

A Better Place of Business

Episode 5: Transcript

Why executive well-being is the cornerstone of effective leadership

[00:00:00] **Linda Mzamane:** Today, we're examining a cornerstone of effective leadership, the well-being of top-level executives. In the orchestra of organizational success, these leaders compose and conduct the symphony that resonates throughout every level of the business. But what happens when the conductors themselves need a tune-up? Picture this. The curtains open on a post-pandemic world. The spotlight has just illuminated the significance of mental health. The chorus line, our society, has undergone a metamorphosis, challenging traditional norms and prompting a paradigm shift in how we perceive and address well-being in the workplace. As the echoes of the global pandemic reverberate, it's clear that executive well-being is not just a personal matter, it's the linchpin that holds the entire leadership structure together. Today, we embark on a journey to understand the importance of executives prioritizing their mental health, the effects of which cascade down to influence the heartbeat of an entire organisation. So how do we shift our thinking about well-being within leadership roles? Lucinda Bogdan, the Chair and Commissioner of the Australian National Mental Health Commission, shares her thoughts.

[00:01:19] **Voicenote:** I guess what I've realised is, um, two key things. One is, in addition to the knowledge, skills and abilities to do a job, it's important that you develop a philosophy around the work that you do. Um, and I don't think we touch on that in management training or even in our undergraduate training, but to actually think about what's the philosophy that will inform the decisions you make, the choices you make, and the approach that you take?

[00:01:48] **Linda Mzamane:** Of course, adopting a philosophy of well-being as the highest priority isn't always easy. According to the Harvard Business Review, despite the well-known benefits, many leaders remain resistant to the whole idea of self-care. This resistance often stems from a feeling that self-care is a sign of weakness, a feeling that they just don't have time, or just generally rolling their eyes at the entire concept. But there is a need for buy-in from every level of a company.

[00:02:17] **Voicenote:** It is vital we set a culture that is supportive of self-care. If everyone from the receptionist to the founder is willing to seek help and take care of themselves, it creates a company-wide habit that enables everyone to thrive.

[00:02:35] **Linda Mzamane:** Welcome to another episode of A Better Place of Business, brought to you by Life Health Solutions. I'm your host, Linda Mzamane. Leaders, perched at the pinnacle of organizational hierarchies, are not just captains of industry. They're architects of workplace culture, setting the tone for the entire symphony of productivity and innovation. As we unpack the layers of executive

well-being, we'll see how the decisions made at the top Reverberate through the corridors of every department. What happens when leaders prioritize their mental health and how does this deliberate choice impact the wellbeing of the entire organization? Our guests today are Kassie Naidoo, Creative Director and Partner at Photographic Production and Creative Management Agency, Lampost. Elizabeth de Stadler, a lawyer and the founder of Novation Consulting, a legal, compliance, and risk management consultancy, that turns the stuffy, legalese-packed approach to law on its head. And Pete Wharton-Hood, Group Chief Executive of Life Healthcare. Hello Elizabeth, Pete and Kassie. Thank you for joining us today.

[00:03:43] **Kassie Naidoo:** Hi everybody.

[00:04:45] **Elizabeth de Stadler:** Hi, thanks Linda.

[00:03:47] **Pete Wharton-Hood:** Hi and great to be here.

[00:03:49] **Linda Mzamane:** Nice to have you all here. We will kick it off today. I want to just ask for you to share your perspective on the evolving role of executive well-being in today's business environment. Uh, let's kick it off with you, Elizabeth. What are your perspectives on the evolving role of executive well-being?

[00:04:06] **Elizabeth de Stadler:** Well, I think that, um, you know, my, my central thoughts around mental health is, uh, leading Brene Brown. Um, they say steal like an artist. You know, the trends that we are seeing, and we do quite a lot of work with leaders in the legal field, um, is that there is an increasing understanding that it's not, um, you know, it's not necessary to be invulnerable. In fact, leading with vulnerability means that it is okay to, to speak about your own wellness, you know, and not to pretend like you're, you're Superman or Superwoman.

[00:04:42] **Linda Mzamane:** And you Kassie, what do you think about the evolution of executive wellbeing?

[00:04:47] **Kassie Naidoo:** I think that evolution is a very positive, very strong word in, in the question because it is an ever-changing landscape that we we're talking about in terms of wellbeing, not just for us as executives, but for, for the world at large, you know, since COVID, since 2020, we've seen massive changes on the planet in all spheres of our lives and being able to understand the changes that are happening and be able to comprehend and process that, I think is extremely important and on an executive level, it becomes even more important because whatever change you are going through as someone in a leadership role, it trickles down to the whole organization.

[00:05:37] **Linda Mzamane:** Absolutely. And as they say, change is the only constant. Pete, do you have a take on the evolution of executive wellbeing?

[00:05:46] **Pete Wharton-Hood:** Linda, I'm now in my fourth decade of work, and in my mind, the issue has been around in all four of the decades. The difference being now is people are welcome to speak about the problem or the challenge. In previous engagements on the topic, we came with a strapline which said, yeah, it's okay not to be okay. Now in the first three decades of work, it wasn't okay not to be okay. It was seen as a sign of weakness. You weren't able to persevere. You weren't able to, you weren't able to put your head down and muscle through things. So it was almost a stoic type of approach to execution in the workplace that, you know, if you weren't strong enough, uh, you weren't good enough. And any expression of vulnerability was seen as a sign of weakness and people would capitalize on that weakness and say, see, I told you not good enough, not capable enough. And, and therefore people got either overlooked, ostracized or criticized for it. So I think in today's society where people are much more prepared to speak about challenges. They're surfacing the same issue that's been around for decades, centuries, millennia. But now that we have the opportunity to be able to talk about it, and I think for those people that have survived serious stress and managed complexities, it's those people that have had people to engage on their own topic that have managed to survive. I think it's right that we're talking about it because I think that is the, the path to cure.

[00:07:06] **Linda Mzamane:** Absolutely. And to be able to squash that stigma about equating struggling with not being fit for purpose or cut out for, for the job. So in terms of the way you all personally prioritize your mental health, what strategies have you found effective? We'll start with you, Elizabeth.

[00:07:24] **Elizabeth de Stadler:** For me, when I answered this question, I preface it with acknowledging that, you know, I'm incredibly privileged. So I, you know, I have resources to throw at the problem. I have actually been suffering from depression. I was diagnosed about a decade ago. And, um, so I have the, had the privilege to work with psychiatrists and therapists and to afford all of the medication. And there are two things about that that I want to say and that I, to this day, prioritize. First off, you know, my, my psychiatrist, uh, told me ten years ago that your depression will cure you. And I guess what he meant by that is, is that I've come to see it as just part of my sort of neurological makeup. Um, I call myself neuro spicy. And I sometimes think that it is, yeah, I sometimes think that it is actually a bit of a privilege because what it teaches you is mindfulness and to recognize, um, warning signals, which is like a early warning system that I have built in that tells me, you know, when I need to prioritise self-care. So apart from, you know, making use of those resources, if they are available to you, I think everybody should be in therapy at all times. Um, I think every single human can do with, you know, having that dedicated hour with a person who's just there to listen to you. Um, but the second thing is also in how you set up your team. I'm incredibly privileged to be surrounded by by people who have the same philosophy as I do about wellness and I really liked what Pete said about, you know, the stoicism having disappeared a little bit from the workplace. You know, we, we allow ourselves to be vulnerable in front of each other. And that support has also been invaluable to me. So I would say, you know, make use of the therapeutic tools that are available to you and make sure that you surround yourself with people who have the same philosophy around wellness than you do.

[00:09:21] **Linda Mzamane:** Absolutely. Kassie, do you have any, um, strategies that you found have worked for you?

[00:09:25] **Kassie Naidoo:** For me, it's being able to balance the very, very stressful, busy moments of the day and you know, weeks, because it's such a project-based industry, you know, you, you have a lot of hip and flow, you've got a lot of changes and you've got to be resilient with those changes. I found what has worked for me over the years is being able to find those quiet moments to meditate or take a long walk or do a yoga session. Something that brings you back to being present. And, you know, drop the concern and worry about how many things are on your plate to do for that day or that week and being able to, I think, also listen to the internal dialogue that is often happening in, in our own heads, you know, for me, paying attention to that internal dialogue and being able to process that in a healthy way and being able to talk to someone when and if you need help about that internal dialogue that's going on, and it doesn't always have to be speaking to a professional. Sometimes it is also speaking to someone that is going to be able to be a bounce board, a partner, you know, at work. Someone else in the, in, you know, where you work hand in glove together was able to hold that space for you.

[00:10:59] **Linda Mzamane:** Absolutely, absolutely. Pete, do you have any strategies when you prioritize your mental health? How do you go about it?

[00:11:06] **Pete Wharton-Hood:** It goes back a long way. I'm the son of a nurse, and fortunately, she taught me at a very young age. My dear mom taught me how to sleep. So I'm probably one of the best sleepers that I know. I didn't realise then how important it becomes now. So in the context of mental health, I think there's a big picture and a small picture. The big picture has a lot to do with the way that the body is put together. I'm not a doctor, I'm an accountant, but I'm a, I'm a student of this overall being of the body and your mental health has an incredible impact on how your body behaves. Reciprocally how you treat your body has an impact on how your brain behaves, my version of it. So in the context of a healthy lifestyle, I think there's a macro view around exercise, health, uh, healthy eating, good sleeping, hydration, that just keeps the body in shape to be able to deal with the challenges that come with it. And I think that's complemented by a positive mental attitude. If you feel good about yourself, it's much easier to feel positive about yourself. And in feeling positive about yourself, there's this constant level of reinforcement that I think is ongoing inside the body. So at the big picture level, that's what I've done since I was a youngster. As I've got older and perhaps a little bit wiser, there are circumstances that vary and you need to tailor what adversity you're actually trying to deal with. No one's ever, the ever, you know, the bouncing ball optimistic. We all understand that there are times when things just don't go your own way. So it's important to have people to talk to people that you trust people to be able to confide in and ask for help. You know, this person's irritating me. What should I do? This adverse circumstances cropped up in my career. How would you advise me to think about it? This person in the workplace is an absolute bully. How do I deal with this particular individual? So having the confidant or the mentor is an interesting reinforcing cycle that you can also then engage in. But I think if you take a very narrow-minded view of mental health on the

basis that if you just have someone to talk to, you'll solve your problems. That, in isolation, is not going to work from my perspective. I think there are big-picture issues that you take responsibility for doing for yourself, and there are circumstantial opportunities to be able to engage. And make yourself vulnerable. So I've often found that I might be in fine physical form, but mentally there's a jar that I need to get over and I can't seem to do it on my own. A conversation with the listening ear normally opens the door and yes, mine sounds like an informal approach. I guess over many years, I've just become very disciplined and have got a highly structured routine that allows me to slip into this problem-solving defence mode as and when I've encountered some of the real challenges. Also understanding that adversity is part of how the body starts to protect itself. You know, it brings out a different instinct. Different hormones fly around your body. So adversity is not a bad thing. It's how you deal with it that actually predetermines what your positive outcome is likely to be. So slightly complex answer, but relatively simple. Look after the big things and the small things take care of themselves, admit the small things and allow the big picture to help you get through it.

[00:14:15] **Linda Mzamane:** Absolutely. I think there's definitely benefits in having to look at that holistic multi-pronged approach when thinking about strategies for mental health. In your experience, Elizabeth, how does the well-being, or lack thereof, of top-level executives influence overall workplace culture and employee morale?

[00:14:36] **Elizabeth de Stadler:** Before I answer that question, I'd like to just add to something that Pete just said, and there's a book that I read a couple of years ago. It's called How Emotions Are Made and it is really about understanding these physical processes that are going on inside your body, which are often dictated by, um, how well you look after yourself and, and then how they impact, um, how emotions are formed. And one of the things that I really found incredibly encouraging, um, about that book is, uh, she says, that in a very real sense, we are all the architects of our own experience. And I think that sometimes we don't realize, you know, how much control we actually do have about how we feel in response to things. Um, that being said, it's just as important to understand your responses to stress the four F's, you know, flight, fight, freeze, or fawn, when I see CEOs who are people pleasers often, you know, people don't recognize that as a stress response, you know, that, that fawning and that can happen. And these are all things that we do to help ourselves feel better. And so the key is also to understand and to distinguish these feelings as the stress response that, that they are. On your question around how the wellness of, of the executive, influences the company, you know, I think that that is one of the very, very difficult things to, to sort of keep track of, you know, when you become a leader in, in your context, and that is that I think we tend to take a lot on shoulders for me, at least part of the key of not, um, taking on too much is realise that. I can control my responses to things. I'm not responsible for everybody else's feelings. So how we manage it is, you know, if, if someone's going through a bad time, and if that person's mood is sort of transferable to culture, uh, we create forums where people can talk about it. The answer is not in my opinion, to have this belief that, you know, as the leader, you must always exude health. I think of it in the same way as I think about parenting. Um, now for me with my, my two girls, I feel that it's

important for them to see me at my bad moments as well. I always tell them it's not their responsibility to make me feel better. I've got other people who help with that, but it's important for them to see me work through it. And I firmly believe that that's part of modern leadership is also, you know, how to work through things and not to pretend like you, you don't go through those challenges because that doesn't do anybody any good, least of all yourself.

[00:17:01] **Linda Mzamane:** Kassie, have you observed any tangible benefits or even challenges that arise when leaders actively prioritize their mental health?

[00:17:12] **Kassie Naidoo:** Yes, absolutely. When you're able to find your mental health challenges and address them on a personal level, address those challenges, understand that they might exist, and also open to accept that there might be some challenges, because sometimes you can't see that in the work environment or you don't realize it. That it's there. And, you know, I've worked for many decades through many companies where a company could be a safe space or it could be a toxic space or everything in between, depending on how much self-awareness there is from the executives themselves. and what they do about their shortcomings and their challenges. There's many ways that people reach the top in organizations and they're not always equipped to be at that position, you know, in a human level or a staff level or a leadership level. Some organizations are amazing in identifying someone who's a, who's a leader or a move them up the rank and give them the right training to, to be able to lead and to have stuff around them and under them. And sometimes That doesn't happen. It's just taken for granted that somehow, because this person was great at their job, they're going to be great in a leadership position. So, I think it is very important in a workspace, and I think, as Pete said earlier, it's become possible in this decade, in this era to be able to voice concerns in a work environment, even if you are voicing it to a superior, to, to someone in a managerial position, in a leadership position. In the past, that might've been pretty difficult to do, you know, and, uh, even with the human resources and all of that, it could have been difficult to actually raise it. So I think when that environment. allows for, for conversation, safe conversation for everyone. And there is possibility for an executive to see where their shortcomings are and able to address it. That might change an entire workspace for the better.

[00:19:43] **Linda Mzamane:** We obviously know that executives at a senior level are some of the most time-poor people in any organization. Pete, what obstacles do you think executives commonly face when trying to prioritize their well-being? You know, what are they coming up against and how can these be overcome?

[00:20:01] **Pete Wharton-Hood:** Part of it is actually habit. Yeah. I think a lot of today's executives learn from executives of the past, and there were some very bad habits that were passed on through the generations. So the single biggest obstacle is actually acknowledging the problem. Uh, and, uh, to my mind, some of the worst leaders that I've seen in action are those that think that they're bulletproof, that, uh, they can work their way through anything, and they're never prepared to acknowledge their own levels of vulnerability. Uh, and they're just in the space of self-denial, which

means they don't really understand themselves. And if you don't understand yourself, you can't be a leader. So the first obstacle, which everyone has to address is, have I got a problem? And the answer is we've all got problems. And if you've then acknowledged that you're on the pathway to successfully addressing it. The second issue is actually understanding that this program of mental health awareness actually requires discipline. Uh, it's not a switch that you, that you go to every now and again, casually switch on and off and end up being, uh, you know, this addressable person that people want to be around. They tend to neglect the fact that this discipline takes a long period of time and the self-awareness must lead into practices that actually reinforce the outcome that you're looking for. Constant self-awareness and constant tweaking of who you are and addressing issues, uh, is like housekeeping. You've got to keep doing it. And it's not right to say, well, you know, when I'm that close to a mental breakdown, I'll go and see a therapist and that's how I deal with it. You've got to prevent getting anywhere near that, as a strong leader and you've got to be able to address the signs early on, which comes from an acute level of self-awareness from my perspective.

[00:21:35] **Linda Mzamane:** And I'm sure also there's a level of needing to be proactive rather than reactive. I mean, I know at that level, there's so many things that are coming at you in a day-to-day basis, that being able to put blockers in place to say, okay, you know, at this point, this is my hard stop or whatever the case may be just to be able to carve out that time for whatever it is that you, that you need as well.

[00:21:57] **Pete Wharton-Hood:** No, I completely agree with you. Work expands to fill available time. If you don't make the priority, it'll always get neglected because it's easy to kind of, Oh, well, it's not more, it's not that important. So I won't do it. So completely agree with you. If it's as rigid as blocking out the diary time, then do it. Uh, but find a recipe that works for you. Sometimes it's routine and sometimes it's discipline and sometimes it's both.

[00:22:17] **Elizabeth de Stadler:** Linda, can I volunteer another book? I'm like a walking library, but one of the, one of the best books I've read about time management was called 4,000 weeks. Um, and the impact that it had on me was also that deep realisation that, you know, we live in the sort of hustle culture where people believe that they will one day get through their to-do lists and then everything will be, will be fine. And it's actually a process of recalibration. Um, and understanding that you won't get to everything, you know, that I think frees up your time. And I think far too many senior, you know, leaders pretend like they can focus on 20 things at once. You can't really, so to rethink how you prioritise, I think, and also help a lot.

[00:23:08] **Linda Mzamane:** Sure. And, and you know what? The other thing is that elusive word that maybe may or may not be a myth, balance, right? In, in times of high stress or crisis, Elizabeth, how do you balance the demands of leadership with the need for self-care?

[00:23:26] **Elizabeth de Stadler:** I think it's really important to be, um, deliberate about recognizing times of true crisis, you know, sometimes you can find these businesses that are constantly in crisis and, you know, I try and be deliberate about knowing that there are times where you are, are just going to have to push yourself really hard. Um, but then allowing for the, the comedown, you know, there's a saying about entrepreneurship, um, that I often think about that is, you know, we are constantly jumping off cliffs and growing wings on the way down. There is a kind of stress that you expose yourself to willingly because you believe that it is. Part of achieving your, your purpose. And that is a healthy form of stress, but the key is, is again, to be really mindful of the warning signals and allowing yourself the time then to recover from that. And I think what bit points out is our leadership responsibility is that we shouldn't let that go too far, which means that we need to make time for recovery. I don't think we recover enough.

[00:24:28] **Linda Mzamane:** And obviously just having that consciousness and awareness of the need to weave between the two, you know, and, and understanding that they will not always be equal if ever. Kassie, you work in this production environment at Lampost, which is obviously known for long and irregular hours. What advice do you have for executives who work in industries with similarly demanding project-based schedules who want to prioritize their wellbeing?

[00:24:56] **Kassie Naidoo:** We found that in a production environment, it's irregular hours, it's sometimes long nights. We can work up to 16 hours on a shoot. You're working with a lot of people, a lot of personalities tightly together based on deadlines that you have to meet many creative people together, or obviously aiming towards, you know, the completion of, of a project. But it does mean that that's, those days are very packed and full, not just with what has to be accomplished, but the fact there's many moving parts and many personalities. So, one of the key things that you have to do in that kind of an environment, a kind of industry, is be able to take time out for yourself and creating boundaries for yourself and being able to go out of this high adrenaline space, you know, that often is on a, on a shoot and have some quiet time to come down from that because sometimes if you're finishing at 9pm at night on a shoot you know, you're still sitting on that high and it takes a while to actually be able to come down from that high to get home to you know, take a shower, maybe read a little bit. So it might end up after a sixteen-hour day, you know, sleeping or less than ideal, you know, a proper six to eight-hour night sleep. And then off again, if it's more than a one-day shoot. So it is important to put boundaries down for yourself, for those you work with, you're off comms at a certain time, you know, you can't be reached because you need that headspace, to-to just relax, just come back down to a level of quietness that would refresh your mind and your body again. That's quite important. Downtime in this very connected world we're living in is super important.

[00:27:16] **Linda Mzamane:** Certainly, I think when it comes to just practicing those boundaries, it's something that really, the more you do it, the better you'll get at it. In terms of effective communication in that workplace, Pete, you know, when it comes to how effectively executives can communicate the importance of well-being to their teams, you know, it's more than just about slapping on a poster in a bathroom stall,

you know. What ways do you think are effective for executives to communicate the importance of wellbeing to the teams and foster that culture that supports mental health?

[00:27:50] **Pete Wharton-Hood:** As a leader, if you can't look after yourself, how can you look after others? My skill approach on this topic is you have to lead by example and people need to be acutely aware of a, the level of importance that you're attached to personally. So tell them, and second, we've got to walk the talk. Uh, you, we aren't robots. We can't show up with exactly the same sort of cold face demeanour every day. Sometimes we happy. Sometimes we sad. Sometimes we sprightly. Sometimes we tired. We've got to be natural. If we're natural and approachable, people will feel like they, you know, can behave as humans. That takes the edge off working in a corporate. So if everyone understands that being yourself and not feeling okay every night again is okay, that's fine. But also understand we had to do a job of work. Uh, we look after shareholders' money, we get paid salaries, we expect it to produce, but that doesn't mean produce at all costs. So there's a balance between understanding, and there's also a responsibility as a leader to demonstrate by example, exactly what you stand for.

[00:28:51] **Linda Mzamane:** Yeah, and I think that one can never understate that value of walking the talk as a leader, because you may think people are not watching, but they, they really are.

[00:29:02] **Linda Mzamane:** Life Health Solutions offers 24-hour support for employees and their families. This holistic service includes not only primary health care, but also counselling, financial wellness, legal services, and executive coaching. What an insightful discussion. Thank you, Kassie, Elizabeth, and Pete. I think some of the key points that really resonated with me are that understanding your mental health is worth investing in. And once you know your triggers and the signs to look out for that are unique to you, you're better equipped to take care of yourself. Added to that, make use of the therapeutic tools that are available to you or find support through community. There are times when things aren't going your way and it helps to have someone to confide in. At the same time, taking care of your physical health is important too. Our mental health can't thrive in isolation. Secondly, as a leader, you're likely to face difficulties along the way. It's important to leave room for vulnerability and show how you're able to work through those challenges. This is also part of leading by example, and that adversity isn't always easy to share, but it's valuable to show that it can be overcome. So creating room for these conversations, along with support, is critical. Can be beneficial to executives and the business as a whole. Lastly, I think making time for recovery. We weave between meeting demands and taking care of ourselves and finding the balance between the two is our life's work. Take time out for yourself, whether that's through creating boundaries, taking some quiet time in a busy day, or taking a break for some extended rest. It's necessary to create room for recovery after periods of high intensity to refresh your mind and body. We're paid to produce work, but not to produce it at all costs. Walking the talk in this area of your life Sets the tone for other members of the team. Okay. Before we wrap up, we've got some bonus bits and, um, we just want to ask you

these questions as a quick fire off the top of your head on some, if you could have a superpower, what would you choose? Pete?

[00:31:08] **Pete Wharton-Hood:** Invisible.

[00:31:11] **Linda Mzamane:** Okay. Okay. Invisibility. That's a good one. It's a good one. Elizabeth, what would you, what would be your superpower?

[00:31:17] **Elizabeth de Stadler:** I'd like to be super-fast, like, like Flash.

[00:31:21] **Linda Mzamane:** Like the Flash. And Kassie, what about you? What's your superpower?

[00:31:26] **Kassie Naidoo:** I think I would like to fly.

[00:31:30] **Linda Mzamane:** Yeah, there's a few places I'd like to fly to at any time as well. Okay, if you had to choose one person to play you in a movie, who would it be? Pete? Tom Hanks.

[00:31:40] **Pete Wharton-Hood:** Tom Hanks.

[00:31:41] **Linda Mzamane:** Oh, Oh, we love Tom Hanks. We do love Tom Hanks. And you Elizabeth?

[00:31:48] **Elizabeth de Stadler:** That's a hard one. It would have to be Ellen DeGeneres, but she's a little bit older than I am now.

[00:31:55] **Linda Mzamane:** What about you, Kassie? Who would play you in a movie?

[00:31:59] **Kassie Naidoo:** I would say Salma Hayek.

[00:32:01] **Linda Mzamane:** Oh, yes. Yes, Salma's great. Kassie, Pete and Elizabeth, thank you so much for sharing your time with us for this very important discussion today. And, uh, yeah, wishing you nothing but a successful year full of this mental fortitude and leading by example that we've discussed today. Thank you so much.

[00:32:22] **Elizabeth de Stadler:** Thank you, everybody.

[00:32:23] **Kassie Naidoo:** Thank you. Thank you, Linda.

[00:32:25] **Pete Wharton-Hood:** Cheers Linda. Thank you very much. Really enjoyed it.

[00:32:29] **Linda Mzamane:** With more than 30 years of experience, Life Health Solutions helps businesses make a meaningful, measurable difference by putting employees at the heart of what we do. Our services span across primary healthcare, occupational health and safety, wellness, and emergency medical services. For more information, visit lifehealthsolutions.org. If you'd like to hear more insights like these from business and industry leaders, subscribe to this podcast so you don't miss out on upcoming episodes. This podcast was created by Two Stories. It's written by Merwe and Celeste Jacobs, and produced by Carol Williams, with audio editing, engineering, and sound design by Kozi Mzimela. Thanks to Eyewitness News, UNSW Business School, Harvard Business Review, and TEDx Talks for the audio clips and articles used in this episode. For more information, please refer to the show notes.