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National Naval Officers Association (NNOA)  
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Admiral Richardson: -- this amazing organization here, the 45th symposium. A long, long tradition of supporting our Navy, advocating for diversity in our ranks. There’s a renaissance about how important that is today, and we’ll talk a little bit about that today.

I’d like to welcome all of my friends, fellow flag officers, fellow executives here. I’ll tell you, I’m just proud to call all of you friends and mentors, to be honest.

But I will say one thing, and this goes to my team. Advice. Never follow Admiral Ray’s speech. [Laughter]. Never do that. I told my team, whatever you do, don’t schedule me after Admiral Ray. So everybody on my team is fired. [Laughter].

I mentioned Admiral Ray. One of my mentors. In fact I’ve made a career of following Admiral Haney. It’s served me pretty well. It’s worked out pretty good so far. But Admiral Haney, thank you so much for being here. And we’ve actually been in collaboration quite a bit on what it means to be engaged with this group here.

What I’d like to do, just for a little bit of engagement, we’ve got about an hour or so. What we’ll do is I’ll try and blast through my remarks as quickly as possible and then we’ll open up the floor for questions and answers. I’m, as you’ll see, very interested in finding out what’s on your mind.

Admiral Williams is here, former Commander of the 2nd Fleet, and he and I have been in close touch. Thank you so much.

Ms. Steffanie Easter is our new Director of the Navy Staff. Stephanie can you stand up real quick and just be recognized? [Applause]. This was a really big decision for us. First of all, to warm up we’ll just do some calisthenics. Everybody raise your right hand please. Okay. Raise your left hand. So they all work. I look forward to seeing a lot of hands here in the future.

Who is O4 and below? Raise your hands. Okay, that’s a great group. Who is here sort of formally representing a Pacific community. In the Navy, you know, if you’re here representing the aviation community or surface warfare community. Who’s
representing, the designated rep of the Pacific community? Okay. There’s only a couple of hands here that raised in terms of saying, the community leader saying hey, it’s important that you go and do this, that you attend the 46th Symposium of NNOA. So maybe we can talk about that a little bit as well. I think we need to make it a little bit more deliberate effort to engage with venues like this.

And I will tell you, this venue does [opt] for all the attendees a tremendous banquet of opportunities, and I hope that through the couple of days that you’ve got here that you take full advantage of everything that this opportunity has to offer.

Just as an example, you’ve got person-to-person exposure to some very senior leadership, and the ratio is great. I’m just looking, quick math. There’s probably maybe 10 to 1 or something between you and a flag officer or flag equivalent. That’s pretty good numbers. You should be able to come up alongside those folks over the next two days easily and have a conversation. I hope that you do.

The Armed Forces Staff College is going to host a Career Development Seminar, and I hope that you go to that. There are lots of ways to continue to strengthen and build connections. And as you’ll see during the rest of my talk, these connections I think are vitally important in terms of making progress.

Now, when I think about, I get quite a bit of opportunities and invitations to speak as you can probably imagine. And they kind of go roughly into three categories. There are those ones where I don’t want to go and I don’t have to go, so those kind of go in the easy No category, right? I don’t go. I just say no thanks.

Then there’s those ones where I’d rather not go, but I probably should go. Those go into the reluctant Yes bin. So we go and do that.

Then there are those that, the ones that I want to go, and those go into the enthusiastic Yes bin. Then there are those opportunities where I actually say listen, I’m coming to NNOA. Oh. I’m coming. All right? I’m coming off of leave, which I did this morning. I shaved. [Laughter]. I shaved because I didn’t want there to be any ambiguity about our beard policy. [Laughter].
I’ve got to tell you, I’m kind of getting long in the tooth on this CNO business. Admiral Ray is just getting started as the Vice Commandant. But if you think about the last year or so, how much I still want to get done and how precious little time there is, but it goes to how important this venue is.

In my business, and Admiral Haney taught me this. To get to the root cause of something you’ve got to ask why about five times. Right? Why do you come off leave and come to the 46th Symposium of NNOA? One reason would be you value diversity. I’ll tell you what, that’s the truth. But that’s only one why.

So now you can say well why do you value diversity? I think you get a lot closer to the root of the math, the root cause, the real reason, and it goes right to the heart of the National Defense Strategy, and it goes right to the heart of the design for maintaining maritime security. We need to value diversity because that makes us a more powerful Navy, a more powerful Coast Guard, a more powerful Marine Corps. This is going to be the difference between winning and losing.

So as an indication of how strongly I feel about this, we completely rewrote the Navy’s Leader Development Framework just to better capture the idea of inclusion of mentoring and advocacy, which I hope to talk a little bit more today, but which are absolutely critical towards making progress in this area.

So we put it out in September of 2016 and put the One Navy Team inclusion and diversity statement on the back cover. Then we expanded our discussion of mentoring, and really moved beyond mentoring into advocacy, and I want to talk a little bit about that, this mentor/advocate role and how it can help us become more diverse. Talk about that a little bit later.

We’ll start with a quick math slide, if you don’t mind, and it’s going to be a geometry lesson. I’m going to need a volunteer from the audience, so think about that, and we’re going to exercise those hands in a second.

But before I ask for a volunteer, we’ll get a couple of facts straight right up front. We have this geometry, these principles from which you derive your crew. One of the principles is that we are all on the same team. We are all in the same uniform for our team. And that’s an important thing to keep in mind. We are on this team. This team takes the field
together. And there are no, there’s no place for bystanders on this team. We suit up and we’re on the team. Okay?

Given that principle, I want to talk about three geometries that I see and talk about which one I want to try and adopt for our conversation today.

Where’s my volunteer? Lieutenant, thank you very much. Come right up. [Laughter].

Have we ever met? One time. So I barely know you. [Laughter]. We’re going to try and walk through some [jumps].

Here’s one geometry that we frankly see too much of. Stand here and face me. I’m up here on the field, if you will, right? I’m no this stage. And Wes is part of the team. We’re wearing the same uniform, but he’s off the stage and he’s kind of making comments about the team on the field. All right? This is sort of a geometry, I’ll call it the Them geometry, okay? And you’ve seen it probably more than we should. It’s definitely not the preferred geometry right? What’s the problem with this geometry?

Voice: He forgot he was part of the team.

Aa: In this geometry, Wes forgot that he’s actually part of the team. Right? There can’t be any them, and you read this in a lot of articles, don’t you? Sometimes these folks will come up on line and applaud or something and talk about the submarine community or the surface warfare community in the third person. Them. Those guys. Right? So this is I think the least favored geometry, almost toxic to making progress. Okay? So we’re going to definitely not adopt that geometry today.

Come on up on the field, Wes. Come on up here and join me.

Give him a hand. [Applause].

Now we’re going to face each other here. We’re on the field, which is a huge step in the right direction, but then there’s this other dynamic which I think is probably our most common dynamic. And it’s sort of like okay, Wes is a lieutenant in the United States Navy, I’m his, one of his leaders, right? And there’s this sort of You and Me geometry, right? It’s not uncommon, and I’ve seen it at a lot of different All Hands Calls. It’s like hey, CNO, I’m one of your sailors, and here’s my concern, and what can you do to help me? You know what? We
all want to be good leaders. I see a lot of senior people out in this audience. So your kind of instinctive response is like gee, I want to be a good leader to Wes, and help him solve his problem. So I’m going to say okay, let’s see what I can do for you to solve that problem. All right?

So this is the Me/You geometry. Okay? It’s good because we’re all on the field together. All on the same team. But it’s sort of a leader/follower geometry. What can I do for Wes? I’d say this is the most common geometry that we see around the Navy.

Everybody got this geometry? This is kind of the Me/You geometry.

Now the third thing I want to do, Wes and I are going to stand side by side, shoulder to shoulder. Okay? And what would you call this geometry. This an Us and We geometry. I think this is the most productive geometry for any type of problem solving, right? Wes and I -- you can stand at ease. [Laughter]. Wes and I are up here and we are 100 percent completely dedicated towards identifying those areas of the Navy that need to be improved, in any area, and we see this problem together. Wes has things to contribute to the solution of this problem. In fact he’s got some unique things that I can’t see. I don’t have all the good ideas here. I’ve got some tools in my kit, I’ve got some authority that Wes may or may not have. So together, as a team, we are going to get after this thing. Okay?

So this is the geometry I want to adopt today. Can we agree to adopt a We geometry as we move forward through this talk? And I’ll just ask, Madame President, -- [Applause].

Okay. Let’s give Wes a huge round of applause. [Applause].

Okay, so how critical is this? I think it’s absolutely fundamental, particularly when you start to think about the challenge before us today which is leading the entire Navy and making the entire Navy, in fact all of our forces if I can just extend, more effective, more competitive, winning teams which I think is much more diverse.

And I’ll tell you, one of the things that has hit me more clearly than ever before is that no matter how hard I try, as a white male, I cannot appreciate 100 percent what it is like to be an African-American that grew up in the United States, or even in the United States Navy. Same with a female. Same with some of the other of our ethnic and racial and gender
minorities. As hard as I try I cannot fully appreciate what that means.

So I need your help. We need to adopt a We geometry in this thing because as we craft the most productive ways ahead, the most fruitful solutions, there’s insights, perspectives and things that many of you in this audience have, and many around the Navy have, that I don’t know. We need to adopt this We geometry to get to the solution.

I’ll tell you what. We just recently issued some changes to women’s hair styles. And it seems like a pretty quick thing, low-hanging fruit. But the way that this came about is instructive.

I got my team together, and you’d probably be surprised at the size of the team. It’s not small. And it’s pretty diverse. So I wanted to have a conversation with the different diversity elements of my team, have this sort of same conversation. Help me be the best CNO for all of our Navy including the parts of our Navy that are diverse, that are different from me. Okay? I talked with the African-American folks on my team, and I have to tell you, I was really nervous when I had that conversation. I did not have any idea how it would go. In fact I’m nervous right now. [Laughter]. But I’m extending myself out, right? I’ll talk a little bit about that later.

But they were fantastic. They said sure, of course we’ll help you, CNO. We want to. Then I said okay, good. I was breathing a sigh of relief. I stopped sweating and all that. Then I said before we break up the meeting, is there anything like super-fast that we can do? Quick kills, if you will.

The women said you’ve got to do something about the hair regulations. We’re going to retire and we’re going to go bald. We just can’t do it, we can’t meet that. It’s not the way our hair works. Right? We go through all sorts of chemical and heat and the weirdness, trying to -- [Laughter] -- with the regulations. And it was clear this had become kind of an exclusion. So we fixed all that right away.

So these are the types of things. You know? You can probably imagine there’s a lot of good reasons I would not have stumbled on that insight. First of all, my hair is falling out. It’s becoming less of a problem. But this is an example, sort of a quick and simple example, but I think the structure, the geometry of that conversation is instructive.
I’ll tell you I’m reading -- I’m on vacation and my vacation reading right now is weird. It’s a book, an excellent book. It’s called the Existentialist’s Survival Guide. And I’m going to give you a bunch of required reading here, so get your pens out. It’s by a guy named Gordon Marino. He takes you on kind of a guided tour through Soren Kierkegaard, who was a Danish philosopher. There was a, he talked a lot about existentialism, and he touches on this idea of understanding different parts.

He had this great quote, that I’m just going to quote it directly. He said, I quote, “There are questions”, and this sums up why we need to adopt this We geometry. Okay, cool. “There are questions of identity that blacks and yes women have to grapple with that white men of a particular economic class can simply and safely ignore. I confess that I have grown weary from the terms people of color and white privilege, but make no mistake about it, being free of the attacks, of fending off other people’s stereotypes is at the core of white privilege. Those of us who enjoy the liberty of not having to ask ourselves about the borderline between our skin color and our core identity sometimes find it hard to understand that we are privy to a space of reflection denied to our brothers and sisters. And perhaps our inability to grasp this essential truth is why we don’t yet know how to act upon it.”

I think that’s an excellent description of the vulnerability that I have and why I need your help. So let’s get to work. Let’s get underway here.

In the Navy when we decide to get underway and get out and start a voyage, one of the first things we do is we take a fix. That’s what we’re going to do. All of you sailors in here know that if you’re going to take a fix you need three lines of bearing to get a good fix. So we’ll do three lines of bearing.

My thinking in this area has kind of been shaped by many factors, but I’ll boil them down to three. Again, reading assignments to come, so it’s good that you’ve got your pens and papers out.

The three lines of bearing I’m going to pick today are humility, inclusiveness and trust. And I think that these things go to the core of being competitive in today’s environment.

First line of bearing, humility. There’s a book out there that I strongly recommend you read called Humility is the New Smart.
Okay? It is about exactly that. It’s written by a professor at the University of Virginia, Edward Hess. He talks about what is going to make the competitive difference. What is going to give you the competitive advantage, right? Let’s be clear here, we don’t want to compete, we want to win. Okay? What is going to make winning teams in the future?

The advent of increasingly powerful thinking machines -- computers, algorithms, you read about it every single day. Artificial intelligence, machine learning. It’s changing the basis for what is going to be competitive in the future.

And when he says humility, Professor Hess is not talking about religious humility. And again, I’ll just quote from a book so you can all understand what Dr. Hess is asking. He calls humility, “A mindset about oneself that is open minded, self-accurate and not about me. That enables one to embrace the world as it is in the pursuit of excellence.” So that’s sort of a professional definition of humility that I think, again, is a great line for future leaders. And I’ll say in my case, winning will increasingly be about shifting our skill sets sort of away from being able to do equations in your head, being able to access data in your head, because there are machines that are going to do that better than all of us. And those machines are available to everybody. That’s a level playing field right now.

The competitive advantage is going to be given to those teams that can collaborate better, that can innovate more creatively, that have emotional intelligence, if you will. Right? The President of Yale is a good friend, Dr. Peter Salovey. He’s one of the founders of emotional intelligence. These are things that are going to be the decisive advantage. It’s already starting to show itself in the private sector, the commercial markets.

So our first line of bearing as defined in that book is humility. So we’ll put that down on the chart.

The second line of bearing is inclusiveness. All right? And your assigned reading for this line of bearing is a book called Super Forecasting. The Art and Science of Prediction, which is pretty essential to what we do. It’s by a guy named Philip Tetlock. He, it’s kind of an academic book which you sort of want in this area, and he gives terrific data that supports the conclusion, the scientific conclusion, that teams do better than individuals at forecasting complex things. And that’s what we want to do. A lot of our business is forecasting complex
things. Forecasting the outcome of particular conflicts. Forecasting what will happen if I maneuver the Fleet and send it to this particular part of the world. How can I predict that?

So Dr. Tetlock makes a strong case, and he backs it up with a lot of research. He says this research confirms that diverse teams are much more effective than just regular teams and homogenous teams. Okay?

Solutions developed by diverse teams are 20 percent more creative. They are 58 percent more likely to be accurate in terms of prediction. That is a decisive advantage. If you can be 58 percent more accurate than your competitors. Gender diverse teams are more apt to out-perform other organizations by 15-20 percent. So this is scientifically conclusive, right? This is again, math.

It applies to problem-solving in our Navy. Right now our Navy’s roughly 34 percent racial minorities, made up of racial minorities. 19 percent female. These, you know, tapping in, including these perspectives is going to be a decisive advantage in this era of great power competition. Okay? So this idea of inclusiveness. It goes towards that One Navy Team statement. Not only must we be that diverse, but that diversity must be brought into our inner thinking so that our planning, our execution, our hot wash includes all of these perspectives through every element of the operational cycle.

A third line of bearing is trust. I’d recommend you take a look at a book called Daring Greatly by Brene Brown.

Anybody read any of these books already? Anybody get advance credit on some of these books? You can test out. Take the quiz, you don’t have to read the book.

Brene Brown reminds us about the power of vulnerability, and you just saw a demonstration of that live before your eyes. I still really don’t know how this conversation will go. These are important topics. But they’re not easy topics. Right? And you’ve got to get right into them.

When I met with the different parts of my team, I had sensitive topics, but I felt the need to bring it up. I’ve got to tell you, I felt vulnerable doing that. Right? I could not predict accurately how that conversation would go, but I thought if I went in sincerely, that I could trust the team to take that on, and they did. But this acknowledgement of that type of
vulnerability. It’s okay to feel nervous about some stuff, right? And you’ve got to kind of recognize that up front and then just step through it. And when you do, there’s this trust that emerges.

My experience is that you do so from including those other lines of bearing, the sense of inclusiveness, the sense of humility, you will see a great acceptance. Not necessarily that you get it all right the first time, but they’ll be willing to correct you. Say look, I understand what you’re trying to do, let me just tell you a much better way to get after what you’re trying to do. Okay?

So this idea of vulnerability is actually kind of [pacing] this week because we’ve all got it, but you’ve just got to step into it, right?

No single person has all of the answers, so share your big ideas with confidence. When Wes and I were up here, standing shoulder to shoulder, a big part of success is that Wes has got to be willing to speak up. And there’s a lot of other geometry going on, right? Wes is an O3, I’m an O10. That’s maybe not the most natural line of communication for Wes. [Laughter]. For me, I find it very comfortable. [Laughter]. From Wes’ side of that equation, the Chief moves. [Laughter].

Anyway, you’ve got to step through all that. It says in the design, right, the best ideas don’t have rank. The most junior person in the room can have the absolutely critical idea and we need to make sure that we’ve one, given them freedom to express that, to step through the period of vulnerability and say what’s on their mind. And two, when they do that, you’ve got to trust that we are in a We geometry. We’re all just trying to solve this thing so there really is no reason to take offense or objection to any idea. Okay?

I’ll tell you a great, one of my favorite examples. When you talk about human performance and team performance, a lot of the literature takes you to crew management, cockpit resource management in aircraft with the crews. There’s this one airline who had this one pilot, this one captain who was just a legend. I mean this guy was the man, right? The story goes that one of these teams, this crew, they come in and they start to man up their aircraft, they’re looking at their flight plan and all that, and they look at the crew and holy cow, this captain is on their flight.
So how do you think they responded? They studied extra hard. Right? They really wanted to live up to this guy’s expectations. Before he even arrived they started upping their game. Right?

So then this captain comes aboard, and I might be dating myself here a little bit, but I think I’m on safe ground looking around the room. He comes on board and he’s like Columbo. Right? [Laughter]. You know what I’m talking about. He comes aboard, and he’s like where are we going? What type of aircraft? I’m sorry, you know, what’s going on? He’s fumbling through his paperwork. They’re all looking at each other like really? This is the legend? But it was very deliberate on his part. Of course he knew everything about flying that aircraft. That’s how he became a legend. He was ready to leap in and be legendary, I guess, if he needed to, but he created, he backed off. He gave the impression of don’t count on me. You need to step in and fill this space and they did. So kind of a neat example.

So let’s kind of review our fix here. We’ve got three lines of bearing. Humility, inclusiveness and trust. We’ve got some reading that we can do if you have time. I think that those three lines of bearing all cross in a nice tight fix today, here in Portsmouth, Virginia, at this conference.

So I want to take, again, continue to take advantage of everything that it offers.

Are we done? Are we good? We have a good fix? It’s not a bad start, but we also have to account for, it’s a bit of a technical term, set and drift. Okay? Every time, no matter where you are in the ocean, river, whatever. If you are getting underway and making business down a track, there’s going to be some kind of a current or a wind, there’s going to be forces that are going to try and set you off course. Okay? And in our world, well first, you’ve got to physically correct those things or you will not get to where you’re going. You may run aground. This set and drift requires correction, so that’s important to know. And in our world, in the context of this analogy I would say that our set and drift is bias. Okay? I’ll tell you what, it is a rich field, understanding bias right now. In fact in the last I think ten years two Nobel Prizes have been awarded in behavioral economics, all centered around the powerful impact of human bias. It is amazingly powerful.
In fact I can tell you up front, I’m going to ask you a series of questions and these questions are designed to understand your bias. And I’m going to tell you right now, you are biased. And I will tell you that the 100 people that took this quiz before you demonstrated bias in this way. Then I will give you the quiz with all of that alertness, and you will demonstrate bias in that same way. Right? It’s that powerful. You can’t count on yourself to correct it. It’s just impossible. It’s wired into us.

Two more books, we’ll make it an even half-dozen, just something to get through in August. The two Nobel Prize winning economists, one is Daniel Kahneman. He’s written a book called Thinking Fast and Slow. He talks about the two ways that our mind works. A fast way and a slow way.

Then there’s another one by, he just won the Nobel Prize last year, by Richard Thaler called Nudge.

They’re both fascinating reads.

I’ll tell you what, overcoming this bias is absolutely fundamental to winning. These biases can be used against us. People understand them and they can design a system to take advantage of our bias to our own detriment, so we have got to do this.

Generally, there are a couple of ways that I think. This is why I think diversity is so important on teams. In my biases, they’re going to create blind spots and vulnerabilities, but if we can get a bunch of diverse folks together, people with different perspectives, and mine are different than yours. Everybody’s are different. What we do is we kind of shine lights in each other’s blind spots. We illuminate and we overcome those vulnerabilities. So that’s one way to get after this is diversity. That’s why we’re here.

The other way is establishing some kind of a rule set. And this kind of gets back to a mathematical algorithm or something. This thing is unbiased, it’s just an equation, if you will, but it can help us if the equation is designed right, in how to at least get the first answer out, and then we bring the experts in and say huh-uh. You know, the thing’s set about eight. I’m going to tweak on this and I’m going to say seven. But it won’t say like negative five. We’ll be in the right ball park.
So these books will describe this much more elegantly than I did, but they’ll talk about the power of some of these assistants, these algorithms, if you will, that will help us overcome bias. And then you bring the experts in.

Mentors. Who in this room would consider themselves a mentor? Lots of hands going up. How about a protégé or a mentee? Who would consider themselves, about the same. Every hand should be up, I would hope. You’ve got somebody who is your mentor. Admiral Haney’s one of my mentors.

For those mentors, how many people would you say you have in your posse of protégés -- how many protégés do you have? We’ll do a hand-raising thing. Who’s got more than 100? Really? More than 100. You are the mentor of mentors. [Laughter]. How about between 10 and 20? That’s not bad. How many fewer than 10? Okay. Let’s say a dozen.

How would you characterize the makeup of that group of protégés? If you go with your bias, they’re going to probably look a lot like you. Because we have these affinities for them. It’s not bad, it’s just kind of where we trend, right?

Unless we make a deliberate decision to say you know what, I’m going to make sure if I have 12, I’m going try and make six of them female, and I’m going to make a few of them black, and some of them -- I’m going to make a deliberate decision to make my group diverse. Okay?

Similarly, how many people have more than one mentor? I encourage that. And similarly with your mentors, is your family of mentors diverse? I think it’s helpful that we try and do something that would help that way. Right?

So that’s one step. An important step. And we can’t legislate this thing, right? But we can just kind of make a decision with ourselves. We can make a deliberate effort to have diverse mentors, diverse mentees.

Then there’s this idea of advocacy. Mentoring, at least when I think about it, is kind of a personal relationship. In fact it’s a very personal relationship. A mentor and a protégé, they are invested in one another. Mentors have got skin in the game here. There’s a really deep relationship. Beyond teacher. Beyond coach. You’re really personally invested.
Advocacy now takes the next step. It goes beyond that personal relationship and so for all of you mentors to advocate for someone, is to kind of put your radar in scan and look for opportunities for your protégés. So you’re looking for job opportunities. You’re looking for leadership opportunities. And when you see one pop up you pick up the phone and you call the decision-maker for that position and you say I’ve got the perfect person for that job. So as you’re thinking about filling that position, I need you to interview and take a look at this person because she’s the exact right person for that. You are not going, you’re extrovert, right? You’re transmitting on behalf of your protégés. And the combination of these two things, this active mentoring relationship, the fact that you’re going to make a deliberate decision to be sure your protégés represent America and embrace all that diversity, and advocate for them. Before you know it, we’re going to have all that diversity in really meaningful positions and we’re going to do that without any legislation. We’re just going to do it because we think it’s important. That is how we win in the new age.

I’ll tell you what, I’ve got a lot of facts about how we’re making some progress, and I’ll be happy to rip down through those if they’re interesting to you. But I think I’ve kind of made my major point, that there is more progress to be had here. We should feel okay about the progress we’ve made, but we shouldn’t take any comfort that it’s sufficient. There’s lots more to be done. Okay? And I need NNOA’s help here. In fact specifically I need NNOA’s help to help me get more diverse in the Navy officer ranks. That’s just a challenge we have been wrestling with.

So we’re underway. We’ve taken our fix. It puts us right here. This is our [channel]. We’re mindful of the course that we have to sail. We’re mindful of the set and drift, the biases that might move us off that course if we don’t correct it.

I need your help because we need to lead the entire Navy. We need to lead the entire Navy. So I’m listening. And I’m listening because in this era of great power competition we need to embrace everything that makes America great, that makes us a great power. We need to embrace it all, to become a better, more effective operational and warfighting force. To do that, we need all of your talent.

Anyway, thank you all for letting me speak here today. I’m very eager to hear what’s on your mind. Thanks.