guess, you know, I suppose that for me, it comes down to also leadership effectiveness, right? Like how do you want the best? How, okay.
- 21:02** Let me start that. I believe people want to be successful in their roles to what end, you know, it all differs. And some people could argue against me. That's okay. I do believe that people want to want to do their best. I think they want to enjoy their work. And maybe that's been my experience in higher ed, right? Um, so, so from that point, you know, I guess as a leader, how do I allow them to learn, coach, um, be their best selves to do their best work in a complex environment and have them feel good about what they're doing, even for the things that are so difficult, right? Or that don't feel good, but to know that they did their best and they, they gave their all, if you will. Now realizing there's lots of, we can put holes in all of those things, but that's the premise I come from. And I guess, I think I got a little stuck here. I think to be able to, yeah, no, keep going, keep going. Yeah. I think to have them, um, so for me, it's about what the opportunity to, to do, to have them do their best. I'm stumbling. Apologize.
- 22:18** And I, and I think that that goes to this ongoing notion, right? It's continually moving. And so we're, we're, it's not like just a static thing that we do one time, but it's, you know, how are we

helping them to reach their goals? And we can do that through influence and coaching and helping. Cause sometimes people will come and say, I have to do this. I have to let somebody go or I have to give them feedback and this person doesn't take feedback. Well, how do I do this? Well, how do I help them to do their best because they have to learn how, right? I can't step in and do it for them. That doesn't work. And I know it's not a dichotomy, but to be autocratic and say, well, you just figured out, you just do it. I don't want to be bothered with you, or you need to do it this way. To me, maybe some people respond to that. Well, I guess because I don't, that just mean that's just not something I'm, I don't use that as my standard. So I don't know if I'm answering your question, Robbyn, I'm kind of all over the place. No, I think you are. Well, listen, listen, that's why this is such a great conversation because this is complicated. I mean, we read things that's like be your authentic self and we say, yes, let's go. And then you kind of go, wait a minute, how do I do this in an environment? Like you said earlier, it's like we work with people and they come in and they have different, different ways of being and all of that stuff.

23:39 So it really, it really is complicated. So I actually appreciate the fact that what's like, let me process this. The other thing though, one of the, and I'm sorry, I think it was one of the authors that wrote a piece about authentic leadership in the Journal of Leadership Development just kind of really put it in very succinct terms for me because I grapple with the same thing. What does it mean? What does it not mean? But he said, authentic leadership is striving to be one's best self at work. Now that makes a lot of sense to me because your example of coaching that person instead of just say go in there and do it is really an investment in helping that person be their best selves because it's not going to be the last time they have to make a hard decision. So if that's the framework, whether as leaders, no matter our roles, what we're trying to be is our best self, knowing that we're human and that we might not always be our best selves because we're not that way at all. We were talking before we got on about, I want to be healthy.

24:57 I want to be my best self. And you know what? This week was not so great. I wasn't so. So I mean, I think that there's this notion, I mean, you say, you know, you were focused about what you value. And part of that value is the investment in others, right? Growth and development and that you're aligning your leadership behaviors, right? Because we talked earlier about taking this construct and putting it to action. I mean, I think the great thing about working with you is it feels like it's it's very comfortable and automatic. I'm not sure you've been thinking about it consciously. Right. Because you just sort of worked that. Now, I shouldn't say just magical. But I think over the years, you really worked on trying to figure out what that what those values of leadership look like for you. I absolutely have. And I, you know, I do feel like it's a constant work, you know, and I guess because it's not it is complex and it depends on who you know, your team is, what the environment of the institution is, what's coming in externally that may be putting pressure. You know, do we have stakeholders in other arenas that are impacting the work that we do or change change for heaven's sakes, COVID, you know, little things like that, that, you know, it's constantly in motion.

26:24

And so it's not something we can I don't think it's a turn off or turn on. And. I think the consistency of it. And for me, it's, you know, I feel like always having worked, you know, either colleagues on a team or the staff that reported to me really thinking about. How do we problem solve together? You know, if we've got an initiative that we're building something from the ground up, OK, let's let's formulate some teams. Let's, you know, different teams will have a different part of the assignment and letting people have a voice, letting them share in the decision making, letting them bring up their frustrations and validating those frustrations. You know, and even if I don't maybe maybe have a feeling of, OK, that frustration, maybe we can work through that or maybe I have another perspective, but it's still how they're feeling. So how do I validate that and then figure out how do we move into a place of motion? And some people don't want to sit with that listening to people's frustrations. Now, I don't let it go on and on, but I think it's important to get that stuff on the table. Otherwise, it sees behind the surface and it goes out there and there's a lot of, you know, when people talk to each other behind the scenes.

27:43

But how do we maybe minimize that back channeling, that, you know, conversations that are really stirring behind the scenes and let it get out on the table where maybe we can do something about it. I can't tell you the number of times, you know, folks at the table were talking through something and the great ideas that come up, I'm like, oh, I would have never thought of that. Why aren't we going to work synergistically versus autocratically? Now, again, I'm I'm polarizing those two things. But if I just tell and tell and tell, then it's only my one mind. Let me be synergistic with the group and get their input and push back on their ideas as they're pushing online. Yeah, absolutely. And I think I keep going back to this as you describe it, you know, that I think I don't put words in my that that's authentic leadership, right? You go back to this values that you don't know everything. You want people to have a voice and help you help you create whatever it is you're creating. Now, ultimately, you're going to make the final decision. But those are what you value. And as an authentic leader, you're going to try to make itself in these spaces. So I get the thing. Will you come back? Can we talk more about this? I like a part two. Yeah, I would love to. So much.

28:58

I just I just have a, you know, something maybe we could we could end with. Is and then and then maybe next time talk about some other things around how do you operationalize this with your teams? Because, you know, I think what we've been focusing on today is ourselves, you know, how do we define authenticity as a leader and then do those values align with what we know in the literature is associated with great leaders and and is appreciated by by staff and colleagues. Right. So we spent some time talking about that. So maybe next time, part two, we can talk about how do you work with teams because now you've multiplied, you get a multiplier effect. Yes, all these different people. But before we do that, maybe we can end on on something. Sure. I listened to a webinar yesterday, actually, which is really was a was a thesis about how authentic leadership isn't that great. You know, maybe we just maybe we've just put too much of a halo around this kind of thing, which it made me think right about about this. But but is there is there a time when when you feel like you have to be careful about your authenticity or particularly as a woman and a woman of color?

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Are there other kinds of scenarios or that you have to be kind of careful about being an authentic leader in spaces? Have you have you can you think a little bit about that? Is it are there some some cons to to authentic leadership? Well, you know, probably one thing I haven't talked about is, you know, the sense of being vulnerable with teams or, you know, colleagues. And for me, vulnerability is strength. I love Brené Brown's, you know, work on that. But there are some situations and or, you know, leaders who might use that vulnerability against me or who have right, who maybe maybe I didn't discern as quickly. I tend to trust pretty heavily before, you know, as I walk in it. And I would say 98 percent of the time it's great and it works out fine. The two percent, you know, it's it's been trouble. Great. Yeah. Right. So I'm not going to give it up. But I you know, it's and I've gotten better at sort of figuring out a little more quickly, like, OK, I'm not sure I can fully trust this person yet, so I'm going to tiptoe in.

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And so when I feel like they've taken advantage of that or use that against me in some way, or maybe I've shared some things that then I'm hearing they're telling other people. So, you know, or maybe things maybe not something's personal, but some things like, OK, you know, based on their position in the organization, I shared some things that weren't necessarily widely to be shared with the team just yet and then finding out that they went out and shared that information. Right. So really diminishing that trust. And so, yeah, I think again, it's that discernment where, wow, that didn't that didn't work out so well or that had a detrimental effect opposite of what I intended. So, yeah, I think it's. You know what I mean? But I wouldn't do it up. I do. Yeah, right. Exactly. I think that's a really important piece to that. Then I say that I've worked on as well as the discernment. That doesn't mean that I'm not going to treat people with respect or I'm not going to trust or all of those things. But I think I think because if we don't have the discernment, what you just talked about. So, for example, if your team hears of something about what's going to happen from somebody that you had in what you thought was their confidence, not having that discernment then ended up then you having to sort of mend the fences with your team.

33:08

So it doesn't mean that you're not being authentic or trustworthy or what. It just means, well, I'm not sure this is the appropriate time to do this because. Yes. So I think that that's an important piece, too. I love the conversation that we're having about how it's it's not this cut and dried thing. It really is contextually. You're trying to sort out how to navigate it. But the important thing, too, I guess, is that you're not giving it. You're not you're not walking away from your values. You're just thinking about how to operationalize them different with different kinds of people or situations, right? Right. Right. Because I think authenticity and I'm going to fit alignment with what you're doing. The work that you're called to do, the role that you fill your own values and ways of, you know, having mutual engagement with people, it's not cut and dried and context matters, right? It's not I'm either this or I'm that. That's too simple. Right. It is this continuum. And there are so many factors in and out of there that it's you're kind of it is constantly emotion and, you know, things are going to happen. Sometimes if there's a lot of pressure and I'm having to make quick decisions or have to move quickly, I sometimes forget to ask questions or I just am going.

34:28 And then all of a sudden, you know, or somebody will say, well, I didn't know you're doing that. I thought we talked about this. I'm like, oh, boy, I got really caught up in moving too fast. Now, is that inauthentic? No, but it doesn't necessarily align to the values and and the congruency with which I desire and and I'm trying to be about, if that makes any sense. Yeah, absolutely. Absolutely. So so listen, thank you for the conversation and thanks for the folks that watch this and hung in there with us to try to unpack this. Is there any sort of homework you would give to people that are watching this and thinking about this because it kind of dispersed notion of what does authentic leadership mean for oneself, first of all, right? And then next time when we get together, we'll talk about teams and that sort of thing. But do you have any homework that you want to give folks? Yeah, I guess thinking about, you know, when have you been at your best in your leadership role when you're working with others or what, you know, what did that feel like? What did what sort of I don't know what values were present as you did that work and when were you vulnerable and what did that feel like? And I suppose looking at work what worked really well and maybe what was really either a tough lesson or well, that didn't go so well.

35:51 But even in the tough lessons, you know, what did you gain from that? You know, and maybe that's a good place to start in thinking through these. Yeah, OK, that sounds great because part of what you're suggesting too is to start honing our ability for self-awareness. Right. Yes. And kind of that feedback loop to say, oh, that didn't that didn't go great. Like your example with the student. Right. You know, your feedback loop was like, wait a second, that doesn't feel right. So I think that that's great. If so, people who are watching this, if you can think about those times, that would be fantastic. We also have an opportunity for you to comment. So as you're thinking about this, hopefully we've heard some ideas and comments. We certainly welcome your feedback and thoughts about this. And then we'll do a part two. And maybe there's a part three because it's so complicated, but certainly a part two. We'll get together and talk a little bit about, OK, now let's expand it to a workplace context where you've got peers, right? Colleagues, but also the staff that you're working with and maybe a culture that isn't quite ready for authentic leadership. Too scary, right? Or we'll see. So, so be thinking about that. And when we get together next time, we'll talk, we'll try to unpack that a little bit more.

37:08 Awesome. Well, thank you for the conversation, Robbyn. So great to be with you. Yeah, absolutely. Have a good rest of your day. You too. Bye bye.