

## LeaderImpact Podcast - Ep. 40 - Bruce Edgelow - The Past Does Not Define Me

**Lisa Peters** 00:05

Welcome to the LeaderImpact Podcast We are a community of leaders with a network in over 350 cities around the world dedicated to optimizing our personal, professional, and spiritual life to have impact. This show is where we have a chance to listen and engage with leaders who are living this out. We love talking with leaders so if you have any questions, comments, or suggestions to make the show even better, please let us know. The best way to stay connected in Canada is through our newsletter at [LeaderImpact.ca](http://LeaderImpact.ca) or on social media @leaderimpact. If you're listening from outside of Canada, check out our website at [leaderimpact.com](http://leaderimpact.com).

I'm your host, Lisa Peters, and our guest today's Bruce Edgelow. Bruce has 45 years of banking experience with a focus on lending to the oil and gas industry. After having spent 31 years with the Royal Bank of Canada, Bruce joined ATB in July 2003 and took on the responsibility to help build ATB Financial's, energy's business and capabilities. In early 2015, he headed up their turnaround assistance group providing leadership to ATB's sales teams, whose clients were experiencing financial difficulties through the downturn. He retired from the organization in March 2017 at which point he and his business associate formed EdgeMark Capital and Advisory Services Limited. They specialize in advising entities related to their capital needs and sourcing either debt or equity on a fee-for-service basis.

Bruce continues to be a very active participant in his community and church activities and is the past chair of Trellis Society and served as a board member on the Calgary Health Foundation for eight years. He joined the Mount Royal University Foundation board and assumed the board chair role of iCAN for kids in 2021. Bruce is also a board member of Bumblebee's venture capital. He has traveled the globe with LeaderImpact and is well-recognized for his speaking platform of business and faith. A powerful combination. Welcome to the show, Bruce.

**Bruce Edgelow** 02:05

Thank you, Lisa. Delighted to be here.

**Lisa Peters** 02:07

Good. Thank you. So, you know, first off, when I was reading your bio, and one thing I wanna talk to you about, because I sort of I edit the bios, but you have in here that you have your ICD dot d designation. Does that sound right? Is that how we say it? Yep. What is that?

**Bruce Edgelow** 02:27

So you have an opportunity through the University of Toronto, to get a professional

designation that's recognized. It's Institute of Corporate Directors. So it's a formal program. It's as I encapsulate it, it was some of the best curriculum with amazing individuals and best-in-class teachers. That the whole program is corporate governance. So if I want to become a director of a company or at the time when I was actively working at ATB. Two or three of the executive team and this is a selection basis, not everybody who wants to do it is chosen to do it. But three or four of us at the executive table with ATB all over a period of, say, three years took their institute of corporate directors and got their association. And Lisa, we know as a team that we governed our own business differently as we've taken the program. So good governance, how do you make tough decisions, financial controls, all the practices around what normally would be if you were in a profit or not-for-profit board role. The designation was created to help those board members or boards, either public or private, doesn't matter, know that there's this cadre of individuals that have gotten gone and got accredited that would be credible within the board role that they may aspire to. So it has certainly helped me be a better board member, and often in some of those harder tough discussions around and it's often around this whole notion of you know, governance, earnings controls. And it is good governance and how can you be respectful and how do you make the tough decisions? Things like that.

**Lisa Peters** 04:19

Oh, I'm glad I asked because I think well, I know for myself, I've taken on a role in our rural municipality as a counselor. And I've only been there six months, and I haven't done this. And I think of women, you know, we're trying to increase more women on boards. We're trying to get more when involved, this would be a great opportunity to learn more about governance. Okay.

I appreciate you answering that question. So for anyone listening, this is a special podcast. We're interviewing our LeaderImpact leaders, and we're asking them four main questions. We did it last week with Jason, but we really want to talk about, you know, pivotal turning points, principles of success, failures, mistakes. So I'm excited that Bruce has joined us, and we're just gonna jump right in. Are you ready? Alright. So obviously, we want hear about your professional story, Bruce, and how you got to where you are today. So the question is or not really a question, but just give us a couple snapshots that were pivotal moments to the pivotal turning point lost my mouth. Pivotal turning points in your journey.

**Bruce Edgelow** 05:24

Yeah, you bet. So which has been a long time. I'm an old fart. So there's a long journey here. And I'm gonna be I'm gonna try to be really tight with it. So here's my Reader's Digest version. I was an adolescent alcoholic. I started smoking at ten, started drinking probably eleven or

twelve. And by thirteen, I was pretty much immersed in that environment. And as a consequence, I didn't do well in school because I was off pursuing other pursuits. So when it came time to graduate grade 12, it was like, oh my lord, what am I gonna do? All my buddies, you know, they were all going to university and I barely graduated. I had to work in the library and get three extra credits, so I had a diploma.

But it was really interesting because a good buddy of mine said look, RBC was the largest employer in Canada in the banking side and they had a training program. And Hugh, who was a dear friend of mine, he said, you know, you should apply for that. And so two weeks out of high school, I found myself joining the Royal Bank of Canada on the branch administration officer training program. And it was really cool because I was the last grade 12 grad that actually was taken into that program. At that point in time, people, the universities and the colleges were creating such a grand swell of candidates coming out of there is that they went actually to those that had advanced education, but I have the distinct honor of being the last grade 12 grad, hired for that program.

So that started for me a 31-year career with Royal Bank. I did 17, let's see 14 years in administration. Principally all through Alberta, but, you know, often in the early days, didn't renew a lease because I was moving from job to job. It wasn't that I couldn't keep a job. It was just they were really advancing people and ability to move through things. And then I should have made the choice to at that point in time, I was married with two kids. I was in Red Deer and had an opportunity to go into credit, which was often if you had, you know, 14-years in the administrative side, managing branches, managing the client's needs on the administration side. So, you know, move swung into credit and was able to move my family to Calgary in 1985, kind of the dog days of the energy business to be fair. Royal Bank was one of the largest energy lenders at the time. And so moved to Calgary, and I became a part of a workout team post National Energy Program, which was really the dog days in the industry, hyperinflation, you know, we were interest rates were, believe it or not, 17 and a half percent, right, just very tough times in the business.

So it was great for me because in Calgary, I've been here twice before, so kinda not necessarily back home, but I knew the city and introduced my family to it. And then started a 14-year career, no a 17-year career in the oil and gas group. And you know, oil and gas Calgary is kinda one and the same. And it had this really cool opportunity to be in sales and then managing people. And my last role within the oil and gas group within the Royal Bank was I was a manager of the oil and gas group. And then I had an opportunity to pursue a chance to go in as an executive officer Alberta Treasury Branch or ATB. And it was at that point in time, my faith journey had gotten strong enough that I was kind of listening for God's voice related to

opportunities. And when this opportunity came up to join ATB as that VP of Energy. Kind of in my quiet time I was, alright, Lord, so what am I gonna do with this? And he just kinda really matter of factly, he said to me, So who was I gonna trust more? RBC or him related to an opportunity. And it was really clear. It like, it was really clear, alright, Lord. Okay. Because if you think of my background a kind of a ne'er do well out of high school who joined into Royal, it was like, if I muck this up, I got nothing because I didn't have a degree. Right? I didn't have anything. I only have my time with the Royal. But it was like, okay. Well, yeah. But where do you like, really, you're gonna park with the Royal? Like, if there's other things to do, then let's go and do them. So I did.

I joined ATB, and it was really interesting, Lisa, because six months after I left Royal, the group that I had been part of for 17-years and managed for my last three years that I was there, was totally reorganized and didn't exist anymore. People got laid off, lost their jobs, reorganized into a situation that they were not happy with and yet I had no clue. Somebody else had a clue. And so it was really interesting now all right Lord thank you for that and I trusted him and join ATB, and then that was a great 14-year run with ATB. We were doing stuff that you couldn't do in anywhere else. It was like, we built the franchise, hired amazing teammates. It was pretty magical. And then six years ago, I was heading to a meeting because we're reorganizing within the organization and they needed they wanted me to do something different, and so I was heading to a meeting about doing something different. And in the stairwell, I was going to the meeting, and in the stairwell, God just comes to me and he says, You're about to be laid off or about to be retired. And it was like, whoa. Well, oh, we didn't see that coming. And he just said Just keep going. Like, just keep going. So I kept walking down the stairs. And I walked into this room, and one guy that was supposed to be there was actually two of them, a co-led executive team. And I just walk in and I closed the door and I said, hey, guys, I gotta share with you what just happened in the stairwell. God just told me I was gonna be packaged, and he's encouraging me to tell you that. And so Time looks at John, and John and looks at Tim. And Tim says, well, actually, you are being packaged and you probably need to sit down. And I said, Nah, I'm good, guys. Like, if you've got paper for me, I'll take it. But from what just happened, for me and this is what is happening, then I'm good. I'm good, guys.

And the really cool part about that Lisa, I'll try to be quick with it, was that John and I were co-executives only at, like, six months prior. And one of the other individuals that was in the room I had actually hired. So this could have been a very difficult thing for them to do was to package me that day. And interestingly enough too that they were both men of faith. And so when I said to them, you know, I just got this message in the stairwell, I'm supposed to tell

you, and it just totally diffused it. And what could have been a half hour or 45 minutes ended up being no more than two to three minutes. Said, thanks, guys. I'm good. You got a paper for me, and I'll go. And so that started then an opportunity for me to because I got lots of energy and lots of things to do. I started up with a buddy that I'd known and within three months EdgeMark was formed, and we wrote in the market doing capital advisory work, and that's what I'm still doing six years later.

**Lisa Peters** 13:04

I love listening to pivotal points. Those are great stories and I think sometimes we don't see them as good you know, you could have went into that meeting. You got your package. If you wouldn't have, you know, like you said, it was two to three minutes. It could have been 45, and everybody beat around the bush. But I'm sure a sense of calmness. Right?

**Bruce Edgelow** 13:27

Well, Lisa, I could fill an hour of stories about hearing God's voice in my life. And what I've really learned to do is I've learned to trust it. And have no doubts about listening to it. Because for me, my journey, you know, adolescent alcoholic, I had a car crash once and I should have died in it. And the circumstances were just absolutely it was all on me. All on me. And two weeks post the accident, I totaled a brand-new car. It was really quite something. But anyway, about two weeks after the accident, I was kinda sitting there going because I wasn't I'd been brought up with a faith background, but I really wasn't active in my faith. And I just, okay Lord, what's going on here? Like, where are you in this? And he just very matter of factly, but he said to me, Lisa, I said, like, the Lord, the policeman said I should have died and here I am crying out to you, like, what the heck is going on? And he just said to me, said, I said, why am I still here? And he just said, I am not done with you yet. So every day, I get to wake up, and I'm still here, and I know he's not done with me. And it's been a storyboard for me related to that relationship that I've been blessed with is that I just have learned to implicitly trust a bit different things. And have had that journey. So when the things pivot, and if I've been kind of, alright, listening for what's really going on, then I should not live in fear.

**Lisa Peters** 14:58

Yeah. I wonder if some people listening. They hear this voice. They can feel it. They don't know what it is. But it's like they call it maybe they can call it something else, but it's like that inner voice. And I know exactly what you're talking about. It's there's something telling me to do this. I called it God.

**Bruce Edgelow** 15:20

I have 75 at least of those that make no sense to me at the time.

Yet I listen to it. And then, you know, this car that's greater than me, but I get to take part of. It's just it's been so real for me. And to be fair, it actually helped me get sober. Because I continued to drink, you know, through I started at Royal at '72 and I didn't quit drinking until '85. So 13-years into the bank side until I actually quit drinking. And what happened for me was my journey in AA, which was come to believe that a power higher than me could relieve me of my insanity i.e. the drinking. Is okay. Alright. So, Lord, are you really part of this? Has this been you all this time, and I can actually trust on you to get sober? And so the long and short of my first couple of years in AA was this journey of exploring my disease, understanding it. And then my identity changed from a guy who was an alcoholic and identifying as alcoholic. Oh, by the way, I also have faith. Is I was able to do a whole bunch of work related to both AA alcoholism and faith. And I ultimately pivoted my identity to be a child of God. Oh, by the way, I also am an alcoholic. And it was a real pivot for me related to where my basic strength needed to come from.

**Lisa Peters** 16:48

Yeah. Thank you for sharing. It was a great conversation. Great moments. To the second question, give us your best principle of success and tell us a story that illustrates this.

**Bruce Edgelow** 17:03

My best principle of success is, be true to myself as to who I am, and to have only one voice and be no one for that respectful one voice. So that the way I managed at all cases, but more towards the end as I was stepping into more executive roles, was that I became one that people could come into my office and have a conversation with me, and they knew there was no double talk there was I would only I only had one voice. I wasn't kinda okay. I gotta say this over here and this over there. It was I was known for honest conversations, respectful conversations, and more importantly was really just the truth. Like, you wanna hear you wanna really know what's going on? You can go in and sit with Bruce and have a conversation with him. And if I was dealing with meaty issues, I also could go into other people's office and treat them with respect and have one conversation. And that was really that kind of a lesson for me for a variety of activities and things that I did. But it was It was at the end of the day, Lisa, it was is to be true to myself. Who was I? Was I doing those things that I was empowered to do and gifted to do, and then have confidence and just do it. Right? And do the right things. Be known for a guy who treated people respectfully. But at the end of the day, once kinda because some stuff is never really clear. Right? Because it isn't always clear the first pass. But ultimately, when the dust settled, or the smoke cleared, whatever you wanna frame it as, all of a sudden, it was like, wow, we get treated fairly, respectfully, honestly, we're told the truth, and I could count on that conversation. And that and that's really been my DNA.

And to be fair, alcoholism has a basic tenant of not being trustworthy. Because the disease concept within alcoholism is a disease of denial. So as you're coming out of that process, which is why there's a 12-step process to help one to get sober, is there's a lot of principles that you need to work through and come out of to actually get to the very top. So how do I sustain sobriety? And it was not about being in denial. It was accepting that I had a chromosome that was different than the non-alcoholic. And that there was no pity party going on here. I needed to get sober and I needed to stay sober and I needed to quit drinking. And it was magical. It's a whole other story, but it was, again, that whole tenet and principle of, it's not easy, but you gotta find a way through it. Right?

**Lisa Peters** 19:47

Yeah. Need to speak true to yourself. I have a friend that she's high up in the in our government, and she has always said that be the best version of herself. And at the end of the day, she has to know that she did the best she could today because so much can come at you. And but today I did the best I could. You know? So I appreciate that answer.

So the next question is about failures and mistakes. So obviously, I think we all believe we learn more from our failures and mistakes than our successes. So would you be able to share one of your greatest failures or mistakes and what you have learned from it?

**Bruce Edgelow** 20:28

Well, I think it's a basic start to my life that you know, I think I actually started smoking at eight and drinking at ten to be fair. But at the end of the day, the compliment, my grade 12 biology teacher paid me, and he had endured me through bio 10, 20, and 30. Was that in grade 12, I was not as much of a disruptive, an inebriated disruptive as I was in grade 10. Like, really, that's my graduation testimony. Right? Of my and I love Mr. Hackman to death. I can still remember the conversation with it. But the greatest lesson that I learned Lisa, through that whole process of coming out the other side of it many years later, to be fair, like, many years later, 13-years later, is that I didn't let it define me. And that in a moment of doubt and distress, I can put on the hat as what would you expect your grade 12 drunk. Right? But that's not my identity. That was a circumstance I found myself in, but I did not let it ultimately define me. And the other cool part was I always had a soft spot for people who may not have in the banking world you're not nothing if you don't have an MBA or an undergrad or your CFA, etc. And I always had a soft spot for those that had the had the attributes and the things that the passion and the heart for something, and they may not have the designation. And we often hired people who may not have had all the perfect degrees and initials after their name, but we saw the passion and we saw the ability to do it. And I was so blessed because Royal Bank was an amazing teaching school, teaching bank. So, I mean, I got an equivalency of a bit of a



degree. I got a designation through the banking community. So I and I, you know, I've taken an unbelievable number of courses, including ICD, etc. So I've been able to learn along the way and that to me was don't let the past define me learn from it and move through it and move forward. Right?.

**Lisa Peters** 22:34

You made a great point. I'm gonna highlight this is just we cannot underestimate the experience we get. You know, you said the you the underdog. Right? The person that doesn't have their MBA, the person that doesn't have their just passed grade 12. They could be great leaders. They could be great bankers, be you know, don't underestimate them, so I appreciate that. You made one other comment. You said the biology teacher paid you a compliment. You pause there and you use the word paid you a compliment versus gave me a compliment or why did you use the word paid? Is that just something you do?

**Bruce Edgelow** 23:14

Yeah. I maybe – Yeah maybe it was and yeah. And it was, like, the most backhanded comment ever. Right? I wasn't as disruptive in grade 12 as I was in grade 10. But nevertheless, it's not the first time I've used that phrase. It's not the first time I've talked about Mr. Hackman in my life. Right? And, you know, I barely you know, it doesn't matter. It doesn't matter. But it was interesting is that was what my pursuit was in high school was other than academics. Right? Yet, when I look at the things I've done, like, wow, I've been so blessed.

**Lisa Peters** 23:49

Yep. Great. Thanks for sharing that. That was good. So at LeaderImpact, we want to grow professionally, personally, and spiritually for increasing impact. So would you be willing to share an example of how the spiritual makes a practical difference in your life as a leader?

**Bruce Edgelow** 24:06

Absolutely. So as I was coming out the other side of my alcoholism and really exploring my faith, I did a one-on-one discipling program with a neighbor. His name was Jim, and it was unbelievable time for me because I was growing in my faith. I was...give you a sense of my alcoholism. I went and saw a counselor one day to tell him, I needed to go to a counselor based on some really rotten Christmas I put my family through because I had been drinking with my gang my family gang. So anyway, I went and saw Dennis January 18, 1985. And I spent an hour of clarity with him and I came out of that meeting and Dennis has said, well, here's some things need to do and look at. But until you figure some of the stuff out, you probably shouldn't have another drink. And I've not had another drink since that day. I've not



had another drink. And I wasn't a guy that was drinking all the time, but I knew ultimately that alcohol was controlling me and me not it.

And as I continued to explore that, and then started to go forward in my faith, this one on one recycling program, ten weeks, Jim and I took nine months to do it. But we were neighbors, and so I was fun every whatever night of the week I was over to his place. And we were talking about this awareness of God in our lives. And he had talked about so he was a sales guy, and he had six kids. And he talked about we're just talking on one of the lessons we're doing, and he's not giving you an example. He said, I went to sales call today, and I prayed in the elevator in a way to on the way to the sales call. I kinda looked at him quizzically. I said, you did what? He kinda looks back at me. He said, what do you mean I did what? He said, I got six mouths around here to feed. In fact, I got eight mouths, I got a feed. I wasn't praying for success. I was praying to be the best that I could be. Eyes to see, ears to hear, a mouth to only interact when I needed to. But I was just praying to be the going back to your comment, the best version of me that I could be because I've got responsibilities.

And then he paused because, hold just just hold on a minute. I see you walk by my door at 6:30 in the morning, catching probably the first bus out of the neighborhood. And not coming back to, like, 5:30, 6 at night, where are you at with your spirituality? And I was nowhere related to that active faith. Right? That active faith. And my dad had a number of years ago number of years early into my banking career and because it was his mantra. He kinda said to me. He said, you gotta be careful as a banker about mixing business and religion because it may not mix. So you need to be careful. So I love my dad to my dad to death and I thought, okay, well, it's good wisdom. Well, in the end. And pops knows this now. But he was dead ass wrong. Pardon me, but he was totally wrong. Because what Jim taught me was his notion of incorporating like, if I was just simply this Sunday Christian or this hour on Sunday Christian. And, oh, I go to church and I'm good. If I wasn't allowing that potential relationship to be more of who I was, I was really missing out. I was really missing out.

And so through that whole program of nights and months with Jim and in life of doing life, what I've found is I have openly displayed my faith with people. I've done it in a way that's been just this is my story, and this is what goes on for me. And it's been a platform for me now that like, again, in my profile, I've traveled with LeaderImpact in four countries. It's been really cool. And when I do my talk, even in Calgary, my talk is business and faith, a powerful combination. Because what I've been able to do, Lisa, is incorporate it day-to-day. It's been day-to-day for me. And so that people have gotten used to, yeah, Bruce is a man of faith, like, I do lots of coffees because business whatever. So it's not uncommon to meet me in Starbucks at Eight Avenue Place in Calgary. In the line waiting to get coffee with this individual that I'm

with. And they go, so how are things? They say, well, I'm a huge faith, and every day is a God day because it's really hard. Yeah. But every day is a God day. And that's how I and that's just how I start my conversations. And it's not uncommon through the course of the coffee to look over at our table and to see hands clasped, heads bowed, and praying about what it is that we were meeting about. Because if I'm being prompted to bring my faith to bear related to my talents and my time and my treasure. To do the things I need to do, I need to be honest and real with it. And what I found Lisa, over time is that my heavenly father is a big part of that. And so he's really taught me how to frame that and how to be real with it.

I had a team today and I'm just I just I met a new client today at ten o'clock about an opportunity for me to help them. And I wait to be prompted before I do this because I need to know it's not my words, but somebody else's words, you know who that somebody else is. But anyway, at eleven o'clock, the meeting's over and I said, you guys bear with me for one minute. I have a really faith based practice. And I try to really do things in God's strength not my own. And I've really enjoyed this meeting and I think I can help you. But what I'd like to do if you're okay with it is I'd like a close our meeting in prayer. And they're kinda like, oh, no worries asked us to do that before. And yet, I did. I just thank God for what these three people were amazing. So talented, amazing opportunities. I just prayed his provision on their company and what they're doing. And then I just said if I can help them, I would love that privilege to be able to help with them. And it was like a minute and ended. And I look over and the one lady who's there was a husband and wife team and then the guy who's got his PhD and, oh, is he smart. But just an amazing team. And she's in tears. She said no one has done that for us before. And I just said, I said, Well, thank you for giving me the privilege to be able to do that. Because that's what we're trying to do. Right?

**Lisa Peters** 30:33

I remember the first person that ever prayed over me and I was in tears. I can feel that. Yeah. Thanks for sharing. That great story.

So those are the four questions that we have had for you. I always end my podcast with two final questions because I love to know what people are up to or what they think. As you know, LeaderImpact is, dedicated to leaders having a lasting impact. So as you continue to move through your own journey and life, have you considered what you want your faith legacy to be when you leave this world?

**Bruce Edgelow** 31:12

Thank you for the ask. And it came quickly, is that I think I am known for now and that my journey will be never to lose my way with this is to be known as a man who walked closely

with God and always listened for his voice. Is that I and, you know, and, hey, let's I'll just be really clear. Life has not been great for me. I've actually been divorced twice. I've had two marriages not work for me. And I'm not happy about that. And there's all kinds of circumstances around that. And it's not been a cakewalk. I'm 68, and I'm still working. Right? But I love what I do, and so that's okay. But at the end of the day, when God chooses to take me home, he told me, like, in 1985, he wasn't done with me yet. So every day I wake up and he's not done with me, is I think I will continue my efforts each and every day is to be known as a guy of faith and actively walking with God and not afraid to share that with others. So, like, you know, I was at lunch, I left my eleven o'clock, and I went for lunch with a ex-coworker that I'd loved her to deaf. She's just an amazing young executive absolutely doing well. I had the privilege of hiring her and we prayed together over lunch because that's what we get to do. Right? Is to bring our spirituality, make it real, and be remembered for that. Right? And so go back to my by speaking is that what do I wanna be remembered for? Is business and faith a powerful combination.

**Lisa Peters** 32:54

Great answer. And my final question I ask you, everybody, is what brings you the greatest joy?

**Bruce Edgelow** 33:02

Two things. Family, I have an absolutely amazing thirteen-year-old grandson who I just adore so much fun and a son and daughter-in-law are doing such a great job with my grandson. So families were really close. We golf together. We go to hockey games together. On the ball diamond together just so family is critical for me. And then this other thing, the greatest joy is being active in my faith. Being at that meeting today, not knowing whether I was gonna get prompted or not, but when the prompt came to close in prayer, that brings me joy. Because I'm I have an opportunity if I'm prompted to do it to do that, and I never know the outcome. But if I'm being prompted for it, then somebody else knows the outcome and it was magic.

**Lisa Peters** 33:51

We never know the outcome.

**Bruce Edgelow** 33:54

And yet there's joy in that.

**Lisa Peters** 33:56

That's awesome. Bruce, I wanna thank you for taking the last just over thirty minutes to share with us. It has been a pleasure to get to know you. I love meeting leaders around the world and hearing their stories because they are all different. I come in thinking, I think I know what

I'm dealing with and then your stories are just I love asking the questions, and I love hearing the stories. Thank you for sharing with us.

**Bruce Edgelow** 34:21

Well, thank you for what you do and many blessings.

**Lisa Peters** 34:24

Now if anyone is listening in I want to talk to Bruce. What is the best way that they can find you or engage with you?

**Bruce Edgelow** 34:31

Yeah. I'm very active on LinkedIn. That's absolutely the best. Just find me on LinkedIn and send me a note and say, hey, heard your podcast, whatever. And I'm active in that platform, so it's a great way to get connected.

**Lisa Peters** 34:48

Alright. Well, I want to thank everyone else for joining us. If you're part of LeaderImpact, you can always discuss or share this podcast with your group. And if you were not yet part of a LeaderImpact and would like to find out more and grow your leadership, find our podcast page on our website at [leaderimpact.ca](http://leaderimpact.ca) and check out our free leadership assessment. You will also find on our web page chapter one of Braden Douglas' book *Becoming a Leader of Impact*. It is an awesome leadership book. You can also check out groups available in Canada at [leaderimpact.ca](http://leaderimpact.ca) or if you're listening from anywhere else in the world, check out [leaderimpact.com](http://leaderimpact.com). Or get in touch with us by email [info@leaderimpact.com](mailto:info@leaderimpact.com), and we will connect you. If you like this podcast, please leave us a comment, give us a rating or review. This will help other global leaders find our podcast. Thank you for engaging with us. And remember, impact starts with you.