**Episode #25**

**Speaker 1** [00:00:00] Thanks for watching!

**Speaker 2** [00:00:01] Welcome to the Cabrera Lab podcast.

**Speaker 3** [00:00:07] how you doing? good. you look good, you look happy. yeah. that's good.

**Speaker 2** [00:00:12] two months of mountain stuff.

**Speaker 3** [00:00:14] mountain stuff replenishes your soul.

**Speaker 2** [00:00:17] It does. It fills your soul.

**Speaker 3** [00:00:19] Well, I'm glad to be back here with you in the studio. So many things to talk about. We'll take them one at a time, yes? Yes. I was thinking, one of the things you and I have been talking about a lot is this whole idea of, what's the overarching thing that we're always talking about and thinking about, right? How do you get from, I don't know how to say it than like a place where you're. unhappy or you're struggling to a place where you feel like you're in control and you have agency and you're trying to solve in your own problems, you're being your own life coach.

**Speaker 1** [00:00:59] I'm like no bueno to bueno.

**Speaker 3** [00:01:02] Yes. So what we should be talking about is the path to bueno. Like how do we get to bueno?

**Speaker 2** [00:01:07] Half out of no bueno.

**Speaker 3** [00:01:09] Yeah, same thing.

**Speaker 2** [00:01:10] Yeah, same thing.

**Speaker 3** [00:01:11] distinctions, the identity and the other.

**Speaker 1** [00:01:15] Yeah, in Europe, they have signs for the cities, you know, like entering, you know, Cormier, and then they have on the other side, instead of leaving Cormyer, it's interde Cormire, meaning you're entering not Cormyre, which is an identity other distinction. Yes. So it's like, you want to, you wanna be either entering bueno. Exiting. Exiting, no bueno.

**Speaker 3** [00:01:49] We should make more.

**Speaker 1** [00:01:51] Entering not not bueno.

**Speaker 3** [00:01:56] Yes, then it gets a little confusing. Well, so we you know, you and I have talked a lot about suffering, we've talked about people struggling with things. And one of the things that we talk a lot About is, how do you create a sense of agency over your own level of suffering? And where does suffering come from in the first place? And how does it relate to reality and all that kind of stuff?

**Speaker 1** [00:02:19] Yeah, I mean, so one of the folks on the course actually asked us a really important question which was, why do I have to change my thinking? Why does somebody have to their thinking? Why do people have to think differently? And the truth is you don't. You don't have to your thinking. If everything is going swimmingly, if everything's going well, if every thing's going bueno, then don't change your thinking, that's reality giving you feedback that things are good. You know, but if things are not going well, if you're in a state of no bueno, which is kind of suffering of any kind, you know, whether you're suffering over, you know worrying about your kids or whether you were worrying about whatever it is. I mean personally, professionally, globally. The job that you're trying to get, the raise that you are trying to get if you are worrying financially, if you're wearing Emotionally, socially, whatever it is that's causing you suffering is the state of no bueno. Not good.

**Speaker 3** [00:03:32] No, boy, no.

**Speaker 1** [00:03:33] no bueno. And so that's where you have to think about changing your mental models, changing your thinking.

**Speaker 3** [00:03:42] Right. I think that's a little different from how most people think about it. I think a lot of people, myself included for a while, go through life believing things are happening to me. That everything around me is causing my no bueno. Yeah, absolutely. And I think it was you and then another friend of mine who said, actually the thing that's causing the suffering is how you're interacting with the reality of the problems you're facing.

**Speaker 1** [00:04:08] That's the cause, the hidden mental models. So the problem is no bueno, right? If things aren't going well, if you're suffering in some way, which could, you know, suffering sounds like, you now, I'm suffering, I'm like in the corner curled up. But suffering could just be, you're just not happy with the way things are. You want things to be different.

**Speaker 3** [00:04:32] I sometimes use struggling.

**Speaker 1** [00:04:33] struggling, suffering, you know, whatever, um, that's the state of no bueno. That's the problem. Right. And, and the solution, the cause of that problem is really important. The cause is the hidden mental models. Right. The, in other words, reality is required, but suffering is not suffering is optional, right. And that's something that we learn a lot in the mountains, you know, like things can be. You know, and you see this in lots of different areas where people are in challenging situations and the moms, you know, the worst people that climb moms with are the kind that when the suffering starts, they're complaining and they're not, you now, and the best people are the ones that are like.

**Speaker 4** [00:05:23] Ah, you know me!

**Speaker 1** [00:05:23] They come out of the tent and they're it's a terrible situation, but they're they kind of almost get energy and they and they stay positive and they say kind of like, hey, you know, yes, we're in a terrible situation. But that doesn't mean we have to react terribly to it.

**Speaker 3** [00:05:43] Well, it seems like the difference is the person that's like, why? Yeah, they just see that struggle as part of the reality of our day. And they're just gonna get they're gonna get through it. They're gonna find a way to move through it, whereas another person who's like, not seeing it that way is believing that it's happening to them. They have no control, no agency, no motivation.

**Speaker 1** [00:06:04] And you have tremendous agency, is the point. That's the, in terms of once you've recognized the problem, whatever the problem might be, personally or professionally or socially or whatever, then you recognize the cause and the cause is hidden mental models. And a huge part of the reason why it's so important to recognize that cause is because it gives you empowerment, the empowerment of agency, because that means If your hidden mental models are the cause of all this suffering and all these problems, then you have real agency. I don't want to say control, but influence, you know? You don't have total control, but you have agency, you have influence, you have the ability to act upon or react upon. your situation. And these hidden mental models, sometimes in systems thinking, we've used for a long time, the notion of an iceberg, you know, where you have kind of an ice berg like this. And most folks, most folks every day focus on what we call the surface level events.

**Speaker 3** [00:07:23] the things that happen.

**Speaker 1** [00:07:24] Stuff that happens, you know, I didn't get the promotion at work, I didn't, you know, my, my marriage isn't going well, or my kids are having trouble or whatever. And they're focused on those events. And what they don't see is underneath, you know, they see the top of the iceberg, but they don t see the, that the beneath the iceberg. Beneath the thing that's showing is a lot more stuff. There's more stuff. There's more hidden stuff. So all of this, for most folks, is hidden, from our view. And what we need to do is understand, be able to sort of make this less hidden, see more of it. And so what is it? It's pattern. Events tied together make a pattern if you have two events. That's the minimal pattern and so, you know, the classic example is I'm in this terrible relationship with my boyfriend or girlfriend or you know I'm my significant other and it's you know blah blah blah and you're like But this is the fourth one that you've had that's like this So the names have changed the events have changed, you now it went from Bill to Bob to Frank to John So you think, oh, those are all different people, but actually, no, they're all kind of the same, I'm getting involved in the same patterned relationship, and I've been in this one four times, or I keep getting into the same job situation, you know? And, right, so you're seeing this pattern level, and that's where you start to see that, oh, there's a pattern to the events.

**Speaker 3** [00:08:58] Yeah, but even that's hard to see really hard because this is so seductive and so easy up here totally right so

**Speaker 1** [00:09:04] And bother some, right?

**Speaker 3** [00:09:05] I mean, how many times have I talked to colleagues or friends and said, you realize you did this last year. You realize that happened six months ago.

**Speaker 4** [00:09:13] 100%

**Speaker 3** [00:09:14] It's a real pause moment and oh yeah so it's hard just to get to this level.

**Speaker 1** [00:09:20] With young people, they have a hard time seeing those patterns, right, because they haven't lived long enough to sort of get the perspective of, oh, yeah, this is repeating this, because to them, it feels all new, right? The new girlfriend or the new boyfriend or the knew whatever is new. So it's new, exciting, different, and you're like, yeah. But underneath, it's not new. It's the same. signal that you're sending out, you're attracting the same people, you are getting involved in the same kinds of relationships.

**Speaker 3** [00:09:52] Yeah, but it's even things like, oh, it's the new school year. And it's like, well, my study habits are the same as last year or the same as the year before, you know, so it's not just personal, it is all kinds of stuff.

**Speaker 1** [00:10:01] No, no, no. It's anything. Anything. I mean, it could be eating habits, it could be anything that can be patterned, which is anything. I'm just using examples of relationships because I think sometimes people, you know, have visceral memories of those kinds of things. But then what's unique is there's something more that you have to pay attention to than patterns because the thing that is driving those patterns, which driving those events we call structure or structures. And in systems thinking, there's a very old saying that is something that we should all sort of heed, which is structure determines behavior. Structure determines behavior, so this is the world of behavior up here. You've got all these behaviors happening, and some of them you like, and some of them, you don't, some of em are yours, some of the are other people's, but generally speaking, you know, the events that happen in the world, somebody's on the subway, or somebody in a car, or, you now, oh, I don't like that, I do like that whatever Those are all the land of behaviors, but what we wanna see is the pattern that's driving those behaviors. And then we wanna to see the structure that's drive those patterns to drive those behaviors or those events. You know, behaviors are one part of events.

**Speaker 3** [00:11:18] And you can mean literally physical structure, you can mean social structures, any kind of structure. So I have a good example. Yeah. We talked about this in one of our classes at Cornell, which is the nursing stations, remember that study on nursing stations where it was literally. They did studies on mortality rates in one wing of a hospital. And what they determined was one of the biggest causes was doctor-nurse communication patterns. So what they did is they actually changed the physical structure of the nursing station so that the nurses were actually facing out to the doctor. So that the moment the doctor came out of a patient with the chart. there's this structure that facilitates that conversation. And over time, what they found was that actually that structural change decreased mortality. So that's what you mean when structure.

**Speaker 1** [00:12:14] Yeah, that's kind of a deep structure. I mean, structure is in the way classrooms are organized. Structure is in way society is organized. Structure's in the ways that we organize the rules of the road. All those things are structural, and they shape behavior, right? They shape the pattern of behavior. And so we want to pay attention to those structures. When you want to see them. You want to them, yeah. First and foremost, you want get them not hidden. And then there's one more thing that's underneath structures, and this is where the rubber meets the road kind of thing, and that's called mental models. And that's the crux of the whole thing, which is that our mental models are the thing that roll up in the structures. The reason that things are structured the way they are is because of the way we think about them. We think they're a certain way, so we structure things in that way. and then those structures lead to patterns and those patterns lead to events or behaviors or situations or surface level stuff.

**Speaker 3** [00:13:16] And your classic example of that was classroom design.

**Speaker 1** [00:13:20] Yeah, I mean a classic example is you've got a classroom that's, you know, you've got the teacher up front and you've rows of students sitting, you know, stadium style. Well, that's structure, which we pay a lot of money to build a really fancy classroom with stuff up front. That structure is based on what our mental model of how learning happens. Right. Now, the question is, is that really the best way that learning happens, you know, where this person talks and these people mostly listen? Well, we know, for example, that there's more neurons hooked up to the hands and the eyes than the tongue, than the rest of your body, right? So if you really want to speak into the brain, the ears are kind of not the best way to access the brain. And yet this whole structure is based on a mental model of how learning happens. what we'd probably want to do. if we were gonna really build a classroom or a learning environment, is have it be completely modular. Every single surface, every single wall would be whiteboard so people can use their hands and post-it notes and visual, and kids can be up at the board drawing, visualizing little pods of kids. And then you'd have desks or tables that could be modularized so you could have them be separate. or you could have them all be together into one big one, you know, or you know or you can have them be in a circle or you have them in this format and you could modularly adapt the room to the many different ways that we can learn. Yes. I'm not even sure you'd have chairs. You'd have maybe some balls for people to sit on and bouncy balls or something like that. Some kind of sitting device. for when people wanna sit, but people could sit and stand and move around because movement's so important. And a lot of the behavioral problems we're seeing in schools today is because we're forcing young children to sit for hours and hours and ours. And that's just literally a mental model that leads to structure, that leads to pattern behavior, and then we're surprised when we're like, why are we having behavioral problems? Well, because you're making them sit.

**Speaker 3** [00:15:37] Why are they antsy? Why are not focused? Yeah, exactly. Yeah, yeah. Yeah. I mean, the one thing I wanted to hit on before we move any further is, I would imagine so most of, a lot of our previous episodes were about just the power of mental models, seeing your mental models. And I think this idea that they're hidden is new. And not only that, but that they are hidden under these other layers. So now we're saying, realize that your mental models are the driver. across these three levels, and that our bias is to live up here. But to change what's happening up here, we have to change down here, right?

**Speaker 1** [00:16:16] We have to see those mental models. And a lot of the mental models, you know, when we think about our thinking or we think about mental models which is the same thing, we think, oh, you, know, I know what I'm thinking. No, you don't. You don't know. A lot of what you're thinking is happening subconsciously. A lot what you are thinking is happened autonomically, automatically. So part of the reason they're hidden is because they're so automatic. they're so ingrained in you that they just happen. And just having a little bit of awareness about what you're thinking, what your mental models are, the research on what's called metacognition, which is just awareness of your mental model, essentially, is pretty clear that it improves performance in all walks of life, in all domains, personal and professional. So if we just get a little less hidden, Mm-hmm. If we just make these mental models a little less hidden then we open up the possibility of changing these structures, changing these mental models, which changes the structures, changes the patterns and changes the events.

**Speaker 3** [00:17:24] Yeah, and I would imagine some of the mental models that I don't want to say get us into trouble that that cause maybe some of those struggles up here are are so not only are they self conscious, but sometimes like I imagine I mean, we were subconscious.

**Speaker 2** [00:17:41] Sorry, subconscious. Subconscious.

**Speaker 3** [00:17:43] I would imagine that, so for example, I think about like we were just hiking, and I'm terrified of heights. Well, that's a mental model. But that's the mental model that's coming from fear. And I would image there's sort of almost a set of mental models that are not just subconscious but that are autonomic from places of, I want to say, irrationality or I don't know how to.

**Speaker 1** [00:18:10] Yeah, sometimes I use the acronym just so that I can remember it myself, some of the big things. A facade. And a facade is kind of a fake front of a building, right? Like the old town western movies or facades, right, behind the movie set. There's nothing there, but you've got this whole western town. But when you walk through the door, it's just desert, right. facade is fears, right? Yeah. And then assumptions. So things we assume, yeah. And then cravings, things we crave, or, you know, want desires, that type of thing.

**Speaker 3** [00:18:56] anxiety.

**Speaker 1** [00:18:56] And then, no, this would be aversions, things we try to stay away from, right? Yeah, that we don't wanna believe or whatever. And then this would delusions, things that we wanna delude ourselves into believing. So this would things like beliefs and other things. And this can be emotions or expectations.

**Speaker 3** [00:19:19] Oh, yeah.

**Speaker 1** [00:19:19] And this isn't, this is just sort of a.

**Speaker 3** [00:19:23] a new moment, a new mnemonic device.

**Speaker 1** [00:19:24] It's a pneumatic device to just remember some of the things that really, really influence our mental models, right? So we have these facade-like hidden mental models that are being influenced by fear, things that we assume to be the case, things that want to be, the case things that we're trying to avoid being the case. things that we really, really want to believe.

**Speaker 4** [00:19:47] Yeah.

**Speaker 1** [00:19:47] And then our emotions have a huge impact and our expectations is like we're painting a picture of the future and then the present doesn't match the future. And so these things are all influencing our mental models, oftentimes without us knowing about it. Yes. And so what we want to do again is just make these things a little bit more, just increase our awareness by just a few percentage points is going to make huge differences.

**Speaker 3** [00:20:15] So I'm wondering if that means, Derek, that when you are saying to yourself, oh, something's not working in real life, I'm struggling with something, and I say I go back to like, this event happened, and here's how it's a pattern, and I'm starting to see the structures, then I'm like, okay, well, what's the mental model? If you do that extra step to say, is this mental model sort of rooted?

**Speaker 1** [00:20:35] in these things.

**Speaker 3** [00:20:36] in one of these things.

**Speaker 1** [00:20:37] What am I afraid of? What am i what are my assumptions?

**Speaker 3** [00:20:40] And how real is, how rational.

**Speaker 1** [00:20:41] How many expectations do I have? Yeah.

**Speaker 3** [00:20:44] that gives you a little more, what's the word? I don't want to say, you know, like leverage or.

**Speaker 1** [00:20:51] It really just gives you a little bit more awareness. I mean, your example of being afraid of heights, right? Well, being afraid of heights is a pretty good fear. It's an age-old fear, and there's a reason you should be afraid of height because if you fall off stuff, it's not good.

**Speaker 3** [00:21:07] Sorry, it's weird because I'm very sort of self-aware. Yeah. But there's a moment where it takes over. It takes over? I literally can't be rational. Exactly. It's just I cannot.

**Speaker 1** [00:21:17] So if you remember when we were on the trail and there was a pretty good sizable thousand foot drop sloping down like this and we had like a, you know, maybe a 36 inch tread of trail here and then a cliff here and you were getting a little bit, you're standing here like this. Yeah, yeah. And I said, at that moment, I said you're having a fear of heights. You are imagining in your head. You have this imagination that goes with the fear of heights Yeah, right. So you're building a mental model, which is if I misstep and fall I'm gonna be like Princess Bride rolling down the hill, you know 1,000 2,000 3,000 feet to my death, right now in some cases That's right. If you're on a cliff face and you fall and you're not roped or whatever. Yeah, that that's absolutely But in this particular case, if you fall, like if you trip or something like that, you're probably gonna just like land on the trail. Yes. So I said to you, just like do kind of a pretend fall. Like what's gonna happen if you just, you kind of sit down on the trial. Yeah. That's what actually happens. Yes. So you can. challenge your mental models if they need to be challenged, right? Again, if there really is a 3,000-foot drop and there is no...

**Speaker 3** [00:22:43] Then that mental model's called for it.

**Speaker 1** [00:22:45] You know, pretty helpful. But in this particular case, the mental model you're building around your fears and around your imagination is not an accurate mental model of what's actually going to happen. Of the reality of the situation. And so once you did that, you're like, oh, okay. It's not like one false step leads to death. One false step equals death, right? That's not the equation. I still didn't like it.

**Speaker 3** [00:23:15] It's an example. So when you talk about what we call suffering or struggling, we're saying a lot of that is because of a mismatch between how you're thinking about something and the reality of that thing, right?

**Speaker 1** [00:23:28] So what we've talked about so far is the problem. And the problem is, in short, no bueno suffering. So this tells you whether you need to change your thinking or not, because you don't like the way things are. And then we talked about the cause. Well, the cause is your hidden mental models. That's the cause, right? The cause is you're focused on events. And as a result of that focus, you're missing the underlying mental models that are hidden, that are often hidden from your consciousness or from your view. The solution is the cessation of that cause, right? And the solution is what we call love reality. And the reason that love reality is so powerful is because you have reality and you have your mental models. And if you try to fit reality, if you tried to do this, fit reality to your mental models, that is literally called confirmation bias. Yeah. Right? And confirmation bias is one of the most important biases that we have, right? And that's if you to fit reality to you mental model.

**Speaker 3** [00:24:53] and that's delusion.

**Speaker 1** [00:24:54] Yeah, that's delusion. That's absolutely delusional, right? Now, what we want to do is go the other way, which is we want fit our mental model to reality, right, we want the fit to go this way. Yeah. And that is going to get your mental model to be more and more in alignment. So what this is going do is it's going to make reality and your mental models more and in alignment, more in parallel. Right. And then you're going to things right more often, right. Yes. So that's what we wanna do. And I want to reduce your suffering. Yes.

**Speaker 3** [00:25:25] because suffering comes from that mismatch.

**Speaker 1** [00:25:27] It comes from the mismatch. Yes. Suffering comes from the mismatched between reality and your mental models. And reality is the beautiful thing about reality. And that's kind of why I like the idea of love reality because you really there's the love part and then there's the reality part and the two together. But the love part is reality is very loving. It'll constantly give you feedback. It'll never stop giving you feedback It's persistent. It's very persistent. And if you're listening, to the feedback that it's giving you, it'll tell you exactly what you need to do differently. Yeah. But you gotta listen to it. And that's sometimes hard for us because we're listening to our own internal voice, facade type voices. We're listening to our internal mental models. So we're listen to the inside voice rather than the outside voice. And the outside voices reality and bumping up against the reality. of the situation, of the world, of events, of whatever.

**Speaker 3** [00:26:29] Well, we're listening to this and we're only seeing this at the same time.

**Speaker 1** [00:26:33] Yes.

**Speaker 3** [00:26:33] and then we're doing this retrofitting.

**Speaker 1** [00:26:37] Yeah, we retrofit reality to our mental model, which gives us confirmation bias, which makes us feel good because it makes us feel right, and we love to be right. but then over time. Feeling right when you're actually wrong has really negative consequences, which is why you get to the no bueno state Right full circle. It's yeah comes full circle So the so the that's the solution the solution is love reality get your mental models in alignment with reality We call this the love reality loop because fitting your mental model to reality is a cyclical thing. You do it and then you change it again and you get more feedback and you change again and you always wanna go this direction. You don't wanna fit reality to your mental models.

**Speaker 3** [00:27:33] That's just going to make everything worse. and you'll get you'll learn that the hard way.

**Speaker 1** [00:27:40] And then once we've established the solution, then what we have to do is understand the importance and the purpose of practice. Just knowing this solution is not enough. You gotta practice.

**Speaker 3** [00:27:54] mean practice seeing your mental models, practice testing your mental model.

**Speaker 1** [00:27:59] Practice loving reality, practice seeing this hidden stuff, practice this loop, and most of all practice the idea of organizing the information of the events. The events is all this information, organizing it in a way that's more like the way reality is organizing it. So we sometimes will say that. mental models are equal to information and organization. The way we organize information is how we make meaning or mental models. And what we want to do is really focus on what is the information of the event, how can I organize it so that it characterizes what happened in the event in the most real way possible, rather than in the way that I want to organize it, which is- I'm right, they're all wrong, they are all idiots, you know, everybody's stupid except me and you know I'm, I pretty much have this figured out and if they'd all just listen to me then we'd be fine, right? That's one way we might want to organize events, right, or this is a disaster, this wedding, my wedding's a disaster. It's not the way I wanted it, maybe, or maybe... maybe this is gonna bring people together because it didn't go completely perfectly and maybe perfect isn't what you're seeking. Maybe human is what you are looking for. Yeah, maybe imperfect, maybe perfect. Yeah, so and what we know about this practice is that there's a Pareto law. Right. And the Pareto Law just means that there is an 80-20 rule, meaning like you can get 80% of the benefit with 20% of effort. And that Pareto law is what we call the big five, big five plus moves, mental moves. And that, if you practice those moves, you're gonna get better at getting a mental model that is more in alignment with reality. And we know this from experimental research.

**Speaker 3** [00:30:08] Because the big five moves are a way to, for lack of a better word, interrogate and test the veracity of your mental models.

**Speaker 1** [00:30:20] in a systemic way.

**Speaker 3** [00:30:21] in relation to reality.

**Speaker 1** [00:30:23] Yes, in relation to reality, which is systemic and non-bivalent and a lot of other things, webs of causality that are true about reality, that the five moves will help you see the interconnectivity and the web of causally that's leading to these events and things like that. Right. So those five moves are is is not blissed Ah, zoom in, zoom out. uh... park party parts like the party, RDS barbell. and perspective circle, which we sometimes call P circle. And then the plus of the five plus is the once you've learned each of these moves, which takes minutes to learn and then you can practice, practice, practice just like you would do any physical fitness, you do the mental moves. Just like a mental move is like the mental equivalent of like a push-up or a sit-up or a bench press or something like that. It's a way to get stronger mentally. So you're developing mental fitness as you're practicing these five moves. These are the five most important moves. And once you're done with the five, you can start using them together. And that's the plus, we call that the mashup. So you just mashing them up into different combinations.

**Speaker 3** [00:31:51] Yes, and the most important thing is right here, you just outlined the path.

**Speaker 1** [00:31:58] to bueno.

**Speaker 3** [00:31:58] To bueno, right? This is bueno.

**Speaker 1** [00:32:00] That's literally the path out of no bueno and into bueno.

**Speaker 3** [00:32:04] No bueno

**Speaker 1** [00:32:06] Ha ha ha!

**Speaker 3** [00:32:07] I wish I could draw like little footsteps. Ta-ta-ta. Ta-boy now.

**Speaker 1** [00:32:12] Yeah, that's how you get from no bueno to bueno.

**Speaker 3** [00:32:15] We taught them the path to bueno.

**Speaker 1** [00:32:16] Excellent.

**Speaker 3** [00:32:17] There you go. That's the path to Bueno. Very exciting. Now hopefully, you'll get on this path and do the things that were outlined here. Yeah. What else have we got going on? Oh, we're still in the top 3%. Yes. And we love you for that. Moving.

**Speaker 1** [00:32:34] Moving slowly downward in that three percent? Downward like towards two. Two towards two? Yeah.

**Speaker 3** [00:32:38] Yeah, yeah, yeah.

**Speaker 1** [00:32:40] It takes a little bit of time, but we're making headway, which is great.

**Speaker 3** [00:32:45] We have successfully completed our first systems thinking in nature hiking in the Alps excursion.

**Speaker 1** [00:32:52] Pilot testing, you know, teaching systems thinking in the context of the mountains and trekking. Yep. And that's been really fun this summer. That's something that kind of brings to my world as a guide and my world, as a scientist together. And we had a really successful trip to the Alps, which was fantastic. I conquered my fears. Maybe we'll do a podcast on that if people are interested.

**Speaker 3** [00:33:19] And we're about to release a new course on the five moves in the next couple of weeks. And we have our first cohort for coaching starting in October. We've got a lot of stuff happening.

**Speaker 4** [00:33:31] A lot of stuff happening.

**Speaker 3** [00:33:32] And it's all for you anytime, anything you want, we got it, right? Excellent. All right. Is that a wrap?

**Speaker 2** [00:33:39] That's a wrap!