

Emerging Leaders with Cameron Morris

Interview Transcript

Julia Lessing: Hi, everyone. Today we're talking about making that transition from being an individual contributor to a people manager. And joining us for that discussion is emerging actuarial leader Cameron Morris. Cameron's an actuary with four years' experience working for a life reinsurer in Sydney. His experience has mostly involved valuation and regulatory capital work and in addition he has just become a manager for the first time.

Cameron, thank you so much for joining us.

Cameron Morris: Thank you, Julia, for that introduction and for having me on the podcast. It's great to be here.

Julia Lessing: It's wonderful to have this conversation today. So, Cameron, you and I first met when you joined the Guardian Actuarial Leadership Program, and at the time you weren't yet managing people, but you were looking to move into a management role. And I remember so clearly that day that you got the promotion, that you shared that with the group. And you were telling us about how you'd been promoted into that manager role.

And you were about to start recruiting your direct reports and interviewing. And I remember there was so much excitement in the group that day as you were sharing that with us. And it's been such a pleasure to watch you evolve into that management role and really sort of feel comfortable in that role.

Cameron Morris: Yeah. Thank you. Yeah, that was a good experience. And it was great to be able to share it with the group at the time as well. That timing worked out very well.

Julia Lessing: Yeah. Yeah, it did. So looking forward later in today's interview to hear a bit more about what that transition was like for you and some of the great bits and some of the challenging bits. But I wonder if to start Cameron, if you can tell us a little bit about your career path to date?

Cameron Morris: Yeah, that sounds good. So I graduated from ANU in Canberra back at the end of 2018. And I think like a lot of people doing actuarial degrees, I wasn't really sure what sort of practice area I wanted to go into or maybe even the type of organization as well, like a corporate or consultancy. So, you know, like, like pretty much everyone does. I just ended up applying for lots and lots of different roles.

And I ended up getting an offer from RGA, who are a specialist life reinsurer, and I started working there in the valuation team at the start of 2019. And I wasn't really sure where I wanted to go with that, but I think I was quite lucky given that because I'm happy with where I ended up. In particular, I think working for a reinsurer, you get some of that sort of balance in a way between what you sort of maybe get at a corporate and then a

consultancy. So I think in some ways it has a lot of the benefits of a normal corporate over consultancy that maybe your work life balance or maybe not the work life balance, but the workloads, maybe they're more predictable some of the time. And also you really sort of get to specialise and build an expertise in the area in which you specialise, whereas maybe at a consultancy sometimes you're spread a bit more thinly over lots of different types of work, which is also a benefit in some senses as well.

But then on the other hand. What I like about the reinsurer is that you do get sort of an overview in a way of, of the market as a whole through the exposure we have with our cedants, which you wouldn't get in a lot of other corporate environments, but it's something that might be more typical of a consultancy. So that's been really good.

Julia Lessing: So the best of both worlds, working for a reinsurer, having that depth of experience, but also kind of almost a consulting sort of style role.

Cameron Morris: Yeah, in a sense, yeah. So, I started working four years ago now, as a graduate analyst in the valuation team, so my work consisted mostly of sort of doing and calculating and reviewing reserves, analysing the profits and the management results and then regulatory capital calculations as well. And then last year I got the opportunity to spend six months with the pricing team, which was a really good opportunity to get broader exposure early in my career, which I appreciated.

So I worked on two large group tenders while I was there. And like everyone else goes through, I was studying for those first couple of years. But I was fortunate enough to come out of uni with quite a lot of exemptions already, so I managed to qualify as a Fellow about two years ago now.

And I recently got the opportunity to start managing someone for the first time. That was sort of a while back now when I was doing the program, as you mentioned, it was a bit of a different experience than the hard or technical skills I'd focused on more up until that point. And also that coincided as well with getting a bit more responsibility and the BAU type work I was doing and particular the regulatory capital calculations that you mentioned. So and I would say probably that's my favourite part of my job - the regulatory capital stuff, because what I've found is on the one hand, this sort of level of complexity and detail in there, that means you can sort of never rest on your laurels or take anything for granted. I always find myself sort of going back to first principles and then, you know, the principles or the standards and thinking through how it should work and then sort of applying that to what we're seeing. You also need a decent understanding of lots of different things going on in the business.

You know, for example, like if the investment strategy changes or something like that, then how does that flow through? And stuff like that where you might not necessarily see that if you're just calculating reserves. And then on the other hand, as well, what I like about capital is if you think about sort of what what's the role of a an actuary working for a life insurance company or the sort of the social purpose, if you like. I think a big part of that is

going to be about making sure the institution you work for has the resources to pay claims to meet the commitments it's made to its policyholders when they need it.

Right. So and there's lots of different ways that actuaries can make that happen from repricing to making sure the rates charged are appropriate to the risk, you know, risk management and so on. But I think, with capital, I do feel that connection quite closely because it's sort of like saying, how much how much do I need to hold now to make sure that we can meet those obligations? To meet those commitments, you know, even under a very adverse set of scenarios. So, yeah, yeah, I guess that's sort of like a quick summary of my career to date.

Julia Lessing: Well what a lot you have fitted into a very short period of time in your career, Cameron! And I love the way you connect your work back to that social purpose, as you describe it, of insurance. It sounds like you've had quite a diverse experience in different types of actuarial work, both in the technical space, but also, you know, having qualified and stepped into a management role in just a couple of years as well. So you've really packed a lot into your so far short career, Cameron.

Cameron Morris: Yeah, thank you.

Julia Lessing: So I mean, one of the things, you know, as we, as we are stepping into management roles is so much we learn from those that are around us. And the diversity of experience that you've described, I imagine that you have worked for a range of leaders in those various roles that you've had. Is there someone can you tell us about, you know, a great leader that you've worked for through your career and maybe what was different or unique about their management style?

Cameron Morris: Yeah, definitely. So I have to say that what I've worked for and worked with a lot of great actuaries at RGA, and it's been really good to be able to learn from a lot of good experienced actuaries. And I would say, I think often, particularly the case probably with actuaries, maybe something in our personality types, we're maybe not highly extroverted or whatever. But I think often great natural leaders don't necessarily see themselves as sort of leaders, as natural leaders, because, you know, maybe they're just not sort of comfortable sort of seeing themselves in that role, I guess.

But I think actuaries like that can still be, and often are, great leaders because they can encourage people to challenge them. And they really show their staff that they care about them as well. And yeah, I think I have a couple of examples. So I remember back when I was starting my part threes and I was obviously working at the same time and I was doing a piece of work in valuation related where it was actually something I looked at quite recently in my studies and it looked to me like we weren't doing it right based on what I'd seen in the studies. And it was a time when the team was under a lot of pressure. I'm like, we're really busy and stuff.

So it was tempting to sort of just sort of put it away for now, maybe bring it up later or you know, but then if you do that, then you might forget about it or you know, if there is actually

an issue, then it's too late. And people are, you know, priorities have changed. So I decided I would bring it up with this this leader, and I said, "Look, I've found this. But actually, when we're studying, it looks like it should be done like this. Do you know why we don't do it this way?"

It would be very easy to sort of say, "Oh, you know, let's forget about it" or, "It's not material" or whatever, but that's not what happened. They said, "You know, let me let me go away and think about it and come back to you." And even though they were very busy. Then later that same day they came back and said, "Yeah, actually I've thought about it. And you know, even though your approach that you describe is in general, what we did is actually a sort of slightly different scenario that applies to us". Because of this, I'm able to explain it and you know, and they were they were right and we were doing it correctly.

Julia Lessing: That's a great example though, isn't it? Sorry- it showed? What you were going to say?

Cameron Morris: Yeah, it showed that, well first of all, my opinions are taken seriously by someone that's senior and also busy. And I think as well it sort of shows well, you know, the answer was not given in a way that made me feel stupid for asking and actually helped me to learn something as well. So I think it's the sort of thing where, you know, it's going to encourage people to ask questions in the future and challenge in the future and then, you know, I think that's a good culture to have because sometimes it could actually be something wrong.

Julia Lessing: That is a great culture to have. And it sounds like it was really a win-win situation because, I mean, you had the courage to ask the question because sometimes, you know, it could be tempting to not ask the question. But, you know, you saw something that you thought wasn't consistent with your understanding of what you'd been learning and you felt it was right to raise it.

And I think that's you know, that's certainly a good approach. Not only did that leader could have just said, "Oh, no, no, what would you know, you're not qualified". But they didn't. They heard you and they thought about it and considered it. And, you know, that shows a really strong professional culture and a culture of respect across different levels as well. So yeah, what a great example.

Cameron Morris: Yeah. And you mentioned me having the courage and maybe partly, but I think for the most part I wouldn't sort of see myself as someone that's really, really sort of confident challenging more senior people. I think it was just because of the team culture and the culture, particularly this leader had built.

Julia Lessing: They'd created a safe space for you to be able to speak up.

Cameron Morris: Yeah. So it's not another example, I guess I'm sort of getting to I think something else is important is how leaders respond to mistakes or, you know, issues that are picked up in the team. I was doing a piece of work, this was quite a while ago now,

where it's basically a check where two numbers just need to reconcile and they weren't reconciling. So it's quite frustrating because there's a lot of sort of technical, very detailed spreadsheets underpinning this. So anyway, I was in the office, but I went home and I just decided I'm not going to let this go, I'm going to try and get to the bottom of it.

So I turned off all my distractions, Teams and email, and just decided I'm going to figure this out. So I spent a couple of hours just sort of tracing back through spreadsheets and stuff. And what I eventually found is that the issue boiled down to a mistake that I'd made in an early process, like a week or so earlier, that was sort of concealed, but it was rearing its head in this way.

So anyway, first thing this morning I went back and brought it up with the team leader and said, you know, look, I've made a mistake here. That's why this number wasn't working. You know, I think we can still fix it. And yeah, there was time to fix it. It was a bit of a hassle and a few people had spent a bit of time on it.

But yeah, we could fix it. So anyway, later in that same day, we were discussing the issue and I was saying, well, you know, sorry, sorry for this mistake I'd made because obviously you do feel bad in that situation because you've caused people to stress a little bit and you've wasted a little bit of people's time and stuff. So but yeah, I remember what they said.

Julia Lessing: But mistakes happen. I mean, part of it is just, you know, it does happen because we're human and yep.

Cameron Morris: Yeah. And like I said, I thought it was a really good point because the first thing they said was, "Well, you know, it's good that you feel a little bit bad because it shows that you care. But at the same time, you know, everyone makes mistakes. And so, you know, I also think it would have been very easy for you to not bring it up.

So I'm not going to get upset at you for bringing it up because what message is sending then?" And I think that's quite right because the amount of digging I'd actually had to do to get to the point where I found it, if I had sort of decided, you know, this is my mistake and I'm not going to raise it, then it would've been very, very easy to well, say, well, probably no one would ever find it and we would have just reported an incorrect number.

But, the thing about it was that that was not something that really ever occurred to me to do because of the trust that I had. You know, in the culture and this later. But I wouldn't be put under the bus and blamed and, you know, they'd still have my back.

Julia Lessing: So, you knew that it was safe to highlight the issue that you'd found.

Cameron Morris: Yeah, exactly.

Julia Lessing: Even though maybe no one would have found out, even if you hadn't have said anything, you knew that it was the right thing to do to bring it up. And you also felt safe and supported to be able to do that.

Cameron Morris: Exactly. Yeah.

Julia Lessing: Wow. Some great leaders that you've worked for. And it sounds like a great culture that they've created as well, so that you can raise questions and also highlight mistakes and issues. And that's yeah, that's a really, really important characteristic of a great leader to be able to create that culture.

Cameron Morris: Yeah, definitely. Definitely. And then yeah, sort of final sort of example, I guess not so much an example, but just more like a cultural thing I suppose is, like everybody, there's going to be times where people have sort of personal issues or, you know, people are sick or whatever, especially during the pandemic, and they need to sort of have that time, and you know the culture that I've found that we have is that, you know, whenever that sort of thing happens and someone is in that situation, the priority for them always sort of switches from the work that they have on to making sure, first of all, that they're okay, you know, and then, you know, if there's work that needs to be done on their desk, then other people in the team can sort of jump in and help out and we can shuffle things around.

And I think that that's really important because that's when you sort of show as a leader that you don't just care about the work that your people really produce. You actually care about them as well, right?

Julia Lessing: Yeah, you care about people.

Cameron Morris: Yeah. And I think that that's sort of it's quite a powerful thing to show because it, it means that I think that people are going to be more likely to show up for you as well when you need them.

Julia Lessing: Absolutely. It works both ways, doesn't it, when leaders look after their people, that often fosters quite a significant amount of loyalty in their teams. And then as someone in that team working for that leader, you want to bring your best to work when you know that your leader has your back.

Cameron Morris: Yeah, yeah, definitely.

Julia Lessing: What a great, some great examples, Cameron. And I liked what you said at the start around how they might not think of themselves as great leaders. And it is interesting, isn't it, that sort of identity around leadership and how we describe ourselves or define ourselves and how, you know, some of the best leaders aren't those out there going, "Oh, I'm an amazing leader and this is my role", but they're just doing it. They're just doing it and demonstrating it.

Cameron Morris: Yeah. Yeah, exactly. And it might not be something that they're even comfortable with, but they can still be good at it.

Julia Lessing: Yeah, yeah, they're still good at it. Thank you for sharing those examples. So, you as a leader, you know you're new in this management role, or not so new anymore? You've been doing it for a little while now. What do you like most about being an actuary in a management role?

Cameron Morris: Yeah, I would say the thing I like the most is sort of being able to help people on things that I've sort of worked on in the past and built up a good understanding of by being in the team for a while. Being able to sort of then sort of coach or mentor them through some of that stuff and be able to sort of witness their progress as they go.

And, in particular, when you can sort of help them get to the point where they become self-sufficient and they don't require your assistance anymore, I guess it might be sort of odd to say that the most rewarding thing is, is when that assistance isn't required anymore, you know, you don't, you know, sort of needed anymore. But I think if that's because of an investment that you've made in the people around you, if through that sort of mentoring and coaching and you know. That can be a rewarding thing.

Julia Lessing: Very rewarding, yeah.

Cameron Morris: Yeah, yeah. And interesting. The other day actually there was someone new in the team and they were doing a task for the first time and they needed someone to sort of do a bit explaining of it to them as you would and I was sort of, I was going to offer my assistance to this, but someone that I actually helped at the same time in the past actually beat me to it. So I sort of got to witness, to sit back and listen to them explaining it. And it was great because they were able to explain it really well and they were able to explain not just the process to follow, but also the principles underpinning it as well.

They explained it perfectly and I just got to sort of witness it. And, yeah, it made that initial investment feel worthwhile because it's just like, you know, they've got to the point where they're not just self sufficient, but they can actually then help other people as well. So yeah, I made that initial investment.

So, you know, I think it more worthwhile and I think it also can go to show as well that if you sort of do take on that coaching and mentoring role, then it can start sort of creating a culture where that's the norm, where other people are more likely to do it as well. And then you sort of I think I think that's quite good because you sort of then get into a point where, you know, the team is sort of used to just sort of knowledge sharing and, you know, building each other out and just sort of comes naturally. So yeah, yeah, yeah.

Julia Lessing: It's a really important facet of team culture, isn't it, when you've got that learning mindset, but also you know that teaching and the power, I mean, what a great story to share that, you know, you taught one person how to do something and then you

witnessed them passing on that teaching to someone else. And you know, it means that, everyone's paying it forward.

But everyone, you know, it means that you're not teaching the same thing over and over again. But you're also you're building the expertise and the skills more broadly. And that's you know, that's a great power of leverage when it comes to managing people and leading people, if we can share that knowledge as well. So yeah, that's very cool.

Cameron Morris: It was yeah, it was good. And it was. It's like seeing it sort of go to going down another level, I guess, and sort of saying your initial investment sort of pay off even more so.

Julia Lessing: Absolutely. So that's what you enjoy most. You enjoy, you know, seeing that information being shared but also sort of the rewarding feeling that you get when you've taught someone how to do something and then you witness them being able to do that and then paying it forward.

Cameron Morris: Yes.

Julia Lessing: Yeah it is, it is one of the great things and I think that's one of the things that differentiates managers from leaders. If I'm to use that terminology, people that are just managing tasks or managing getting things done versus people that are actually building teams and inspiring, is that sort of sense of if you can get to the point where you're making yourself redundant you're not just making sure that you're the only person that knows everything or the person that knows the most.

But you're actually sharing that knowledge so that collectively the team operates more effectively and it's not just you feeling like your ego needs to fuel the way you behave and, you know, keeping information to yourself or, you know, trying to make sure that you're the person that knows the best.

Cameron Morris: Yeah. And I think, you know, it's good as well because then it means that you're not always going to be the one that is doing this. A lot of the stuff you can sort of then move on to other things and you know, you can sort of be safe in the knowledge that there's lots of other people that that can do it.

Julia Lessing: Yeah, exactly.

Cameron Morris: Because the culture in the team has meant that they can learn it.

Julia Lessing: Yeah. It's very powerful and very powerful if you've created a culture where that is happening. So that's what you enjoy about being a manager. What's something that you found challenging about stepping into a management role?

Cameron Morris: Yeah, I would say I would say a challenge, I guess has been trying to find a balance between providing assistance and help and stuff and then also letting people have

a go and figure things out for themselves. Sometimes. Yeah, as I've sort of alluded to in some of my other answers, I love thinking about complex problems from first principles and then sort of discussing or explaining those principles to other people.

I think as well, you need to be aware sometimes that people need some time to do some of that thinking for themselves, before you sort of offer the assistance too early necessarily. And I think in particular you know, during this is probably quite common during periods in which the time that the team is busy, you know, there's not much time and they're under pressure, then it becomes difficult to sort of necessarily allow a lot of time to sort of figure things out for themselves because the short time deadlines that are important, there's only so much time.

And you know, there might be times where like, I've finished a lot of tasks on my desk. I'm maybe waiting for things to review or something like that. So that is still being done. So I have some capacity, but I think if you find yourself in that sort of situation, the way you sort of approach it, if you're, you know, a leader or a manager is important because, you know, there's been times where you're sort of quite stressed and you're focused and you're in the zone and you think, "Oh, I'm going to pick up the first thing that someone else has and just complete it for them". And then, you know, and you sort of do that, you think, oh, you know, that was that was great.

And in a way it is it can be good because you are sort of helping the team to achieve its short term goals, right? And you are using some of the burden that's on that person. So it is in some sense is good. And the short term goals are important. But I think there's another side to it as well, which is that you're taking a potential learning opportunity from someone. So what I've been trying to do is instead of just sort of ticking off the first thing that comes to mind when someone else is sort of under a bit of pressure, instead, it's sort of my approach is just sort of personal.

Say, Oh, let's just have a conversation about it. And, you know, is there anything that I can help out with? And often in that situation, I'll say, you know, the answer will be, "Well, I haven't done this before, so it might take me a while to do it, so maybe you can do it." But I would actually push back on that now a lot of the time and say "The fact that you haven't done it before means that really you should be doing it. So maybe, maybe let me take something that you are more familiar with. So then you're not missing out on that learning opportunity."

Yeah, but I think as well, some of the time you do have to sort of be realistic and accept that probably, you know, in the short term, the short term deadlines are actually the more important thing. So sometimes you might just have to take something from someone if they haven't done it before because there's just no time for them to figure it out. So if that's the case, then obviously you do it and you get it done.

But then I think it's important you don't then just forget about it and wait until the next time, you actually set some time aside when you both have a bit more time and you say, "This is how I did it", and you explain it to them so that then the next time, even when the

deadlines are tight, they are able to complete it because otherwise you can just end up in this cycle where they never get to do it because they've never done it before. But then they've never done it before because, you know, it's always too busy and there's no time for them to learn it. So I think it's important to break that cycle, if you can.

Julia Lessing: It's a judgement call, isn't it? A trade off whether or not it's most efficient, because in most cases, it will be faster for you to do it because you do it for maybe you've done it many times before compared to someone that's never done it before, who will take longer. But it's about making that investment today so that you can build their skills.

Otherwise you will end up just doing everything yourself, and we can't just do everything ourselves, even if we wanted to.

Cameron Morris: Yeah. And that's what I was going to say: the reason that you are faster a lot of time is because you've done it before, but then why did you do it before? It's because you didn't have someone there just actually just doing it for you, right? You had to go through some of that pain.

Julia Lessing: You learned as you went through it.

Cameron Morris: Yes.

Julia Lessing: Yeah. It's an important part of our team's development, isn't it, to have that opportunity to learn and to work things out for ourselves and it's boring if you're just kind of turning the handle and just doing what you've been told or following a process. I mean, that's not why we became qualified as actuaries and jump through exams and hoops. So yeah, so we want to maintain, you know, create that environment for our juniors as well.

Cameron Morris: Yeah, definitely.

Julia Lessing: So okay, so that's been challenging, but it sounds like you've now got some good mindset and skills and ways to kind of balance that, even though it's going to be a judgment call each time. What's one tip that you'd have for actuaries stepping into management roles for the first time? if you've got one?

Cameron Morris: Well, I think, you know, one of the biggest challenges for me was around when I first stepped into this role, was around sort of confidence or maybe sort of feeling like I needed to sort of justify my position. Or maybe imposter syndrome is the best way to describe it really. And partly maybe because I qualified quite quickly out of uni and I'm sort of on the younger side for qualified actuaries, I suppose.

So when I was first put into that management position and had more responsibility, I was more aware that there were people that I sort of looked up to and respected and admired, I suppose, and that a lot of those people had vouched for me in order for me to sort of get this extra responsibility and that sort of, you know, it made me feel, I guess, concerned that

I was going to sort of make a mistake and let them down and sort of disappointment them. And then people would say to them all, "Well, why did you think they were ready?"

Julia Lessing: You felt an obligation to kind of live up to their expectations, you were worried about falling short, maybe.

Cameron Morris: Yeah, yeah. And I think, you know, on the one hand, that could drive me to work quite hard and be very thorough. But it's also not a sustainable way to work, I think to be sort of always looking over your shoulder, worrying that you've sort of made a mistake and instead of going to disappoint people.

I think it was just sort of something that comes naturally where you perform the role competently over a period of time and sort of prove to yourself that you can do it. Or maybe I'm slightly more mature now, I don't know. But I think what I sort of realized and probably what I should have known really the whole time is that, yeah, you know, there's people that have vouched for you obviously and you need to repay them by doing your best work.

And of course you will. But then, you know, at the same time, they wouldn't have vouched for you unless they thought you were worth vouching for. Right? Like there's no other reason they would be doing it. So, you know, if you, if you respect their judgment and they're saying that they think you're ready for extra responsibility, then you know that should give you confidence, I think, that you are ready as well.

So I think that you should sort of you should take that recommendation from them positively rather than negatively. And I think as well, the realization that, you know, one mistake is not going to mean that you've let people down as well. It's really more about how you work as part of a team to hopefully identify mistakes or issues before they become you know, well, before they even really become big mistakes or issues and, you know, if not, then it's about how you respond to it. So yeah.

Julia Lessing: And you've talked about that culture of, you know, creating a safe space for people to raise mistakes and because mistakes do happen.

Cameron Morris: Yeah. And I know you just that's the one tip, but I thought of one other one as well. So maybe for young actuaries who want to be in a management role but aren't yet in a role, management role. I think, you know, something that I realized is that you don't have to be someone's formal manager to be able to show leadership. You know, one of the most rewarding things that I've mentioned that I sort of experienced as a manager was around mentoring and coaching. And that's not something that requires you being anyone's formal manager.

You know, that can be something you do with your peers even, or maybe someone that's more junior but doesn't report directly through you. So, you know, it's I find it rewarding. And also I think it's the kind of thing where, you know, it's really going to prepare you to be a better manager in the future if you sort of take on that role and also might make sort of

other people notice your leadership and therefore, you know, help you to actually get to that position as well.

Julia Lessing: Yeah, fantastic. So you don't need to be formally a manager to be able to practice and exhibit those management skills and to get the rewards and benefits from having a managerial role at work.

Cameron Morris: Yeah, definitely.

Julia Lessing: And then it could actually prepare you. Some great reflections there today. Cameron Thank you. It's been great to hear a bit about your career journey and to hear some of the great leaders that you've worked for and the safe and respectful team culture that they've built and the culture of learning that you've built within your teams as well, and how rewarding that's been for you to be able to see some of your teaching in action and sort of that second generation of teaching coming through as that's being passed down the chain, which is wonderful and also really interesting to hear about the challenges you found around doing things yourself versus giving people time to work things out for themselves as well and how valuable that can be when you can make sure you get the balance right and you're not doing everything yourself. I really enjoyed your tips as well about actually stepping into management roles because as you said at the start, you know, we don't always see ourselves as leaders.

Maybe it's something about who we are personality wise as a profession. And I know I'm generalising there, but I think some of those reflections that you've shared around what great leadership looks like have been really, really interesting and really interesting to hear reflections today. Was there anything else that you wanted to share with us before we wrap up today?

Cameron Morris: No, nothing in particular. Just thank you very much for having me on today. And thanks for also having me as part of the leadership development program last year as well. I got a lot out of that. And you know, as you said, it came at a time during which there was it was a big transition for me. So it was very useful to be able to discuss things with that group. You know, sort of as I was going through the interview process and then sort of became a manager for the first time. So yeah, that was really good.

Julia Lessing: It was great to watch your evolution and your building of skills as well throughout that process too, Cameron.

Cameron Morris: Thank you.

Julia Lessing: Thank you for your time today and I'm sure your reflections and tips will be very valuable for our listeners. Thanks, Cameron.

Cameron Morris: Thank you.