

**LEARNING UNCUT EPISODE 34:
MAKING THE MOST OF A CONFERENCE – EMMA WEBER AND JD DILLON**

Michelle Ockers: Welcome to another episode of Learning Uncut, I'm Michelle Ockers.

Karen Moloney: And I'm Karen Moloney.

Michelle Ockers: Today's episode is a little bit different from our usual format. This is a professional development special. We did do a professional development special back in episode 17, in January 2019, where we reviewed the responses our previous guests had had to a sign-off question we used to use. We used to ask everyone "What's the biggest thing you do for your professional development?" And one that came up a lot was conferences. So today, we're talking specifically about conferences with two guests who've been to a lot of conferences this year, Emma Weber and JD Dillon. Welcome Emma and JD.

Emma Weber: Hi.

JD Dillon: Hi.

Michelle Ockers: Now that was a very brief "hi" but for those of you know JD or are listening carefully, you may have detected an accent that's a little unusual for the Learning Uncut podcast. JD is our first guest who's not from Australia or New Zealand and we decided to give JD honorary "down under" status for this episode based on him coming down to Australia in June for the Australian Workplace Learning Conference.

Michelle Ockers: JD, where are you joining us from?

JD Dillon: I'm in the States, in Orlando, Florida, just outside Orlando where I live. The best way for me to locate it for people really is to say "Coming to you live from Walt Disney World," because I live about a half a mile behind Walt Disney World. So more people tend to know where that is than where I actually live.

Michelle Ockers: It sounds great. Why would you want to be traveling around the world going to conferences?

JD Dillon: It's fun to visit but when you have fireworks every night at about 9:00 or 10:00 in the evening, it gets a little bit tiresome. Living in the world of tourism, especially if you don't work in the world of tourism, you need to escape every once in a while. So from a conference perspective or just a kind of a general professional perspective, I enjoy the travel even from a personal side just because I can get to see non-tourist cultures and go to local places and things that I haven't heard off that don't have 3,000 locations and that type of thing. So that's always welcomed.

Michelle Ockers: And Emma, some of our listeners may remember Emma Weber from episode seven, which was about her work on development of chatbot for learning transfer. And Em, when we asked you about your professional development practices, you jumped straight in there and said "definitely conferences", and I have been tracking you as you go to conferences this year. You've become a bit of a conference junkie. Tell us a little bit about the range of conferences you've been to in the past 12 months.

Emma Weber: I've probably been a bit overindulgent in my conferences, but it's just ... cause I have so much fun. So I think I started in LearnX towards the end of last year, Learning Technologies across in the UK beginning of the year. Across to the US for ATD, AITD, of course in Australia, the Australian Workplace Learning Conference, I think we're now called and then I head up on Saturday to the HR Tech Fest in New Zealand.

Michelle Ockers: Wow, that's a lot of acronyms. We're going to have to spell some of that out in the show notes.

Emma Weber: Yeah, we may have to. We need the calendar.

Michelle Ockers: Absolutely. And JD, how about you over the past 12 months, list some of the conferences that you've been to for us.

JD Dillon: All of them. Especially in North America, I generally attend, specifically to speak at, any large scale HR learning and development event. So in North America, it'd be things like ATD International Conference, DevLearn, Learning Solutions, AT Technology, ATD Core 4, Society for Human Resource Management, et cetera. In the past 12 months, I think I've been off of North America twice. One, obviously, Australian Workplace Learning Conference and then a little over a year ago, or just about a year prior to being in Sydney, I was at Learning Tech Day in Gent, Belgium. So those are my two international stops, in addition to my North American circuit.

Michelle Ockers: It's a helluva lot of conferencing.

JD Dillon: I go to a lot of conferences.

Michelle Ockers: So obviously you see value in them, I mean that's a lot of travel, it's a lot of expense. Is it really worth it, JD? What's the value in it?

JD Dillon: This is one of those answers that doesn't have an answer in it because I think it entirely depends on who you are, where you are in your development as a professional, what problems you're trying to solve at that particular moment, what your job is. There is a big difference between me today, and the work that I do now, and the organisations I work with now compared to me eight years ago when I think I probably went to my first learning and development conferences in that general timeframe. When I was still pretty "young" in the

profession and hadn't been to an event before. It was brilliant because the first professional event I went to in this space was the ATD International Conference and Expo. So I started slow, with 12,000 of my best friends.

Michelle Ockers: It's a massive event.

JD Dillon: I had a bit of a run around trying to figure out "What's going on in this profession?" And then since then, things have changed for me considerably. So I think the question of value, it ranges the gamut from I see a lot of people get value of it just because they get to leave the office for a couple of days and have time away. A huge value to me is still the fact that I get to go see people who do this stuff enough and care about this stuff enough to go to a place to learn more about it, I think is a huge value. And then I get to the actual content of the conference, as a value. So I think that, depending on the person and depending on the event, I think it's a wide ranging value proposition variation, if you will.

Michelle Ockers: It's interesting that you talk about experience there before content, in terms of what you're looking for out of a conference.

Emma Weber: Sorry JD, I was just thinking around the value piece. I think when you look at how many conferences JD and I possibly go to, my intention around value is maybe it wouldn't be valuable for everyone to go to five conferences a year, but actually if you're saying "I'm committed to this profession. I'm committed to my personal growth." I may go to a conference once every two years, or once every three years.

There's something certainly that I've found about going to the same conference consistently, has really helped me build up relationships at that particular conference. So I think a lot of the time, the value is what you actually put into it. But I'd think about your own strategy as to whether actually I could get maximum value if I just went to my local conference, or I really want to extend my network and thinking and therefore I might go overseas. So it's quite a complex value equation that as the CEO of my company I try argue with myself the whole time, of how I've got budget to go to another conference. And it usually comes up "yes" but yeah, everyone's got an individual value equation.

Michelle Ockers: That's interesting but for many of our listeners, they are going to be working in organisations. They firstly have to make a choice around time out of the workplace and investing in their professional development. Secondly, there's the question of who's going to pay? Are they going to pay for that personally? Are they going to ask their organisation to fund it? So there's a question of linking back to organisational value as well, right? And it's which conferences, if any, are you going to go to?

Michelle Ockers: So I know the answer that you guys give me to the next question might not be the answer that other people going would give because it's such a personal value proposition, I think it's what you both said, depends where you're at, what

your goals are. But which conferences have you found the most valuable and why? Perhaps we'll start with you, Em, on this one.

Emma Weber: Specifically? They are each so different that they each have a different reason for being and therefore give different levels of value. I think because consistently I've been to ATD in the US, for ten years running, not ten years consecutively but ten years out of the last 16, that gives me a lot of value because I could be walking through the ATD corridor and recognise people from previous years and really building those relationships.

I think Learning Technologies in the UK really stretches my thinking for the quality of conversation that they have. So that would be my second pick. But that is not to negate at all any of the local conferences because I wouldn't be without the Australian Workplace Learning Conference, which is a great place to go to be with your peers and to really learn actively from each other. So that's not a very short list.

Michelle Ockers: How about you, JD? Are there are certain conferences that stand out as really high value to you or is it a bit of a mixed bag for you as well?

JD Dillon: Is this a bit of a rigged question where I have to say the Australian Workplace Learning Conference?

Michelle Ockers: No, you do not.

JD Dillon: I very quickly realized the value is in the conversations with people in the hallways and who you sat at lunch with and who you are able to connect with in person that maybe you knew from Twitter for a while, and now actually getting to connect in person furthers that relationship in a meaningful way that's going to be of high value to you going forward. More so than "Look, a company I've heard of's logo is presenting at 2:00. I have to go to that." That's kind of odd for me to say given what I do but that's not the heightened value.

So to kind of bring that around, nowadays I see the most value in events that really put the conversation forward, in the programming. And now it's turning into a much more focused regional conversation. Where even if everyone's not from the region, it's a smaller event with 200-300 people, where you spend a couple of days together and you actually feel like you're together for a couple of days. And you can have more in-depth conversations. For me, a huge value to that, is grounding in "What is happening in people who do different roles in this industry, on the ground, in the work," given that I'm a little bit separated from that from type of activity. And that really helps me.

But before anyone gets at me, I still love DevLearn, still love ATD International Conference, but I really like those smaller, conversation based activities.

Michelle Ockers: I think, in terms of our own journeys through conferences, it's really important for people who are just starting to go to conferences, they may not have a big network. So that whole "It's about the conversation", that may be something that isn't quite where they're at and where they're going to get the most value, out of it. Certainly starting to build the network but I think having a good look at who's speaking, what they're speaking on, can be great for an injection of fresh ideas, good case studies, things you can take away from the conference and actually use in your work, as well as the network. I think that's important to remember. I know we've all been, in this conversation, going to conferences for a long time. There's probably people listening who are fairly new to conferences, so it's good to keep them in mind as we're talking as well, I reckon.

And I think, speaking of conferences and what makes a good conference, Karen's going to explore that now with you guys.

Karen Moloney: Yes, I think we'll be touching a few things that are coming out for me, around a good conference are sometimes the smaller events and having conversations as opposed to having to absorb content. Being able to create relationships with people. Em, let me ask you, what are your other good ingredients for a good conference? I mean, a conference is a big investment, in terms of time and money, so what are the things that stand out for you when you're looking at what you're going to attend that year?

Emma Weber: Partly it would be who ... if there's particular keynotes that I'm really interested in and want to actually hear those people speak. Also the variety of different tracks or a variety of different learning within it. When I first started going to conferences, and again, this may be to your point a little bit Michelle, but I really solely focused on learning transferring and evaluation and I would rarely go to a session outside of transfer and evaluation. And now, I'm kind of much broader in the sessions that I go to. But I might choose to focus on one particular track or one particular learning and go deep and then just do a couple of sessions outside of that.

I think the variety and also the quality is very important. And I think certainly that one of the things, particularly for Learning Technologies UK, the way that they run that conference is each speaker is sort of mentored by another speaker and all the slides are reviewed ahead of going to the conference. So I know when I'm going there that quality-wise, all those sessions have already been peer reviewed, in a way, for the quality. So I think that is important but having enough time to also have the conversations. And Michelle, I think one of the interesting things is even when you're starting out, as much as you kind of think the content and the information is what's going to be important to you, when you actually start building relationships with others and talking to people in the lunch queue and when you're buying your coffee. This is the thing I find challenging now compared to 10-15 years ago, to actually stay off my mobile phone during those breaks and remember that the breaks are as valuable as the content itself. That's for me, what makes a good conference, having time to connect with people.

Karen Moloney: I think it's interesting. Sorry. Just going back to your point, having the variety and looking outside your own space, is something we hear a lot about on the podcast. Where people are having success with trying new things is that they're actually looking outside the L & D world, they're looking outside of their own space. Do you attend conferences, you mentioned HR Tech Fest, so do you step outside of the L&D sphere?

Emma Weber: I'm just starting to step out from L&D to HR but I don't think that's a huge step. The other type of conferences I've attended are for female entrepreneurship, and entrepreneurship in general is another side passion. I think I'd just say whatever your passion is, follow that tribe. And often the tribe congregates at a conference, whether that's even online. I mean, look at some of the online conferences that are now happening as well. I think that can be super valuable too.

Karen Moloney: JD, I'm posing this to you because I think you'll really tell me the truth. Pet hates or turn-offs about conferences, let's be a little bit controversial, come on.

JD Dillon: Sure. Over reliance on big name keynote to try to sell a conference. I get keynotes sell tickets. There's no ifs ands or buts about that. I've been to the same event over multiple years and seen the profile of the keynote change and also watched the size of the audience change. So not to call anyone out specifically, but when you get an Oprah, people are coming to see the Oprah. But there's got to be ... the back half of that program has to match up for what you handed out as the opening moment. There's that piece.

When I look at conference programming, I would say over programming the conference to the point where people feel like they have to run. They feel like "If I don't get there 45 minutes early, I'm not going to get in the session that I want."

I think the over programming with familiar names and/or logos. Just because you've heard of this company before doesn't mean they have something interesting to share with you. I think attendees have the same challenge in getting mystified by "I've heard of them, I will go to that session." Without really digging into, do they actually have a story to tell that's related to what I'm interested in? Or am I just getting distracted by the fact that they're a big company? So there's that.

And on the other side, something related to what Emma said. I'm increasingly a fan of curated programming. I enjoy conferences that strike a balance. I don't want a big conference to have 100% hand selected, only their go-to people because it doesn't give an opportunity for new stories or people who don't have a name, haven't written a book, to get into the mix.

I enjoy events that kind of find that balance between curating a program that's really going to drive the conversation forward, have high quality people that

they know are going to deliver value to people who are paying a lot in terms of time, money, resources to be there but at the same time, give people opportunities to learn something new, see something new. Especially kind of along what you all said, bringing conversations from outside our particular field.

Karen Moloney: And Em, in preparation for conferences cause this a big thing, it's not just about turning up on the day and reading the program and deciding what you're going to go to, how do you prepare for a conference and how does that differ from what you feel you should do?

Emma Weber: I do think there's a big distinction there, Karen, between how I do prepare and how should I prepare? I would love the luxury of being really structured and saying "Okay, what are my goals for this conference?", and choosing through the program ahead of time and being really quite strategic around it. And sometimes that happens. That's typically if I'm going overseas and it's on a flight overseas, and I have time during the flight to actually make that plan.

But I think that the key thing for me is not what happens before the conference, it's what happens after the conference. And as slack as I am at preparing my time before the conference, which would no doubt give me some benefits, I think the bigger benefit is leaving space in my diary after the conference to do my follow-ups, to reach out for people. Especially if I'm overseas, I always try to have a completely free day the day after conference to just sort of regroup, go through who I've met, who am I immediately intending to follow-up with?

It's the same as learning. The minute we get back in to our day-to-day role, it's much harder to then keep in that conference mindset and following up with those new people that you may not know what the immediate value is or if it's going to be a long term conversation on what the benefit is, but certainly that is where you get the value from the conference, when you either follow-up with people or take action on what you've learned, or regroup on your notes. So yes, I think there's a preparation piece, which I'm probably not the best at but the follow-up piece is, I think, where the bigger bang for buck is.

Karen Moloney: Absolutely. And whenever I go to conference, I find myself ... I'm kind of in a conference bubble for a couple of days, and meeting people and creating conversations and taking notes and writing actions down but then, you're right, if nothing happens, if it all stays in my notebook then it's been a waste of time.

In terms of what you do during a conference, so do you ... I think I'll ask you, JD, this one, do you try to do a bit of everything? Is there somewhere that you focus your efforts particularly? So do you always make a point of going to the expo? Do you network during breaks? Do you get on social media, do you share on Twitter? What are some of the key things that you do at the conference?

JD Dillon: Sure. This is one of those topics that has changed considerably over the years, kind of as my relationship with conferences has evolved. But I'd say that I

realized something important, the first time, I can't distinctly remember it but the first time I missed a session because I was too engaged in a conversation was kind of one of those meaningful moments. This is what I should have been doing the whole time, not running room to room to room. So I think for me it's scheduling myself at the conference a little bit more like I schedule myself for work, in terms of "What are the things I have to be in?" I just can't miss this for one reason or another. Leaving myself plenty of time during the event to wander, to have a conversation, to set up time "Let's follow up later," and have a later. I'm maniacal about pre-work, before I get on location which I think makes things easier for me, in that regard. I'm a pretty heavy sharer. I'm bad at taking notes, if I write notes in a notepad, I will never look at them again.

Karen Moloney: Same. Never do.

JD Dillon: It just happens, right? This is my entire life. However, if I take notes in an open forum of some type, I am much more likely to come back to that conversation. So Twitter became my notebook, with regards to how I can engage in conferences cause then I can sort back through my feed and see what I was actually saying in context, or maybe related to other content and some other things. Now I actually curate different things I see through social feeds during events, to kind of pull together a shared place where people can get different resources that I thought were particularly valuable.

Karen Moloney: JD, that's the complete opposite for me because I find that if it's a session which is really important for me to be in, I will take my notes and that's ... I'm not tweeting at all because actually I'm being selfish and my notes are what will help me move forward. And if it's a session that maybe isn't as important to me, I will tweet because that takes my energy and takes my distraction. So I'm just sharing because I think different people have different strategies, fascinating to hear.

JD Dillon: And I think the only other thing, I always look for activities at a conference that are maybe a little bit different. So what of the things that are at this event, that maybe aren't at others, whether it be content formats or what have you, I'm very big on events that give me a list of who's going to be there. Cause a lot of the times I either have to blast the internet to say "Who's going?", to find out if different people from my network will be there. So any time there's an attendee list and a speaker list, I break that thing apart to figure out if there are people that "Ah, I've never met this person. They seem like they know something interesting." So I can try to hunt them down, best I can, to say "Hi," and not just rely on "Who I talk to is who I happen to bump into while I was there," which isn't sufficient for me.

And then I always do take a spin of the expo, depending on how big the expo is. So ATD's expo is two football fields in size, I do not try to venture through the entire thing. And again, based on the amount of activities I go to, I've probably seen you before. So I don't necessarily have to use that. I tend to rely on other people I'm with to say "What have you seen? Was there anything interesting

there?" And then kind of take those recommendations in order to focus my time on something like a big expo floor.

Karen Moloney: Emma, is there anything else specific that you make a point of doing while you're at conference?

Emma Weber: I think particularly when I first started to going to conferences is just to go out and speak to the speakers at the end of the session. If you found it interesting, if you want to engage in conversation or even just to give feedback of any kind. I think that speaking to the speaker, especially when you're first going to your first few conferences, know that that is an okay thing to do and a great thing to do.

I think we touched on before, just staying off the phone as much as possible and particularly being away from work, if you are away from work, try and take yourself out of work. So that you're not checking your emails, you're not trying to do a conference call from an alley way or whatever. Not sure that I've ever done that but yeah, just try to be as present as you can at that conference to get that best conference experience.

Karen Moloney: Absolutely. Just a quickie question for both you, you've both been speakers at conferences, speaker versus attendee at a conference. What's your preference or are they just different types of conference experience? JD?

JD Dillon: For me, this kind of shades the rest of my answers a little bit, I've been to one conference where I didn't speak. And that was that first ATD International Conference. And that's mostly because those are the ones I could get to because I could take care of my registration fee that way. So when I was in corporate roles, prior to being on the solutions provider side of the fence, that's how I'd manage ... and a lot of times I'd take vacation from work to do it. But just because I could knock out that fee, that was the only way I got to things. I know events as a speaker pretty much, however within that, I think early days was very much speaker/attendee. I had my one hour where I was being the speaker person and then would be running between activities. And that slowly started to change into the more conversational. Picking the things that were of highest value, making use of my overall time.

Today I go to a very limited number of sessions but again, I'm maniacal about prep so I know what's there and I know maybe who I haven't seen before, what conversations are maybe new or related to a topic that I'm particularly interested in. So I can get much more targeted, especially because again, as a speaker, I'm there for a couple of different reasons. Maybe I'm there in support of my team, so I don't have to go back to work and do the "What did you learn for four days?", prove that it was worth it activity that I think a lot of people still have to do. Which I think is relatively unfortunate but my time is much more targeted. And I also tend to get ... I do a lot more than an hour. I tend to do a couple of hours worth of activities at events now. So I'm much more tired now when I go to events and I don't think it's just age. When it comes to ... as

opposed to before. You used to see me after the events stopped for the day. Now if I'm at a conference, you probably don't see me after 6:00 at night because I'm unconscious somewhere because I've been talking to people for the last nine hours and it's just exhausting.

Karen Moloney: An Em, similar question to you. I'm asking this because I'd like our audience to think about speaking more at events and getting out there and sharing their stories. A little bit, we talk about on the podcast is being brave and sharing your work because there's some amazing things happening but we don't know about them because they're happening within organisations. So I suppose I'm trying to get a sense for our listeners as to what it's like being part of a conference when you're not just an attendee. So, question to you.

Emma Weber: So I would say just be bold and step forward. I've got a speaking coach that I've had over the last couple of years. It takes a while to actually just gather your momentum and gather your experience, in terms of being a speaker. And so I would say just start on honing that craft cause it's another skill. But especially when you're amongst your colleagues and your peers, people want to support you and want to hear your stories and are there to support and to share. And there's lots of different kind of forums that you can start that and in different ways. I think even as a speaker, I really enjoy being the attendee as well and kind of swapping hats part way through the conference.

And I do hope this isn't part of my conference failing but I love the social part of the conference. Going out and having drinks and having catch up and having a laugh about what's happened, just with people who share the same interest as you. In the US there's this amazing thing you can do called "Meet to Eat" at some of the conferences where you literally sign up and you go to dinner with a group of strangers. And I would love that I haven't already got so many dinner meetings happening when I'm at these big conferences, that I can back to "Meet to Eat" because I just had an absolute blast on some of those nights. There's so much choice and opportunity, whether you're there as a speaker or an attendee when you go these events. I think it just opens up a whole new world.

JD Dillon: Yeah, I think...

Michelle Ockers: Sorry, go ahead JD.

JD Dillon: Just to say one thing to echo is I made a major mistake when I first got involved as a speaker where I tried to just throw my hat into the ring without a real understanding cause I hadn't been to a lot of things. So I didn't really know what the conference world looked like and I didn't ask for help, which was ridiculous, now that I look backwards. There are so many people who do this a lot, if you have any type of a connection to anyone on LinkedIn or Twitter, or you just look at a conference program of recent conference even if you didn't go. Just kind of look at the people that you know that are doing this kind of activity and just reach out and say "Hey, I'm thinking about doing this. What do you think?" Or

"Can you take a look at my story?", or "Do you think this would be particularly relevant for this activity?"

Rather than ... and having been a person who's also been on the other side of conference programming and been looking through submissions and things like that, you can tell the people who got helped and reached out to people and said "Help me craft a story to tell at this event," versus people who kind of didn't put that much effort in. Just look around if there's a particular speaker that you like, I can't think of anyone in this field who would say no to having a conversation with someone who's interested in doing this type of stuff, "If you could help me out, take a look at my slides," whatever that may be. Don't do what I did and just start throwing submissions around and realise "I am completely off the mark." And then I pulled it back in. Make sure to reach out for help and just leverage what's out there, like the learning people we should be.

Karen Moloney: And I think what I've picked up there, particularly reflecting on JD saying "If you're not exhausted at the end of the day and you need to go home and take a nap, then you're not doing it right." And you were saying "I'm firing up and I want to get out there." I think we all have different preferences, different tolerances for interaction, different things we want to get out of the conference. So for the listeners, I think part of the answer is know yourself but do put some thought into how you are going to get the most value for you out of a conference. And also, the connection and contribution angle because often, if we think about some of the Working Out Loud concepts, it's through generosity and sharing and contributing to others that we build the relationships and this is serendipity that happens around that as well.

Karen Moloney: So I think it's great that we've had both of you giving different advice on different ways you like to approach conferences. Thank you very much. And we have one final question, the new signature question we've know started asking our guests, and we'll maybe start with you JD, could you share one resource that you find valuable for your professional development?

JD Dillon: My own app would probably be a bad answer to that. I always come back to Twitter, even though I think the conversation is not as nearly strong as it once was, it's the place where I go to find anything. To find what people think about different topics, what the conversation is, what topics I'm maybe wanting to pay attention to. So I think curating a meaningful network of people to follow, I think Twitter and LinkedIn tend to be the best places I know to do that professionally right now but especially on Twitter. And I will plug Jane Hart forever. So if you're not connected to Jane Hart on Twitter, I think you're missing out on a lot of interesting information in this particular field.

Michelle Ockers: Okay, and we will share a link to both JD's Twitter profile and Jane Hart's Twitter profile as well as Emma's. We don't normally share Twitter profiles but I think after that, we should. And Em, what about yourself, what's one resource you find particularly valuable for your professional development?

Emma Weber: I was finding this tricky today Michelle because the more I look at it, a lot of the things that served me best in doing what I do in Learning and Development, is keeping on top of my own personal development, rather than professional development. And things like just looking after my own self care.

Michelle Ockers: It's really important. I talk to a lot of people about how do you thrive in today's workplace and the stuff around looking after ourselves is really important.

Emma Weber: Yeah, so I'm just back from a fitness boot camp in Thailand, I'm feeling fired up for being fit and healthy, after my one week of exercise for the year. So I have renewed emphasis on self care. We're so passionate about learning, we work so hard in the space, I think the more we can do to support ourselves, that helps my professional development. So I know that's a bit of a curly one for that answer, but I think it's my truest answer right now.

Michelle Ockers: I think that's a really valuable insight Em, thank you. So we will also include a link to LinkedIn profiles for Emma and JD in the show notes, plus some of the resources that we mentioned along the way. And Karen and I have both curated a stack of resources about getting value out of conferences and approaches to conferences, so we'll add some of those in as well.

Michelle Ockers: Thank you so much Emma and JD for sharing your experience and insights with us today.

Karen Moloney: Thanks guys.

JD Dillon: My pleasure.

Michelle Ockers: And for our listeners, if you are finding Learning Uncut valuable, please take a moment to rate the podcast and leave a review comment. Share it with your colleagues, share it through your network, have conversations using hashtag Learning Uncut. The more we can continue our conversations around our development and the direction of the profession, the more we all benefit. So thank you.