

The Other Leadership Playbook: How the Third Sector Navigates Complexity

This paper provides an alternative perspective on leadership, challenging the traditional emphasis on business and politics. It argues that we overlook vital leadership lessons from the public and third sectors. In an era marked by complex global challenges, evolving stakeholder demands, and a shift towards impact-driven value creation, conventional 20th-century leadership models are proving inadequate. Drawing on interviews with leaders across the public sector, international development, charity, and nonprofit organisations, the paper identifies five distinctive leadership approaches that offer timely and relevant alternatives to conventional leadership thinking in the face of increasingly complex and adaptive challenges. By bridging artificial divides between sectors, we can learn from the third sector's experience navigating resource constraints, multiple stakeholders, and complex social issues; leaders can develop more adaptive, inclusive, and practical approaches to creating meaningful change in the 21st century.

Introduction

Leadership in the third sector (for this paper, the third sector refers to the voluntary, international development, and civil society sectors) is a neglected topic. Most leadership, change management, and organisational design books focus on business, sports, and sometimes political leadership for insight. An artificial and rhetorical membrane has established a one-way flow of leadership ideas from the 'for-profit' to the 'not-for-profit' space, preventing us from learning valuable lessons from the third sector. A prevailing assumption that "the commercial world does everything better" has led many to dismiss the valuable leadership lessons from the third sector. "We've had this assumption and sense that the commercial world does everything better," but does it?

A narrow focus on leadership from the private sector has led to pervasive yet deeply flawed assumptions. We've been captured by notions of "efficiency" and "competition," often equating them with shareholder value while neglecting the rich tapestry of leadership practices cultivated in the third sector. As Margaret Heffernan notes, "...Magazine covers sporting the rugged profiles of business leaders and the motivational life lessons of CEOs (strategy akin to athletes' memoirs) perpetuate the same trope: the heroic soloist can and will save the day, single-handed."¹ Yet, our world's ever-increasing complexity and multi-layered stakeholder relationships require leadership that can balance the need for efficiency with a focus on a broader and more complex environment.

Increasingly effective leadership emerges when organizations, individuals, and teams can adopt a "both/and" approach. The third sector has been pioneering this form of leadership.² Leaders in the third sector face unique challenges that demand exceptional leadership. They must engage multiple stakeholder groups, operate with severe resource constraints, interpret weak feedback signals about what's working, and balance competing demands from funders, communities, and their teams. As Pete Vowles observes, this sector may represent 'the most challenging leadership context there is,' where leaders must constantly balance tensions that can never be fully resolved. Much of the work in this space is hard to measure, results are often driven more by the approach – a "way of doing" than by "what is done". It is the complexity of this environment that makes this sector so unique. Balancing these tensions requires "both/and" leadership, focusing on efficiency while connecting with purpose and mission.

For too long, the third sector has not been seen as a source of insight, but a silent adopter of business 'best practice'. However, a distinctive and relevant set of leadership approaches have evolved, offering valuable lessons for all sectors navigating today's complexities. This short paper highlights the unique leadership approaches emerging across the third sector, from Kenya to the UK, drawing on interviews with leaders across the sector. It consolidates five key emerging leadership lessons that offer critical insights for leaders in all sectors, with the view to demonstrating that a different approach can unlock new pathways to effective and transformative change by looking beyond the conventional sources of leadership wisdom.

¹ Heffernan, Margaret. *A Bigger Prize: When No One Wins Unless Everyone Wins*. London: Simon & Schuster UK, 2015. Page 106.

² Alexander, Jon. *Citizens: Why the Key to Fixing Everything is All of Us*. London: Canbury Press, 2023.

Lesson 1: Purpose-Driven Motivation

We live in an era where what someone believes about their work (73% of employers believe purpose and mission are key factors in staff retention.³), while a study by IBM found that 44%⁴ of consumers choose what to buy based on purpose, over value. In this world, the ability to motivate and connect through purpose is increasingly vital to the success of all organisations. Building a demonstrable connection between identity, purpose, and values is at the heart of purpose-driven motivation. The third sector's experience demonstrates that true motivation stems from a deep connection to the organisation's mission and a sense of pride in contributing to the greater good.

"We call it the voluntary sector as if everyone is a volunteer." Working in this sector isn't about altruism. Most people working in the sector receive reasonable salaries, engage with interesting people, and work on challenges that motivate them. Most people in the third sector are highly skilled individuals who dedicate their careers to addressing complex social issues, often managing multiple roles with limited resources. Where the perception persists, both internally and externally, that people are 'volunteering their time' or driven by altruism rather than professional commitment, leaders need to find ways of creating and sustaining motivation. This creates a unique challenge for third-sector leaders: cultivating and sustaining motivation in a context where financial rewards are limited, and external affirmation of the work is limited (think about teachers and nurses).

Faced with the inherent challenge of motivating individuals beyond financial incentives, leaders in the third sector have developed sophisticated strategies centred on purpose. Effective leadership in the third sector creates connections between the organisation's mission and the team and individual activities and the drive for efficiency. Leaders are adept at highlighting the tangible impact of their efforts on communities and individuals, while providing a structure that focuses on how the team and organisation address systemic problems without losing sight of operational metrics. While the tools and approaches look different across organisations, they all generally share three common elements:

- 1) A clear, simple, and practical articulation of an organisation's value proposition provides a foundation for the work. In short, it helps people see what they are working towards.
- 2) A process for regularly connecting individual and team objectives to this broader, practical purpose. This might be a theory of change, a strategy roadmap, or an action plan. It isn't a strategy document articulating vision and mission in isolation from action.
- 3) Consistently demonstrate the importance of these activities, highlighted in daily tasks, meetings, and reporting. Fostering pride in quality work by celebrating excellence and attention to detail reinforces the value of everyone's contribution.

Actions that all leaders can take:

1. **Define, simplify, and communicate a practical value proposition:** Define and communicate the core values and impact you aim to achieve. This provides a clear "why" that connects individual contributions to the broader mission, creating a foundation for shared commitment and motivation. "Know what your value proposition is. Leadership in this sector should be wedded to a minimum value proposition. You can't be swept around. Be clear about what the value proposition is. This is the foundation of your leadership."
2. **Connect identity to values, tie daily work to meaningful impact:** Set clear objectives that link individual contributions to the broader mission and regularly demonstrate how specific tasks create real-world change.

³ Filfilan, K. (2024) *Harnessing the power of purpose in the workplace*. Raconteur. Available at: [\[https://www.raconteur.net/shaping-tomorrow-workforce/harnessing-the-power-of-purpose-in-the-workplace\]](https://www.raconteur.net/shaping-tomorrow-workforce/harnessing-the-power-of-purpose-in-the-workplace)(<https://www.raconteur.net/shaping-tomorrow-workforce/harnessing-the-power-of-purpose-in-the-workplace>).

⁴ Birch, K. (2022) IBM report: More consumers driven by purpose than by value. Business Chief EU. Available at: <https://businesschief.eu/leadership-and-strategy/ibm-report-more-consumers-driven-purpose-value> (Accessed: 19 May 2025); Field, A. (2023) Conscious Consumer Spending Could Be At A Tipping Point. Forbes. Available at: <https://www.forbes.com/sites/annefield/2023/11/30/conscious-consumer-spending-could-be-at-a-tipping-point/> (Accessed: 19 May 2025).

Ensure a balance between traditional success metrics (KPIs, key results, performance frameworks, etc.) and transformative measures (focusing on relationships, social change, and partnership to create change).

Lesson 2: Cultivating Agency at Every Level

"Leadership can come from anywhere and everywhere." Third-sector organisations recognise that leadership should not be confined to formal positions at the top of a hierarchy. Resource constraints mean that third-sector organisations often operate with fewer staff performing multiple roles, requiring greater autonomy and decision-making capacity. Distributed leadership models tap into teams' collective wisdom and experience, recognising that no single leader possesses all the answers, no matter how skilled. By encouraging individuals across the organisation to contribute ideas, take the initiative, and share in decision-making, third-sector organisations have transferred leadership responsibility from managers to teams, turning leadership into an activity, not a position.

This distributed approach requires a fundamental shift in how we understand leadership. Our traditional view of leadership is hierarchical, focused on directing and guiding, emphasising clear metrics, standard operating procedures, and predictable outcomes. Transformative leadership, by contrast, focuses on relationship-building, empowering others, and creating the conditions for collective action. The third sector has recognised that overemphasising the technical undermines individual willingness to take on emerging challenges and propose solutions. In a distributed leadership culture, initiative, contribution, and influence are valued regardless of formal position. For example, a programme officer who identifies a more effective way to engage with a community and takes the lead in implementing that approach demonstrates leadership, irrespective of seniority.

While distributed leadership may involve more people and take longer to reach initial decisions, it often leads to better-informed decisions with more substantial buy-in. As a result, implementation challenges are reduced, and the need for constant top-down oversight is removed. In the long run, this approach proves more resource-efficient and sustainable. This principle of distributed leadership offers valuable lessons for all sectors facing complex challenges that require coordinated action across multiple stakeholders.

Actions that all leaders can take:

3. **Create space for emerging leaders:** Leaders in the third sector actively promote diverse perspectives and creative problem-solving by intentionally creating space for others to lead. In the words of one interviewee, "I don't consider myself their leader." Team members need to see their thoughts and opinions valued upfront. This approach leads to enhanced innovation, increased efficiency through shared responsibility, and long-term resource efficiency by building local capacity.
4. **Leadership as an "exercise in We":** Acknowledge and celebrate acts of leadership, regardless of position, to reinforce the understanding that leadership is about behaviour rather than title. This cultivates a sense of agency and belonging, empowering team members at all levels and boosting morale and engagement.
5. **Allow individuals to grow into their responsibilities:** Increase decision-making authority throughout the organisation, providing appropriate support and feedback to develop leadership capabilities across the team. By cultivating agency at every level and valuing diverse perspectives, organisations become more resilient, innovative, and effective in creating sustainable change.

Lesson 3: Be a Sensor

The traditional concept of "sensing" is focused on understanding customer needs, competitor actions, and market changes. As the world becomes increasingly complex, brittle, and uncertain, a broader understanding of social and economic trends is required to adapt to emerging challenges and learn from diverse perspectives. The third sector has demanded that its leaders develop a keen ability to sense and respond to evolving trends and challenges beyond understanding market trends or consumer preferences. Leadership in this space must aggregate and manage the tensions between local community trends, national political trends, and global challenges to generate a sense of purpose and relationship that binds people together.



Navigating issues like climate change, localisation, and homelessness necessitates a willingness to be both a leader and a follower. This means moving beyond "the romance of leadership", the tendency to place leaders on pedestals and expect them to have all the answers, to a place where leadership is fallible and open to challenge. This requires awareness and understanding that new ideas, leadership, and organisational direction may come from outside your organisation. This means recognising that there are "amazing leaders in their communities" who operate according to different but equally valid leadership models. Third-sector leaders act as "sensors," attuned to the subtle yet significant changes in societal norms, stakeholder expectations, and the challenges they seek to address.

But, being a sensor is not merely about responding to trends after they emerge – it's about helping to shape them. The most effective third-sector leaders don't just adapt to changing environments; they help create better ones. Successful leaders engage diverse stakeholders intentionally, creating systematic opportunities to hear from their customers and critics. They build genuine two-way communication channels that ensure community insights flow back to decision-makers while managing performance in ways that encourage productive deviation from established norms. The most responsive leaders educate themselves continuously, actively invite challenges to their thinking, and regularly reflect on their engagement strategies. By embracing a willingness to lead and follow, recognising that "relationships determine followership," these leaders create environments where adaptation becomes a strength rather than a reaction.

Actions that all leaders can take:

6. **Actively engage diverse stakeholders:** Create intentional and regular opportunities to hear from various stakeholders and seek diverse perspectives that challenge you and your organisation's assumptions.
7. **Build two-way feedback systems:** Create formal and informal information flows. Build and maintain effective communication channels that allow information to flow from the organisation to communities/customers and, crucially, back to decision-makers. This ensures that stakeholder insights are integrated into strategic planning and decision-making processes.

Lesson 4: Balancing Technical and Transformative Change

The private sector tends to emphasise growth and addressing technical challenges. Commercial approaches prioritising efficiency and contractual relationships often conflict with more significant transformative challenges that are long-term threats to a business or industry. While businesses frequently talk of "adaptive problems" or complex challenges, in most cases, these are relatively bounded problems with a clear set of stakeholders and potential solutions. The third sector is grappling with issues that do not have defined parameters, involve multiple stakeholders, and may not have a solution, for example, AI regulation, addressing climate change, resolving homelessness, and improving education and healthcare. Addressing these challenges requires an entirely different form of leadership.

Margaret Heffernan uses hospitals to make this point. "In great collaborative leadership, the job is to tweak the environment so that the sum is greater than the individuals who are contributing...people laugh and joke and think collaboration is some kind of feel-good enterprise and, I'm sorry, in those situations, the achievement is never greater than the sum of the parts."⁵ Collaboration requires hard work to bring people together. To make hospitals safer, we must find ways to acknowledge mistakes and look for improvements. By encouraging the sharing of mistakes and failures and collaboration, we reduce the frequency of mistakes. Creating this environment allows individuals to acknowledge their errors and get people to speak up when they see a problem.

The third sector leadership operates within an inherent tension: the need to deliver tangible, measurable outputs while simultaneously fostering more profound, transformative social change. This tension arises from the pressure to adopt business-like approaches—merging organisations, focusing on fundraising, and prioritising

⁵ Heffernan, Margaret. *A Bigger Prize: When No One Wins Unless Everyone Wins*. London: Simon & Schuster UK, 2015. P. 220.



efficiency metrics—while maintaining the community-centred, consultation-based models essential for achieving lasting social impact. The leadership that emerges in the third sector has developed skills to manage this tension.

Navigating this tension requires a fundamental rethinking of defining and measuring success. Traditional metrics like organisational growth, financial efficiency, and program reach represent only part of the picture. This means asking different questions: Rather than "How efficiently are we delivering services?" ask "How are we building community capacity for sustainable change?" Or rather than asking, "How much are we growing?" ask, "What if we were half our size?" These questions force organisations to reconsider their purpose and impact, highlighting the risk that expanding international organisations may crowd out local leadership and innovation. The trend toward "transitioning away from leading" and focusing on local capacities underscores the need to prioritise local knowledge and empower local leaders. Leaders recognise that program delivery, financial management, and organisational sustainability matter, but they ensure these technical considerations serve rather than displace the deeper purpose of their work. Technical success is necessary, but insufficient conditions are needed to create lasting change.

Actions that all leaders can take:

8. **Grow your risk tolerance:** Fostering transformative change involves challenging the status quo and venturing into uncertain territory. Cultivate a higher tolerance for risk and be willing to experiment with innovative approaches, even if the immediate outcomes are not guaranteed or easily quantifiable. Design metrics and review processes that hold the organisation accountable for transformational change, not just technical success metrics.
9. **Challenge implicit hierarchies:** Examine where your organisation prioritises technical efficiency over relational depth. Leadership must consciously shift focus from maximising efficiency to prioritising long-term, transformative social impact by creating space to discuss the transformative aspects of your work in meetings, reports, and strategic planning processes.
10. **Embrace systems thinking:** Adopt a systems-level perspective, understand the interconnectedness of social issues, and work to create systemic change. Rather than trying to resolve the tension between technical and transformative approaches, acknowledge this tension and encourage team members to serve as advocates for both perspectives.

Lesson 5: Self-aware leadership, understanding your position.

In today's connected world, trust is a "precious commodity", and leaders often need to lead with "trust" rather than "power. Businesses and leaders thrive or perish depending on whether they are trusted (Deloitte has found that trustworthy companies outperform their peers by up to four times in market value⁶). Creating and establishing trust is as much about building authentic relationships and genuine connections with customers and stakeholders.⁷ Individual leaders must stay curious, ask thoughtful questions, and be aware of their energy. Words aren't just labels—they shape how we conceptualise relationships and allocate agency. Leaders must walk the talk to navigate complex social and cultural challenges when working in cross-cultural, purpose-driven organisations. Effective leadership requires humility and a willingness to recognise strengths and weaknesses, and that external actors are not bringing leadership to a vacuum but entering spaces with existing values, capacities, and systems.

Leadership in the third sector has always required a profound understanding of one's position, background, cultural lens, and the power dynamics that shape stakeholder interactions. This self-awareness—often called positionality—is not merely an academic exercise but a crucial foundation for effective leadership in complex environments. Ignoring positionality can perpetuate inequalities, undermine local leadership, and hinder sustainable,

⁶ Ashley Reichheld and Amelia Dunlop, "Build, nurture, and measure stakeholder trust: Four actions to make immediate progress," *Deloitte Insights*, January 17, 2023, accessed March 28, 2025, <https://www2.deloitte.com/us/en/insights/topics/leadership/build-nurture-measure-stakeholder-trust.html>.

⁷ Harvard Business Publishing Corporate Learning, "Good Leadership? It All Starts With Trust," Harvard Business Publishing Corporate Learning, October 26, 2022, accessed March 28, 2025, <https://www.harvardbusiness.org/good-leadership-it-all-starts-with-trust/>; Frances Frei and Anne Morriss, "Begin with Trust," *Harvard Business Review*, May–June 2020, accessed March 28, 2025, <https://hbr.org/2020/05/begin-with-trust>.

locally owned development outcomes. Leadership in this space is like solving a jigsaw puzzle without having all the pieces. Leaders must understand their and their organisation's roles in complicated environments within the cultural and organisational ecosystem, embracing "leading from behind" to empower others. Humility is a core competency, as is recognising leadership beyond titles. The growing recognition of "structural" and "neo-colonial attitudes" that continue to influence third-sector work must be addressed. Leaders must actively challenge these dynamics, moving beyond what Matthews calls the "white saviour model".

"Centre leadership in the culture you are engaging in." This simple yet profound insight highlights a fundamental aspect of effective third-sector leadership. Leaders must recognise diverse leadership styles, acknowledging that while valued in some settings, approaches like consensus-building might be perceived as weaknesses in others. Fundamentally, "relationships determine followership," emphasising the importance of nurturing authentic and respectful connections. Leaders must demonstrate cultural nuance by observing and understanding how leadership operates within local communities.

Actions that all leaders can take:

11. **Practice humility:** Regularly examine your assumptions and biases. Create spaces for team discussions about how cultural and social differences influence expectations and communication styles within your organisation and with partners.
12. **Build trust and reframe relationships through language and practice:** Prioritise building authentic relationships, shifting power dynamics towards shared ownership, and supporting locally led initiatives. Leadership must actively challenge top-down assumptions and the use of language that disempowers local actors, promoting a culture of humility and respect.

Conclusion: Reimagining leadership for the future, both/and

Leadership in the third sector requires managing multiple (often competing) views of success and maintaining a healthy tension between impact and financial sustainability. The ability to "manage multiple sets of risk plus demonstrate impact (to their boards, funders, and most importantly, communities)" complicates leadership in the third sector. The drive to always focus on growth, winning, and achievement has not made our society stronger. The third sector has always been a bridge between business and communities, navigating complex societal challenges while balancing competing stakeholder demands. In an era where businesses face multiple challenges and increasingly multiple objectives set by their boards, the third sector's experience provides a crucial blueprint. Its leaders, operating within exceptionally challenging contexts, have honed skills in stakeholder engagement, resource optimisation, and navigating inherent tensions. They have learned to motivate through purpose, empower through distribution, adapt through sensing, balance technical and transformative goals, and lead with a profound awareness of their positionality.

The five key lessons outlined – purpose-driven motivation, distributed leadership, sensing, balancing technical and transformative change, and understanding positionality – provide additional tools for leaders working to create real change. These lessons underscore the importance of moving beyond a narrow focus on efficiency and competition towards a more holistic understanding of leadership that prioritises purpose, collaboration, adaptability, and ethical awareness. These approaches to leadership aren't merely aspirational—they are practical and essential for addressing the complex challenges of our time. As traditional hierarchies flatten, stakeholder expectations multiply, and social issues become increasingly interconnected, leaders in all sectors must develop these capabilities to remain practical and relevant.

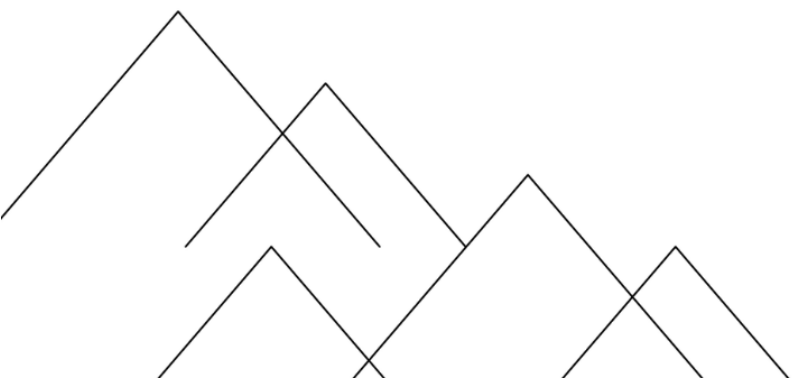
It's time to recognise that the third sector, with its distinctive blend of purpose, inclusivity, and adaptability, offers equally valuable—and in many ways more relevant—lessons for modern leadership. As one interviewee noted, "What we need to manage in the social sector is more complex and more aligned to some of the challenges of our time." The path forward requires us to break down the artificial barriers between sectors, recognise that effective leadership transcends these divisions, and learn from each other's experiences and insights. By embracing a more inclusive understanding of leadership that draws wisdom from diverse sources, we can better



equip ourselves to navigate complexity, foster collaboration, and create the transformative change our world urgently needs.

As Nora Bateson has said, “the shape of the response needs to meet, not match, the shape of the trouble.”

The challenges we face—from climate change to social inequality to technological disruption—demand nothing less than a fundamental reimagining of what leadership means and how it is practised. The third sector's experience offers a valuable blueprint for this reimagining, pointing the way toward a more inclusive, adaptive, and transformative approach to leadership for the future. We invite leaders across all sectors to reflect on these lessons, challenge their assumptions about leadership, and consider how they might integrate these approaches into their practice.



Annex: Leadership Assessment Framework

Individual questionnaire

Theme	Question	Rating (1 being not at all, 5 being complete agreement)
1. Purpose & Impact Focus	I connect my daily behaviour to the tangible change my team has articulated.	
	I prioritise and advocate for more profound, systemic change, even when it conflicts with more straightforward, measurable outputs.	
	I clearly and compellingly articulate why our work matters, inspiring pride and focus.	
2. Adaptive Awareness	I seek out, listen to, and value perspectives that fundamentally challenge my assumptions and the status quo.	
	I am aware of my own biases, cultural lens, privileges, and the power I hold.	
	I embrace uncertainty and complexity as learning opportunities, or do I default to familiar solutions even in evolving contexts?	
3. Empowering Leadership	I create space for others to lead, make meaningful decisions, and support failure.	
	I identify, celebrate, and nurture leadership potential in others, especially those without formal authority.	
	I'm comfortable 'leading from behind,' stepping back to allow local or emergent leadership to take centre stage?	
4. Authentic Relationships	Are my relationships with stakeholders (team, partners, communities) built on genuine trust, humility, and mutual learning, or are they transactional?	
	Does my use of language empower and respect or disempower?	
	Do I actively challenge power imbalances in my interactions and advocate for more equitable partnerships?	
5. Balancing Act	I effectively navigate the tension between delivering necessary technical results and pursuing ambitious, long-term transformation.	
	I can communicate the trade-offs between the need for efficiency and the core purpose we are working towards.	
	I seek to understand the problems and not just jump in with solutions.	

- Which questions felt most uncomfortable or challenging to answer honestly? Why?
- Where do my self-perceptions potentially differ from how others perceive my leadership?
- What specific action could I take *this month* to move the scale one low score identified here?
- How does my leadership approach align with, or conflict with, my organisation's dominant culture?

Organisation or Team questionnaire

Theme	Question	Rating (1 being not at all, 5 being complete agreement)
1. Purpose & Impact Focus	Our stated mission/purpose is embedded in our daily operations, decision-making, and resource allocation.	
	Our metrics, rewards, and funding models prioritise long-term transformative impact alongside short-term technical effectiveness.	
	Our organisational culture actively fosters a sense of shared pride and motivation linked to meaningful impact beyond individual or team targets.	
2. Adaptive Awareness	Our system works well to identify external trends, stakeholder needs (especially critical voices), and emerging challenges.	
	Our culture encourages productive dissent, challenging assumptions, and learning from failure.	
	We translate feedback and learning into concrete strategy, structure, or practice changes.	
3. Empowering Leadership	Our organisational structure, culture, and processes empower leadership at all levels.	
	We systematically identify, support, develop, and give authority to emerging leaders from diverse backgrounds across the organisation.	
	Our governance and key decision-making forums are genuinely inclusive, representing the diverse perspectives of those most impacted by our work.	
4. Authentic Relationships	We know our position, history, and power in our ecosystem.	
	We engage communities and partners as genuine "co-investors" – valuing their expertise and agency.	
	Is our organisational language, branding, and reporting consistently empowering, respectful, and challenging harmful narratives, or does it perpetuate stereotypes/imbbalances?	
5. Balancing Act	Our leadership team critically examines our unique role and considers whether "scaling back" or transitioning work might create a more sustainable, equitable impact.	
	We proactively and responsibly plan for leadership transitions and program handovers to build systemic capacity.	

	We discuss the tensions between our need to be efficient and financially sustainable and our purpose orientation.	
--	---	--

- Where did the team's most significant disagreements or diverse perspectives arise during this assessment? What does this reveal?
- Which areas represent the most significant gap between our aspirations/stated values and our current reality (culture, systems, behaviours)?
- What are the systemic barriers (internal or external) preventing progress in the lowest-rated areas?
- What are 1-2 strategic priorities for leadership development or organisational change emerging from this reflection? How will we hold ourselves accountable?
- How can we create safer spaces for honest dialogue about these challenging topics?

