



Transcript for S11 E04 Exploring the Social Brain with Tracey Camilleri

Cathryn Barnard (00:42)

Hello and welcome to a fresh episode of the Future of Internal Communication podcast. I am Cat Barnard flying solo today because Dominic and Jennifer have gone AWOL on me. But for you guys listening in, I think this is a good thing because I am about to have a really fascinating conversation with today's guest who I met, I think at the start of the year, please tell me it wasn't further away than that. But when we met, we couldn't stop talking. And we haven't been able to stop talking since we actually joined in the podcast room. So I am delighted to welcome Tracey Camilleri to the podcast today. I don't know how many of you will know of Tracey and her work. But there was a book that was published by Penguin in 2023 called The Social Brain which Tracey co-authored with Samantha Rockey and Robin Dunbar. And it was a fascinating read, the subtitle, The Psychology of Successful Groups. And I know that many, many, people applauded it on social media. And I think the book has done a lot to move forward thinking about how teams and groups of individuals perform optimally within work settings. So I am delighted to welcome Tracey, as I say, she is in parallel with having co-authored the book. She's one of the co-founders of Thompson Harrison, a leadership and organisational change consultancy.

She's an Associate Fellow at Oxford University Saïd Business School where she was Director of their flagship Oxford Strategic Leadership Programme from 2012 to 2022. And without further ado, I just want to welcome you, Tracey. Thank you so much. I'm so excited for the conversation we're about to have.

Tracey (02:48)

Thank you, Cat, and it's wonderful to be here and I've been looking forward to it as well.

Cathryn Barnard (02:53)

Yes, I really can't wait. I have to say that I was keen to dive into the social brain as soon as I heard about it, not least because I have always been enthralled by team dynamics. I think it was probably sort of nine, ten years ago where I first came across Dunbar's number, the work that Robin Dunbar has done to investigate the optimal number of people that the average human brain can retain knowledge about. I know you're going to tell me much more about that, but tell us about the book and what led you guys to write it.



Tracey (03:35)

Small question. It's great to be talking on this podcast, not least because my first company was an internal communications company. So my heart is very much there with your listeners. But we wrote this book because, you know, it's our take, I suppose, on the future of work.

Tracey (03:56)

We have been interested in and I suppose why we partnered with Robin, who is an evolutionary psychologist, is what doesn't change about human behaviour? We are in love with the shiny new, with everything that changes and of course, you know, it's a cliché to say that things are moving so fast, but we have always been intrigued with what rumbles beneath the surface, what is always there.

And in addition to that, what are the conditions for human thriving? All three of us were fascinated by what makes a group more than the sum of its parts. That wonderful sense of kind free energy you get when you're with a group of people and somehow you are all contributing to one another in a hugely productive way.

The book's got quite a lot of science in it, but it's also very pragmatic. Lots of practical ways that people who work in teams can think about, understand and reflect on how they can contribute to that thriving, and particularly for communicators. And I think, just two last points Cat, and it's such an interesting, we've just been talking before we remembered we were supposed to be doing a podcast. It's such an interesting moment of redesign of work, you know. And there are so many opportunities for us to be more expansive, more creative. I mean, let's face it, things didn't really work either before the pandemic. I'm noticing that there are kind of two schools emerging that kind of return to office school, know, Amazon, I think, Santander, PwC all have in the last two weeks sent out memos saying, hey guys, you know, for the sake of our culture, for the sake of the whole, it's back to the office. And then Keirs Starma yesterday saying it's much more productive to work from home. I think, we can talk about that, but on the whole, you know, spoiler alert, I think it is important for us to come together as human beings.

Tracey (06:07)

So just lastly, there are three real lenses in our book. One, the evolutionary, biological, chemical business of what it is to be human. Two, we've been very interested in scale. Size of groups. I mean, it's a book full of numbers. And the third is around environment from literally the space we're in to the kind of culture, tone and environment we create for, productive working.



Cathryn Barnard (06:37)

Gosh, so many riches in there. And it is really interesting that you raised the points about some of the developments of the last week, two weeks with big organisations issuing their RTO mandates or as you say conversely, UK government saying, work from home forever. And I think what we were talking about as we came on air is these are very binary narratives, aren't they? They're either or narratives. And of course then those either or narratives will leave most organisations that are still attempting to navigate the hybrid work conundrum with converse views. We've just exited, we were talking about this before. I think we've just coming to the end of an era, the playbook era, the era where the internet provided, a panorama of five steps to this or, 10 things to do to achieve that. And of course, one of the features of the future of work is mass customisation where, any organisation that wishes to sustain itself needs to remain in constant discourse with its primary stakeholders to understand what their emergent wants, needs and expectations are, which cannot of course be done without continuous communication. But this piece around, I love what you've just said. What do we know to be true about human behaviour across millennia? And what do we know to be true about well -functioning communities or societies or just groups of people that enable great things to happen because I'm reasonably sure what we have learned and what sits on the kind of the documented historical record is not a binary this or that. It's a lovely smorgasbord of things of variances with some underpinning consistencies, things that are true regardless of context, which is what I think your book explores.

Tracey (08:58)

There's so much there. I would like to come back to your idea that things have become very binary. And I mean, one thing that Robin, as a leave illusionary psychologist, is really absolutely certain about is that one of the remarkable things about human beings is our ability to thrive in small groups where we have a sense of relationship, we know and we are known, a sense of obligation, where there's collective intelligence, there's protection, there's psychological safety. And I think back to your point about the binary, we either think huge or for very, very understandable reasons in the pandemic, we started to even more than before, focus on the individual so that in designing organisations, spaces, ways of working, the exceptions have trumped the collective lots of times and it makes it, people are, really struggling with that. And we come back to our unit of identification being the small group, the thriving of the small group, which is where as human beings we're at our best. And I think one of the things that really surprises us at the moment is how few companies or organisations are developing social strategies with the same kind of rigour that they're developing financial strategies or marketing strategies or digital strategies.



(10:41)

So we see all over the place people being required to come in, but when they come in, they're just on the screen because the rest of the team haven't come in or marketing comes in Tuesday, Wednesday, Thursday, but finance comes in on Friday and Monday and now the twain meet and they start to get out of sync with each other. Very few companies are really thinking about to your original point about there's not a playbook. This is horses for courses, you know, and actually really, really take being serious minded about designing the shape of work that works for your workforce. But I still think that we're not thinking in terms of the thriving of small groups, which for me are the units of performance, innovation, trust, impact, growth. And we're going either towards everyone has to do something or we're designing around individuals, neither of which I think is sustainable. Sorry, but that was just responding to your...

Cathryn Barnard (11:50)

No, no, and it's a really interesting point. And it reminds me, there was a report that came out for, think from the Chartered Management Institute late last year, pointing to the paltry numbers of people that hold management positions today in the UK who have never had any training in management. And so we are an economy that is trying to operate without the tools and education that is needed, urgently needed to help small groups of people flourish. And we were talking about this off air, an organisation of 10,000 is stymied and stuck by its size. The only way that you can create traction and movement is to break that organisation down into its constituent parts that, almost like the smallest viable team number. And then team by team help those individuals flourish. But if the team leaders and the managers themselves don't have the education and the tools and the techniques and the tips to enable small team flourishing, then the whole thing is just to complete. Well, it's a joke, isn't it, really? I mean, it's a desperate situation.

Tracey (13:12)

Well last week, we were in Oxford, we were in the Botanic Garden and we were gathered around with the wonderful Deputy Director of the Garden, Chris Thorogood, and he showed us the underside of a giant water lily leaf with all its veins and its fractals. And that for me is a really interesting sort of shape for an organisational design where actually you grow big by, accreting smaller units that share values, that share purpose, but you're absolutely right. Where leadership and management is devolved to those units, where there is human relationship at every single point in the organisation. The pyramid is such a fragile beast and particularly in a complex system change generally comes from the edges, you know, and I was just struck looking at that huge water lily leaf and its coverage, you everything was in contact with the surface and I think you're absolutely right. Teams have got too big. We have so much so many requests for helping people with performance management and I



think when you're largely virtually and in teams that are too big, there is inevitably free riding. There's a sort of sense that I'm sort of here, but I'm not really here. And I think you're right that that layer of, whether it's middle management or even senior management who actually don't know how to engage, how to lead, how to make things matter for people is really acute at the moment. And it's something we sort of see everywhere.

Cathryn Barnard (15:10)

And again, reminded of another data point, sorry to be that nerd, but the IC index, this year's IC index pinpointed what is most important for people at work. So this was a survey of some 4,000 UK workers, mostly permanently employed, but some freelance. And the data showed that people who were in non-management positions, what did they most want out of their manager? They wanted to feel, listened to. So it comes back to your point, and I can't remember exactly how you phrased it, but feeling that sense of not belonging so much as just feeling seen, seen at an individual level. I feel like my manager is interested in what's going on for me.

Tracey (16:04)

Gareth Southgate I know he's not now the manager of the England football team, but I love the way he actually talked about exactly what you're saying there. He said, anyone who joins my team must have a felt and developed understanding of how the story would be different if they weren't in it. And I think that is, that is a high, yeah.

Cathryn Barnard (16:30)

Sorry, that has given me absolute goosebumps.

Tracey (16:32)

I think that's a high standard to adhere to, but actually, if you've got a team of 15 or so, everyone should have that sense, however junior they are, that actually things would be different if I wasn't in this team or indeed in this meeting. We did a lot of research, Robert, we talked to a lot of leaders, conductors of orchestras to entrepreneurs to ministers in government to CEOs, to generals in the army, so on. And this won't surprise your listeners who are communicators, professional communicators, but there were six foundational conditions for the thriving of teams. And that was one, a sense of connection, two, the ability to learn, to develop that sense of always being held still, being, having to repeat things again and again was, antithetical to thriving. A sense of fairness and shared values. An articulated and understood sense of what matters of purpose. What, I'm getting up, I'm



giving half of my life to this place. It needs to matter to me. I need to understand why. culture, the sense of stories and rituals, a sense of shared identity. And lastly, as you've alluded here, a sense of belonging, I matter, I belong here. I am seen, my work is appreciated, it is noticed. And as you know, we've done a lot of work on scale and as the scale increases, those things become fainter and particularly the belonging part.

Cathryn Barnard (18:16)

So interesting. And again, I'm just, running through some data points in my head. And by the way, listeners, I'm not going to try and regurgitate them verbatim because I will make a mess of it. But I, again, the IC index pointed to the number of people who either didn't know what their organisation's strategy was, which is massive.

But then furthermore, the number of people who didn't understand how their contribution made a difference to the strategy. And this again, to me, is all about how we communicate at work and how we create team coherence so that every single person understands the difference that their work makes. Because I can't think of anything much more disengaging than not knowing what difference your work makes. mean, goodness me, the infamous David Graeber wrote a book, didn't he, called Bullshit Jobs about, you know, the work that people do that is felt to be meaningless.

Tracey (19:30)

And the people listening to this podcast, the professional communicators are key to this, absolutely key. And I think too many organisations imagine that they sort of cascade down a series of messages and so everyone understands. And yet, in these cases, culture, it's about stories and it's about people being really good storytellers and often there are new stories that need to be told and the old story is not serving anymore, listening for what new story needs to be told. It's about gesture, it's about where are people focusing their attention? How does the space we inhabit actually reflect, you know, our purpose and values? Again, we were in Oxford at the Blavatnik School of Government and they were in a very lucky place to be able to design a building around what they were doing. We don't normally have that luxury, but they wanted it to be a cathedral of learning and there is a sense that we can get our spaces to do some of the work for us, you know. And it's a building, you go into it and it makes you look up and look out and actually everyone can see everyone. There's a sort of sense of communication through that. I think, you know, values, every decision that's made is an opportunity to advocate for the values of the collective. And yet so often the decision is made and that piece of communication that actually makes sense of the decision is not made. And so people are bewildered about the decisions. Learning, we sometimes feel like we've just got to come up with answers. Actually, communicators understand it's about formulating really good new questions. In an age when probably machines can answer any question we put to them, it's our job to ask very, very good questions, to be



curious. I think connection, we do communication training in some organisations about how do you give a presentation, whatever, it's very one way. But we don't do enough about how do you facilitate everyone's voices? How do you hold a really vibrant, productive conversation? I think the listeners to this have so many of the answers at this moment. The belonging thing, how can we be really invitational? How can we invite people in? You go into some offices, and it's like you're going through customs in a way. How do we keep you out? You know, security, blah, blah, And then sometimes you go into a place and you turn up and it's a huge office and they'll say, hello Tracey. And you think, my goodness, somebody really cares. We have a partnership with the V&A and they have there a director of welcomes. And I think that's just so interesting, you how are we onboarding people? How are we really back to the Gareth Southgate thing? You know, really getting to understand the people who are in our organisations so that they understand, what they can contribute. And I think we don't do this well, we assume it just happens naturally, it just happens but it doesn't just happen.

Cathryn Barnard (22:59)

And it comes back to this point that you raised at the beginning, how many organisations have a social strategy? And I've not heard that terminology before, but it's absolutely paramount. How many organisations in the United Kingdom today are invested in building a cohesive social strategy that includes and engages every single internal stakeholder?

There's some another set of interesting research around engagement that Gallup produces on an annual basis. And we are literally at the bottom of the European league tables when it comes to engagement. And yet in building engagement, creating environments where people feel welcome and feel encouraged to be their best at work. It's human work. It doesn't take a massive, massive budget. And let's face it, most organisations are financially anxious at the moment, given the state of the global economy. But this human work doesn't need to cost an arm and a leg. I just want to come back to you because this, honestly, I was hooked on the first page, very soon into *The Social Brain*. The book starts with what I thought was just a game changing sentence that I'm going to read aloud now. It is a leader's job to create an environment within which people thrive, both as individuals and as a collective. And that for me, when I read that sentence, I literally had some goosebumps and you've started to talk about communication and of course this is a podcast for internal communicators. Let's just dig into this a little tiny bit, the role that communication plays in creating these environments where people can flourish.

Tracey (25:09)

I definitely want to answer that question, I want to just come back to that sentence and the word social. You know, we think of social in terms of parties and Christmas parties and what happens when work is finished. One of the things we advocate for at Thompson Harrison



and in the book is to bring the social back inside the carapace of work. It is the work. It is the work and it is efficient to do it. And this word efficiency, it is so efficient because what it does is it creates the foundations for trust and for discretionary effort. And that is so valuable if you are doing new things, if you are doing difficult things together as the world changes. To have that is to have cash in the bank.

Tracey (26:05)

And I think at the moment, a lot of organisations are measuring a whole lot of stuff, you know, they've got sensors under the desks, somebody spent four hours at their desk, they're coming in, they're coming out. But why we help companies to develop social strategies is to look at what actually happens. Where are the moments at work where, people really feel they're being productive. Where are the moments of connection, the moments of belonging? What is going on? What are people doing when you're not looking? I was in an office the other day, had a huge, almost Putin -esque kind of board table and all these wonderful collaboration spaces. And then there were a lot of people kind of huddled in a corner. And the guy said to me rather ruefully, I didn't know why they're always there, you know? And I thought, you need to know why they're always there. You know, why does that work, that space and that place and that way of working? But back to your, and sorry, just the last point there is, people are lonely, people are atomised, people are depressed, people are stressed. I mean, you quote reports, there are lots of reports showing this.

Tracey (27:31)

The government's worried about that. There are a lot of sick days at work and a lot of money is being spent on mental health and physical health. But in the original definition of well-being by the World Bank in the 1950s, there was a third leg, which was social health. And again our co-author Robin cites a study that shows, you know, if you have had a heart attack, the most powerful thing that predicts your survival is having five close friends. More than giving up smoking, more than losing weight, more than the drugs, more than all those things. And actually having a friend at work, it's a question that Gallup asks, is hugely important and it's so efficient for organisations if it's a place where we look at the chemical responses and the biological responses. We have hormonal responses to being together. We've been very interested in endorphins, which is the brain's own kind of pain management system that are the kind of shared feelings that come, that create bonding and create a sense of belonging and inclusion. And those are often really, really simple things that communicators probably understand very well. Eating together, laughing together, anything done in synchrony, workshops, walking together, thinking together. In our book, there's a whole list of the sorts of simple things that can be done that don't cost huge amounts of money, that actually help shared experience. And we did a piece of research last year with Oxford about the kind of learning that had been most powerful for senior leaders coming to leadership programmes there. And it was experiential learning, that sense of shared experience really changed what people went and did. So I think the sort of social health of organisations has been underplayed, under-focused on, under-invested in, and



hugely efficient to actually turn our focus to that rather than necessarily individuals or, everybody back to your binary.

Cathryn Barnard (29:43)

And it's interesting, isn't it? Because back to the binary, and back to the sea that we're swimming in, all of us at the moment, it's almost countercultural, isn't it, to assert that social health, social dynamics, social flourishing is the medicine, is the cure to a lot of our societal woes? When you were talking just then, I was thinking about, again, a lovely documentary, I think on Netflix, Dan Buettner in the United States and his work to unveil the factors that underpin blue zones, blue zones being places scattered around the earth where people live into their hundreds and what are, you know, what are the lifestyle factors that enable these long lives and relationships underpin, it's not the only factor, but it is like you say about the, you know, the heart attack survival rates, it's the key determinant. And I, it also makes me think there's a longitudinal study, isn't there, in the United States? Was it Robert Waldinger, who's subsequently written a book called *The Good Life*? About the factors that underpin a good life and the social relationships, the sense of community, the sense of feeling held and supported by your non-blood family. I think that's lovely because one of the things that I often think about and I know I might be going off on a bit of a tangent is if you know that you're in your last weeks and months of life on earth, you will... It's on the record, you know, the palliative care nurses and carers tell us about the introspections of terminally ill patients and what they think about, what their regrets have been. Bronnie Ware wrote her book, *Top Five Regrets of the Dying*.

And actually it all comes down to relationship and the extent to which you felt loved and felt you were able to love. And isn't that just a, I mean, again, I've got a goosebumps moment. It's just a lovely way of thinking about life, I think.

Tracey (32:05)

You know, Cat, I think that's right. I mean, it's the spaces in between, it's the dynamics between us. Because it's invisible and hard to measure, we underestimate how important that is and what governs those relationships. And I think you're right, it's about whole life satisfaction, it's about social health. But I would say also, it's sufficient. If you're running a huge project and you don't trust the team running it with you and you don't really even know them really, really well, that is that is not a way to do things. So, mean, I think it is. In our book, we talk a lot about, you know, the difference of a virtual connection.



Tracey (32:58)

And one of the things we haven't really talked about here is scale, but perhaps it's not time to do that. But we were very interested in the growing pains and where, as a group grows, the pain points are and what happens and how leadership changes, needs to change in style at different scales. But also, how we spend our time and attention. I mean, we give about 60 % of our social time to around 15 people. Of course, these are averages and it slightly depends, extroverts and introverts are slightly different here. And, thinking about who those 15 people are is quite important. That's a dynamic group and the pain of moving people in and out of your circles of connection and they spread out like ripples on a pond if you imagine yourself as a stone. About 40 % of your social time is actually spent with about five people. And once you get to this number, 150, the Dunbar number, and Robin is the eponymous Dunbar, that is the point at which, as we said earlier in this conversation, relationship is heavy cognitive work. It's the point at which 150 is the maximum number really at any one time of reciprocal relationships that a person can have. And interestingly, it's the same virtually. I mean, the average number of Facebook friends is 149. But, you know, look at villages in the doomsday book, average size 150. Gaming communities, average size 150. Just had my wedding with my daughter. Average wedding invitation size is a huge study in America, actually, not here 150. Size of congregation in churches, on average 150 for people to be satisfied and thriving. That number suddenly is kind of everywhere. We're not saying organisations need to be only that size, but we need to be aware and be able to reflect that beyond that, the we, the us becomes us and them.

Tracey (35:06)

The reciprocal becomes necessarily transactional. We do not have the space in our brains. And as you turn to new projects, moving people in and out of your attention is traumatic. And, you know, we're not very good at that. And yet it's necessary. So what size group works best for what kind of task? There's a lot in the book about that. We spent a lot of time with groups thinking about their size and what was too big. And sitting with boards and thinking about how do you include all those voices? You really need very good facilitative leadership for boards if you want to bring in all the voices. And often that's not there. People are still leading in the kind top-down, cascading kind of way. Or leading through process rather than through shared voices. Anyway, maybe that's me going off of the scope.

Cathryn Barnard (36:09)

No, it brings me to another question. I mean, I think we could, I think we can both agree that we could be here for hours, but it leads me to another question. So based on all of your research and your practical experience of working with leadership teams with your work at Thompson Harrison, and based on what we know about the trends that are shaping the



future of work. What do you think organisations should be thinking about as they adapt their working practices so that they are future fit, match ready and able to adapt to increasingly complex working environments?

Tracey (36:56)

I think it is back to what we've already spoken about, which is actually developing social strategies, really being deliberate and intentional about where their people are, how they're working together, what works for them. And I think thinking in terms of the health of small groups rather than individuals, which of course we'd all love to design everything around individuals, but it becomes just too complex to design around exceptions to everything and to move away from the rules and everybody doing everything. But it does depend upon those six foundational conditions. Because if you don't have leadership, you don't have a sense of shared purpose, you don't have a sense of shared values, then you have chaos. And so I think that's for me at the moment is what's lacking in organisations. There's a sort of sense that it's all, this is the sort of thing that just takes care of itself. It's not taking care of itself at the moment.

Cathryn Barnard (37:57)

No, it's really not. I like the, I tell you what I do really like about what you spotlighted there is yes, we now live in a world where we are increasingly celebrating difference and diversity and inclusion are absolutely very, very, very important issues to assimilate within the working world. But in equal measure, we can't focus ourselves on individualism to that extent because we do need coherence in our workplaces and there does need to be give and take. And while I'm aware that, there's been certain discourse around organisational cultures becoming very exclusive and homogenous in recent years. We still need to abide by some semblance of rules within group settings in order that we can agree that there is give and take and that you won't always get everything that you want, but we can create environments where we can mostly get what we want, but it does require give and take because that's human cooperation, right?

Tracey (39:23)

I think that's right, it's give and take and whether it's rules, whether it's principles and fairness is hugely important to people. But I think it comes back to the most productive, if you look after performance, happiness of your people thriving, thinking in groups and actually designing ways of working that benefit those groups is, I think, what's needed at the moment and we're seeing a real dearth of it around the place. So that's what I'd say. I think really thinking in a serious minded way about the social aspects and by social I mean relational aspects of work in a social strategy.



Cathryn Barnard (40:08)

Well, I concur 100 % with your thought there. So one final question in service of our listeners who are by and large internal communicators. And I know we had a tiny bit of discourse about this beforehand because asking what one thing is just a nightmare question, but thinking about internal communicators, what one thing, loaded question, do you feel an internal communicator could take from your book and the ideas that we've discussed today and integrate into their daily practice?

Tracey (40:46)

Really value themselves. I think the communicators in organisations are often overburdened and we often see we come into an organisation and I don't know there's a culture change project it's the same it's you've got the brilliant professionals but then the people who are seen as natural communicators they are the people who end up doing everything, you know, they are the ones who volunteer, they are the ones who know people, who can tell stories. I often think they are undersung as are the professional communicators. And there's a sort of sense of, you know, the communication team will do this or, let's hand this to the communication team. And I think that this is a moment when internal communicators and external communicators need to really take themselves seriously. I know they already do, but to have the kind of gravitas and heft in an organisation where people see that actually they are the glue, they have the competence and capability that is so needed at the moment. And actually to move their work right into the centre of strategic thinking instead of the stuff that comes at the end to put themselves much more at the beginning of thinking whether it's about a social strategy, whether it's about any strategy that how we're communicating with each other I think is absolutely the basis of relationship, which is what we've been talking about through this whole podcast. So my feeling is that communicators, whether natural communicators, professional communicators are undersung, under-celebrated, and don't need to move themselves into the centre of things with more confidence and I think everyone would be better if that happens. I see them as being so important over this as we're redesigning the shape of work, absolutely key and core

Cathryn Barnard (43:10)

Well, I'd like to think that this idea of believing in the value that you bring, even if on a weekly basis, you may encounter instances where you don't feel that your contribution is valued as an internal communicator. I think I can paraphrase and say the anthropological



and historical record shows the value of communication within groups throughout known human history. Your work is vital work and societies cannot continue to flourish without communication. And so at a sort of microcosmic level, the organisation being the microcosm, your work is absolutely elemental to sustainable life. So I love, I love, love, love the fact that you've spotlighted that. And I can't thank you enough for this, for this, well, we've been here nearly 50 minutes. What a joyous conversation. And I hope it, I hope it ignites something in our listeners. So Tracey, thank you so, so much for your time today. And I really look forward to another conversation with you at some point.

Tracey (44:28)

It's been such a pleasure Cat, as always, to talk to you and you know these are important things we're talking about together so thank you for the opportunity.

Cathryn Barnard (44:38)

I bless you, thank you. Thank you everybody for tuning in today and we will look forward to, once I've tracked them down, naughty Dom and naughty Jen, I'll look forward to another conversation airing with you all soon. Thank you.