



SABANCI VAKFI

“Philanthropy from Generation to Generation”

Seminar Transcript

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Sabancı Center, Hacı Ömer Conference Room

İstanbul, Turkey

Speakers:

Dr. Peggy Dulany, Synergos Institute

Michael Quattrone, Hearthfire

Moderator:

Filiz Bikmen, Sabancı Foundation Director of Programs and International Relations

WELCOME

Filiz Bikmen: Chairman of the Board of Trustees of the Sabancı Foundation, Ms. Güler Sabancı, Distinguished Representatives of the Third Sector, Distinguished Guests and Members of the Press, welcome to the seminar ‘Philanthropy from Generation to Generation’ organized by the Sabancı Foundation.

Sabancı Foundation has been organizing these seminars since 2007. For our 5th seminar today, we have two very special and distinguished guests who bring with them a legacy of philanthropy; Dr. Peggy Dulany and Michael Quattrone from the Rockefeller family. We wish them a warm welcome.

Before we start the seminar, I would like to briefly review the program. Following opening remarks by the Chairman of the Board of Trustees of the Sabancı Foundation, Ms. Güler Sabancı, I will introduce our speakers. They will each deliver a fifteen-minute presentation, after which we will proceed with the panel discussion and questions from the audience.

Now, I would like to invite Ms. Güler Sabancı, the Chairman of the Board of Trustees of the Sabancı Foundation to make her opening remarks.

OPENING REMARK

Güler Sabancı: Mr. Governor, Esteemed Representatives of Foundations and NGO’s, Distinguished Speakers, My Dear Friend Peggy Dulany and Michael Quattrone, Distinguished Guests, Esteemed Members of the Press, Dear Youth; yes, we have a young group of participants today which pleases me greatly, welcome to Sabancı Center.

We are holding the 5th of the Sabancı Foundation Philanthropy Seminars today. We have been organizing these seminars every year for the past five years. I would like to take this opportunity to thank you all for your participation.

In last year’s seminar, we explored the question, “Can Philanthropy Change the World?”. This year we will be discussing “Philanthropy from Generation to Generation”.

We hold these seminars preferably on December 10 or as close to that date as possible. That is because December 10 is United Nations Human Rights Day, and we believe that philanthropy initiatives play a very significant role in human rights.

Today’s speakers are Chair of the Synergos Institute Dr. Peggy Dulany and her son Michael Quattrone. While the Rockefeller family might be best known for their wealth, in my opinion it is their philanthropy which more appropriately reflects their legacy. Today we have with us my friend Peggy, the daughter of David Rockefeller, and his grandson, Michael... They will share with us their personal experiences, stories and sources of inspiration. I would like to thank them once more for accepting our invitation and being with us today.

Distinguished Guests,

Philanthropy is a very important aspect of our culture in Turkey and I believe it is a legacy that empowers us.

The Sabancı family also shares this legacy. We grew up in a family where contribution to social development was embraced as our most fundamental duty. For us, philanthropy is a family value. My late grandfather Hacı Ömer Sabancı used to say that we must, “share what we have gained from this land with its people”, and we have adopted this principle.

My grandmother Sadıka Sabancı donated all her wealth to establish the Sabancı Foundation 37 years ago.

Our Foundation has made it to this day thanks to the Sabancı family, and all the Sabancı employees whom I thank with great sincerity.

Through the 120 institutions, more than 36.000 scholarships, 800 awards and grants that we have contributed, we see the lives we touch and feel the power of sharing more than ever.

We strive with all our might to pass the “sharing” principle of Hacı Ömer Sabancı and the “teachings” of Sadıka Hanım from generation to generation.

Distinguished Guests,

While we pass on the legacy of philanthropy from generation to generation, the understanding of philanthropy itself is changing. As the world changes, the problems change and needs diversify. A Foundation needs to keep a close eye on the needs of its society to be able to respond to those needs.

Recently we organized an experience-sharing meeting named the “Sowing Season”, where we listened to NGOs supported by Sabancı Foundation share the outcomes of their projects. Listening to them, we all realized once again how important NGOs are in the pursuit of social change.

A democratic and developed country rests on three fundamental pillars: A strong state, an efficient private sector, and an active NGO sector. Surely, the strong partnerships and successful cooperation among these actors are today more important than ever. Because social development is only sustainable through collaboration in which we generate solutions together.

I take pride in the fact that our Foundation embraces and applies the principle of collaboration, and believe that we set an example. I would like to take this opportunity to express my thanks to my dear friends from the Foundation, Hüsnü Paçacıoğlu, Zerrin Koyunsağan, Filiz Bikmen and all of the Sabancı Foundation staff who have wholeheartedly supported them.

In my judgment, the most important legacy to leave to future generations is the creation and implementation of a collaborative work culture. Managing healthy and successful partnerships is in the DNA of the Sabancı culture. In our companies, university and foundation, we focus all of our efforts to pass this culture on to future generations.

Today, we will enjoy the opportunity to listen to a successful model of how this inheritance has been handed over to future generations and see that we still have a lot more to learn.

On behalf of the Sabancı Foundation, I would like to thank you all for sharing this day with us once more and joining us in this learning process. I hope this seminar will be a fruitful one for all of us. Thank you.

Filiz Bikmen: I would like to thank Ms. Güler Sabancı for her speech. Now, I would like to introduce our esteemed guests.

Dr. Peggy Dulany is the founder of Synergos Institute, which generates effective, locally-based and participatory solutions in addressing poverty. In 2001, she established with her father David Rockefeller the Global Philanthropists Circle within Synergos. The Institute brings together more than 250 philanthropists from 25 countries, including Ms. Güler Sabancı. Prior to Synergos, Peggy worked in institutions such as United Nations New York City Partnership, Ford Foundation, National Endowment for the Arts in various fields including health, family planning and youth education. She is an honors graduate of Radcliffe College and holds a Doctorate degree in Education from Harvard University. She has been in the board of more than 30 institutions to this day, including Rockefeller Brothers Fund and Africa-America Institute. I would like to invite Peggy Dulany on stage.

Our second guest is Michael Quattrone. He is the founder of Hearthfire and Peggy's son. Hearthfire works to bring inner peace to each person and reinforce leadership by way of creative expression. Upon graduation from Northwestern University and New School, Michael has served as visiting faculty at the "Theater Arts and Studies" Program at Johns Hopkins University. He worked in the field of arts in New York Visible Theater and served as the curator of a venue in New York where authors share their works in front of an audience. The author of the chapbook 'Rhinoceroses', Michael has poems published in a number of magazines and anthologies. I would like to invite on stage Michael Quattrone.

Now, I will put on my moderator hat and move to the other side of the stage and continue in another language.

SPEAKERS OPENING REMARKS

Filiz Bikmen: Welcome. It is such a pleasure, such an honor to have you here. This theme of Philanthropy from Generation to Generation; I can't think of two more appropriate and inspiring people to have with us for this discussion. We are just really excited that you are here. Without further ado, Peggy, maybe we could start with your opening remarks and things you would like to share with us about this subject.

Dr. Peggy Dulany: Thank you Filiz. It is a great privilege to have been asked to speak with this group where the Sabancı family embodies so many of the principles that we will talk about. And beyond that, it is an immense pleasure to share this platform with my son Michael of whom I am so proud.

So, my initial remarks will lay the stage in setting out my thoughts on philanthropy, leadership and values. We can talk more personally about how this affected my family, or yours, later. As I am sure you all know, the Greek root of the word philanthropy means 'love of humanity'. Its essence involves so much more than money. You may actually not be hearing me say very much about money in these remarks.

I am beginning with the following hypothesis that in the kind of complicated societies which we live today, with conflicts, crime, global warming, etc., we are all subject to fear. And fear, in my view, is the opposite of love. Fear closes the heart. It keeps us small, and one of our inner voices says 'stay safe'. But by staying safe we often limit ourselves, we limit the risks that we take.

So, in order to make the kinds of contributions to the world as people and philanthropists we need to know ourselves order to address our own fears, to become the biggest, most whole creative self we can, to be true leaders. We won't create that shift within ourselves or in the world by simply doing more. We need time to reflect, to understand ourselves better, just as we don't pass on values by telling people things, but by how we are.

So, in transitioning to the theme of leadership, I might mention that at Synergos we have been developing a concept, which we call 'bridging leadership', the capacity to reach out across the divides and bring people together. But perhaps because some of you come from business I could place this in the context of some work by David McClelland and later by Dan Goleman on what has become known as Emotional Intelligence, or EQ.

So, some of the key aspects of EQ, emotional intelligence, have been studied and it turns out that leaders- and now I am talking about in businesses- with a high EQ quotient have 20% higher results than the norm, and leaders with a low EQ have 20% lower results than the norm. So, we are not talking about an optional success factor. We are talking about a key leadership quality, which fits very much in the concept of bridging leadership concept that we have been working with.

So, what are some of the components of emotional intelligence that we can take into our lives that help form our values and help form who we are as leaders? The first one is **self-awareness**. People who are self-aware are able to listen and understand their own internal voices, the voice that says, 'No, don't take that risk, that is so scary!' or the voice that says, 'I can do this', or the voice that says 'I want to be known for what I am doing', that is the ego voice. If we have self-awareness, we are capable of assessing our own skills and our own values that we bring to the world. We can understand and transform our fears.

There is a poem by Rumi, which I am going to read in English but which will be translated in the original Turkish, that has in its essence the need to be aware of ourselves and it is called the 'Guest House':

*This being human is a guest house,
Every morning a new arrival.*

*A joy, a depression, a meanness,
Some momentary awareness comes,
As an unexpected visitor.*

*Welcome and entertain them all!
Even if they're a crowd of sorrows,
Who violently sweep your house
Empty of its furniture.*

*Still, treat each guest honorably.
He may be clearing you out
For some new delight.*

*The dark thought, the shame, the malice,
Meet them at the door laughing,
And invite them in.*

*Be grateful for whoever comes,
Because each has been sent
As a guide from beyond.*

A second aspect of emotional intelligence entails **self-management**. This really pertains to impulse control. Sometimes things make us so mad, but is it in fact useful to simply blurt that out? Self-management enables us to reflect on the fact that we are having this angry or this sad impulse and to decide whether now is the time to express that or in what way we choose to express it. It enables us to be adaptable to change, to be comfortable with ambiguity. And most people who are able to self-manage also have a propensity for thoughtfulness and reflection.

Next is **empathy**, a critical factor. It is the ability to place our selves in other's shoes, not to have the emotions of other people, but to understand the emotions of other people. And this helps us in creating teams, in creating collaboration and in helping groups reach consensus; a critical skill in today's world. In terms of this globalizing world it helps us in understanding dialogue cross-culturally, cross-sectorally, ideologically.

Next is **social skills**. So people who have strong social skills tend to have a wide range of connections and networks, a knack for finding consensus. They tend to act by growing people together in partnership and they manage teams well; they are good persuaders.

So, if we are talking about transmitting to a next generation of family members or leaders, the capacity to navigate and lead in this complex world, what values do we need to hold and to model? I would put self-awareness as one of the strongest ones. And self-awareness implies transparency. I think about my mother who was a fairly intense, and some might say, an unstable person. But as she began to understand herself, she was transparent with us in letting us know what was happening, how she understood herself and that mitigated hugely against some of the effects that her volatility might have had on us. Secondly integrity, which comes from awareness and means living the values we espouse: Trust. Trust based on our experience of others, our experience of our children as being trustworthy. Trust generates trustworthiness and empathy, reaching out to others for love.

Some examples from my family and transmission of values going back several generations... John D. Rockefeller after probably the worst traumatic event of his life, which was called the Ludlow massacre, when a company that he had something to do which had hired some security forces and there was a rebellion and many of the workers were killed. He asked his son to do a very difficult thing, which was to go and visit families of miners who had been killed. When his son did that he demonstrated both the courage and also the empathy that was required to gain his father's trust, so that his father at that point transferred his fortune into his son's keeping for the future philanthropy of the family.

In our various family foundations, and Michael will speak more about this, the foundations have been set up with the intention of preparing the next generation, of trusting the next generation, so that not only the exact guidelines had to be followed, but the next generations were able to develop their own passions and begin funding the kinds of things that were relevant to their generation.

And finally from my father, I noticed in him a tendency to just meet lots of different kinds of people. And then it was as though he had a mental computer, a mental database, and he would connect people and he would refer from one person to another. I noticed that I was drawn by his behavior, not because he was telling me about it, so that was a model for how to approach problems. And that's why I went to work in New York City Partnership for 5 years so that I could work with him directly and through that be able to learn how to do that particular kind of bridging. With Michael from whom you will hear in a moment, it has been natural to me because of who he is

but perhaps also because of who I am, to trust his integrity, trust his passion, and living his life and his passion would lead to his contribution of his best, to the using his whole self to the world. And in a moment you will hear how amazingly that paid off.

So to summarize, as you think about how any of this might apply to yourselves, start with yourself... Find time for yourself. We rush around so much; we are so concerned with doing, with solving. All of that is essential, but if we have our own reflective practice, whether with guides or doing our own yoga practice or meditation practice, that is the process through which we become aware of our fears, of our limitations, of our longings, our inconsistencies as well as our strengths and our passion. Find mentors whom you trust to give you honest feedback, find or help create safe spaces where you and trusted others can risk sharing and trying out discussion about our fears and our dreams. Ask for feedback. Who you are from the inside out is your true message and your contribution to the world. Your children will learn from who you are and from how you behave more than from what you say. The same for people whom you lead; model the change, or as Gandhi said, be the change you want to see. The results, the shift in the world, will follow. Thank you.

Filiz Bikmen: That was a really wonderful contribution and a lot of lessons for us about bridging leadership. And if we are talking about philanthropy from generation to generation, that is about building bridges between generations and what better way to do that, really the only way to do that than through leadership... In preparing for this seminar- which I have to say I had an amazingly inspiring time doing because you gave me such a great content to do it with- it really it opened a lot of doors in my mind and in my heart. Michael you said something, and I am quoting here your e-mail to me. You said your greatest inspiration to make a positive impact to the world came from your own family, particularly your grandfather and your mother. So can we hear from you about how that has inspired you and what kind of journey that has brought you to?

Michael Quattrone: Yes. First I'd like to echo my mother's gratitude to Ms. Sabancı, there she is, the Sabancı Foundation and the family for having us here, and Filiz to you for all the organizational work you have done in making it happen and for your kind introduction. Thank you.

It is pleasure for me to be here in İstanbul. This is my first time with all of you and with my mother. I would like to share some of my personal story, which I hope will help explain who I am and illustrate my relationship with philanthropy, and express some of my beliefs and practices. Perhaps my words are most directed to the younger generation in the audience who before they can practice giving may have to practice the more difficult art of receiving. As a member of the 5th generation of the Rockefeller family I have been given a great deal. But it was not always easy for me to accept. I was born into privilege, I am very grateful for and humbled by the many gifts and opportunities that have come with financial security and empowerment. Those things cannot be taken for granted. But with the gifts also came some challenges. The shoes I had to fill felt very big.

As I faced the peculiar circumstances of my life, I felt intimidated and divided as well as blessed. I was asking myself questions like, who am I to deserve so much when others have so little? How could I possibly live up to the expectations of my family, the world, and most of all, of myself? My uncertainty was doubled because I had so much admiration and respect for the work that my mother and grandfather were doing all over the world. I have always been so proud of them and how well they have carried on our family's tradition. So they were an inspiration, but where did I fit in?

I knew I was drawn to what seemed like a very different kind of work. I have never had the kind of mental computer that my mother described her father having and I know she has as well. From a

very early age I identified myself as an artist. My training and education are in music, acting and poetry. So I was compelled to growing inward before growing outward. That was my dilemma. It cannot be compared to problems like lack of food, shelter, clean water, fear of violence, persecution or rape. But I knew if I wanted to help address those issues effectively and assume a place in my family I had to start at home. Could I be true to myself and to my family's legacy at the same time? I was not sure. So my response to my inheritance was to try to know myself as fully and deeply as possible. It was an exploration that suited my artistic nature very well and which my financial security helped underwrite. My first investment then was in myself.

So, here are some of the values that I brought to my investigation as an artist and what I love about the artistic way of life. They also speak to the self-awareness that my mother touched upon. First, artists are passionate about exploring the interior life of people including themselves. Their work can reveal the mythic aspects of our daily lives, which is why we turn to poetry at moments of great change like birth, and death or other rites of passage.

Second, artists enjoy expressing all aspects of themselves. There is a freedom that performers have, which liberates us all even if we are tapping our toe a little bit at the concert. For an artist expression itself can turn a deep need into a great pleasure.

Third, artists believe and live in a way the power of experience. They have inevitably been changed by the beauty of a natural landscape, transported by a story, felt music deeply or fallen into a painting, and they in turn have moved us in similar ways. And finally artists practice. Their process is often open-ended and not strictly result-oriented, which is something very valuable in a commodified, result-oriented world.

So, the good news for me at this moment of dilemma in my life was that those passions were all of my own and I had some courage and a lot of support to pursue them even if it was scary. I remember a handful of conversations with my mother over the last 15 years where I would check in with her and say, 'I love what I am doing, this play that I am in, or going back to school for poetry, writing songs, it feels really right to me, but am I doing enough? I don't feel like I am quite there yet, assuming this mantle'. Well, I am forever grateful mom, that time and again you encouraged me to trust myself. You said that by following my own unique path I would arrive at the right place in the right time. And now I feel like you were right. And here we are.

All along it was up to me to value myself and that was something that needed to happen before any kind of price tag could be affixed to me from the outside. And it was from exactly that place, the place of celebrating my own unique essence that I was able to more fully embrace all that I had been given. At times I had distanced myself from my family legacy because I did not know how as an artist to fit into it. Now I understand that the way I fit into it is as an artist. That in retrospect seems like a very small shift of perception but had to be experienced.

So in September of this year I launched a new non-profit organization. It is called Hearthfire and we offer retreats, experiences designed to help people connect to their individual brilliance and to help them express themselves more wholeheartedly. I believe that by starting at home, by coming to know and care for ourselves, and sharing our gifts from that place of greater awareness we can engender a more creative, compassionate and joyful world. And even in this serious business, perhaps especially in the serious business of social change, social development and philanthropy we need more creativity, more compassion, and more joy. So now the soul-seeking and heart-sharing that I do both personally and with Hearthfire feels like the best possible evolution of the global

networking, community bridge-building and leadership training that my mother has been engaged in for 40 years. And what I have learned to arrive here will be an ongoing, a lifelong process. So, my inheritance itself was not the big gift. That is the lesson I am taking. The big gift is what I have learned and who I have become in the process of learning to receive. To receive life... None of us chose the life into which we were born. But all of us can embrace it and make it our own. What I am most grateful for is the education, personal growth and values that have resulted from the gifts and responsibilities that were bestowed upon me and for the guidance of my family.

It may seem as though I have not spoken so much about philanthropy and it is true there are more details I want to share about the David Rockefeller Fund which is the small family foundation I serve and my own organization, but as my mother just said, philanthropy means a love of humanity. It is a giving of one's self, one's whole self... So the main point I would like to leave you with this morning is that knowing who you are, feeling who you are and what you have to offer to the world, not just money but all aspects of yourself, and feeling how you want to give it to the world; that self-knowledge, that passion, that creativity will give your philanthropy the most integrity, the most leverage, and the greatest sustainability. Thank you very much.

Filiz Bikmen: It is really wonderful. Thank you so much for that, and I am here scribbling some notes and also thinking indeed there is such a technical part of this work that we do get caught up in and we forget that working for social change and with actors that are involved in social change, they have that heart space, that inward journey that they also need to do and take time to do. We do get kind of focused a little bit too much on the technical. I would like to thank you again on behalf of myself and the Foundation for these really personal contributions.

So lets move on to how your family has set up institutions that have allowed you to do your own exploration and start thinking about how your philanthropy would take shape. Maybe we could talk a little bit about some of those institutions and what they have done. Your family's philanthropy goes back to formally at least 1889, I believe, when John D. Rockefeller Sr. made his first gift towards establishing the University of Chicago. And on and on it goes. Maybe we could start with Michael just by picking up on your comment about your involvement with the (David Rockefeller) Fund. You could tell us, how do you think, what are the best things your family has done to institutionalize that philanthropy so that it can pass from generation to generation?

Michael Quattrone: Well, the Fund that I am sometimes a board member of is called the David Rockefeller Fund. It is a small foundation endowed by my grandfather. The board consists mostly of his descendants. And our giving priorities reflect the interests and priorities of those descendants. So it is a very personal and a very focused forum for philanthropy.

And because we have three generations of family members there in the meetings it is also a wonderful learning space where the younger members of the family can learn about what it means to be an effective board member, to get used to sitting at that long table and making those decisions, interacting with staff and finding their own ground to stand on, and what they would like to support in the world. So, it has been very valuable for me as a training ground in that way and I think to my cousins as well. The giving areas for that Foundation in particular are the arts, the environment, social justice or criminal justice and community. Interestingly the fund began as a mechanism for my grandfather to give back to the communities where he and his descendants resided in the US. So it was a very organic way to be engaged with local communities. And as the Fund grew so did our objectives and our idea that this would be a way to pass on our family values and traditions.

Filiz Bikmen: Peggy, this was also an important institution in your trajectory but maybe there were also others in which you remember experiencing when your generation of your parents were passing that on to you and getting you involved. Would you like to share a little bit with us about that?

Dr. Peggy Dulany: Yes, I came on the Board of the Rockefeller Brothers Fund, which was founded by my grandfather for his sons and one daughter. It was at the moment when they were beginning to bring on members of my generation much with the same training notion. That board however was half family members and half non-family members. So it was an interesting negotiation not that the family was all united on one side and non-family members on the other, but it gave us the opportunity for us to hear very good professionals and to negotiate so that we were not all expressing internal family preferences, but we were really looking at the issues from the perspective of a larger context of what is happening in the world and what was needed.

Filiz Bikmen: You were talking about how important that kind of training was for you in that experience. Actually I did take a little bit of a look at the David Rockefeller Fund and it was interesting that there is a heading called risk-taking. It says *'we will not shy away from difficult social issues. Indeed we believe that our greatest impact often results from taking on exactly those problems, which more traditional funders tend to avoid'*. So it sounds like there are some values instilled in these organizations that actually try to shape perhaps the way in which you approach this kind of issues. Does anything come to mind in terms of that experience and how it shaped the kind of things you decided to focus on in changing or promoting positive social change?

Dr. Peggy Dulany: What I was talking about earlier in terms of our internal fears and how if we are fearful we don't take risks. Here was a safe space in which people had an opportunity to try things out, to take risks and at the same time feel safe. The issue I was just referring to is, in order to take risks but at the same time not feel petrified about doing so you need a safe space within which to do that. And I think that each of the generational foundations that we talked about provided for that generation that opportunity.

Filiz Bikmen: Kind of also building on your families, not only these institutions that have helped train so to speak and get involved different generations of your family, but I think the fact that the Rockefeller family and the different philanthropists have also established a lot of institutions, physical spaces such as the University of Chicago, the Rockefeller University, International House in New York, Bellagio, some of these places I have had the honor of actually being, and I find it quite interesting that through these experiences you are learning about that practice in philanthropy, but you are also focused very much in your own work on creating very different kind of spaces, not necessarily institutional but spaces where people come together to explore either their own journeys or explore collectively how their journey can actually make a difference in the world. Maybe we could hear from you about some of those experiences and your reflections about the difference between that institutional space and that heart space, I guess we could call it.

Dr. Peggy Dulany: I just said about the foundations, we try to create an environment whether it is with our Philanthropist Network or our Civil Society Leaders Network or our Arab World Social Innovators Network where people can come together, build trust among each other and learn from each other so that when they go back into the world, which is a complicated and sometimes a scary world, they feel that there is a group that has their back, a group that is supporting them and who they can call on when they are having difficult issues.

Filiz Bikmen: And do you see this also passing on to their generations? At least the different individuals you are working with, are they able to create those spaces as well?

Dr. Peggy Dulany: Very much so. Once you have inhabited a safe space that allows you to venture out, the tendency is to create that whether it is within your organization or in the organizations you support. It is almost irresistible because it adds so much pleasure and joy and initiative and the willingness to take risks.

Filiz Bikmen: Excellent. Michael, on our way over here this morning the three of us were talking about how little time people working with social change and, philanthropy and NGO's spend to reflect and to really understand what it is the kind of impact they are having on the world and themselves. And you were saying that some of the work you were doing is specifically focusing on also creating that space. Maybe you could share with us just a little bit about your experiences and what exactly you are doing to help facilitate that.

Michael Quattrone: Yes. It goes back to giving and receiving. And I told you already how inspired I was to witness my mother in all the work that she did. I saw how much she gave and she was also the first place I probably witnessed that there are some tolls to working so hard and doing so much. So I think I have learned from her journey and into mine that all of this giving that everyone in this room is presumably interested in has to be sustainable. And in my view the way we sustain is to connect it to the source within ourselves, that is, to remember who we are and why we want to give what we want to give, that way it becomes more sustainable. Not that we have should ever have to do it alone. I think there is great power in a circle of people. I learned that from my mother as well. What a circle of people can do together, a trusting circle is pretty amazing. So, I am creating those sorts of circles. I particularly enjoy creating them for people who then will take them far out into the world and feed their work because that is how I feel that my small, home-grown, non-profit has leverage out into the world and is making a broad impact.

Filiz Bikmen: What this kind of inspires in me right now is that you come from a family with generations and generations of this kind of practice and not everyone comes from such an environment. So, in a way through your work you are creating these spaces that as a collective can inspire one another, share those values of bridging leadership and engaging in philanthropy that kind of cross all kinds of borders between different people and different cultures. Just before we go on a break we have a special gift, a special treat from Michael. He is going to sing a song that he wrote. And Michael maybe you could tell us a little bit about why this was important for you today and what it is about.

Michael Quattrone: Yes, it was important for me to come and sing to you all; I hope you don't mind. Because when we are in a circle, as we were just mentioning, music can be a way to deepen the experience the way my mother's poem from Rumi also I felt allowed us to breathe and have that stillness between the words. So this is a song called One River, which is a song about lineage and continuity. I wrote the song a year ago after my father's father died at 92 years old. He and I had a strong connection and I had prepared myself for his transition by spending time with him and bringing my children to visit him. And when he died I felt some of his energy come into me. And it was a direct experience of ancestral lineage in a way that my Western culture does not always necessarily speak about. By my grandfather's passing also brought my father and I closer together and I could witness my father as a son. I was moved by his grief and was aware that someday I would share this experience of losing a father. At the same time as all of this I was reading a book

called One River by the anthropologist and ethno-botanist named Wade Davis who was a crusader on behalf of the many indigenous languages and cultures and ways of knowing and being that we are losing as we disconnect from and destroy the ecosystem. So the way Davis speaks of a diverse but unified field of all human experience and knowledge as a great ethno sphere. And the truth of that vision was both inspiration and comfort to me at the time of losing my grandfather. So it worked its way into a song, and the song is called *One River*.

*O a father lost his father,
O a father lost his father,
And it goes, it goes, it goes . . .*

*O my father lost his father,
O my father lost his father,
And it goes, it goes, it goes . . .*

*We are one river, one great river,
We are one river, one great river,
And it flows, it flows, it flows . . .
O a mother lost her mother,
O a mother lost her mother,
And it goes, it goes, it goes . . .*

*We are one river, one great river,
We are one river, one great river,
And it flows, it flows, it flows . . .
We have one mother, one great mother,
We have one mother, one great mother,
And she grows, she grows, she grows . . .*

*We are one river, one great river,
We are one river, one great river,
And it flows.*

QUESTION AND ANSWER

Filiz Bikmen: We would actually now like to open it up to some of you for some questions and then kind of let the discussion take us that way. Peggy said before hearing your questions she would like to start with a question to all of you. So let's let Peggy start the Q and A session.

Dr. Peggy Dulany: So this is only about my fourth or fifth visit to Turkey I am not totally familiar with the way your organizations, foundations, etc. are structured. And I am wondering if any of you can tell me what are the opportunities for the sort of safe spaces that we talked about earlier that can enable people to build trust among their own group and then from there go out and serve in the world. So if any of you have examples or comments that you would like to make about that I would love to hear them.

Filiz Bikmen: I have to admit that my time in various Rockefeller institutions or institutions related to the Rockefeller family; one was at the International House in New York, which was basically a place where graduate students stay and create a community; the other one was the Bellagio Institute in Italy which is a place where the Rockefeller Foundation brings people together to talk about different ideas; another one is your ranch in Montana in which I got to herd 400 cattle this summer which was an amazing different spiritual experience. So, as you noticed all of these examples are outside of Turkey. I really can't say that I have found a lot of spaces within Turkey. And just a colleague of mine, Ayla, from Mother Child Education Foundation and I were talking about how we could start- and a lot of my team members as well, younger generation- talking about how we could start creating those spaces for us to really learn and reflect on what we are doing and our own journey within all of it. I can't really say that I have been able to find a lot of that here per se.

Dr. Peggy Dulany: Well, let me phrase the question a different way and see if this provokes any answers. Whether it is in your family or in your friendship group that gets together after work on Friday afternoons and you take off your shoes and put your feet on the table... I am sure that in every culture there are these safe spaces. Maybe they are not formal institutional spaces, but does that trigger any thinking among anyone in the audience? I see a hand back there, two hands.

Selçuk Tarı: Selçuk Tarı. I am from Kasev Foundation. I believe that the most important safe space is within one's family. If your parents and especially your mother have laid the foundation of such a culture during childhood, you have this feeling of confidence as of childhood and it provides a vision to you for the future. What breeds success for an individual is primarily that self-confidence and the trust bestowed upon him by those of close kin, hence he is confident that this trust will always keep him ahead, at least one step ahead of others as he keeps struggling with issues in life. If this has been achieved, then the most important quality has already been established. Then comes the dimension of financial resources. If the family is unable to provide that, then the person gets together with like-minded people who may either be friends or colleagues in business life, and that sets the stage. In other words, the circle keeps expanding, and as an individual you feel more powerful and confident in time in responding to the question of what you can give back in return for what the society has given to you. Therefore, I wanted to pose this question to you prior to your question to the audience: In our foundation, our main problem is to find resources for funding and we still struggle with that. Assuming that you have no financial problems, and I assume this considering the resources you have through the family, what has been the biggest challenge for you, how have you overcome it to reach the point that you stand today? This is my answer and my question. Thank you.

Dr. Peggy Dulany: Thank you, that was a very wonderful explanation and I will be happy to take a crack at answering. You know families are not perfect, none of them. And probably all of us are prepared for going out in the world by things that are less happy that happen in our family. I mentioned a little bit about my mother's instability, which went along with her extraordinary creativity. But at a certain point rather than resent what I didn't get from her, I came upon the concept that my greatest wound was also my greatest gift. She had amazing values; values for social justice and equity, fairness, and the fact that she could not always act consistently which that hurt me but the hurt that I felt there later translated into empathy for other people who are hurt. And that to me has been the greatest gift that I got from her.

Dilek Sabancı: I listened to your speech, you mentioned Peggy that you should have an empathy but without getting emotional; that is very tough I think to separate those two.

Dr. Peggy Dulany: Yes and it is not exactly not getting emotional, but not getting lost in the emotions of others. So I make a distinction there. You can feel what they are feeling but you don't take in their pain in a way that can become debilitating or toxic. So there is a certain way that you can hear it, you can resonate with it, you can be with the person, without being so taken over by that person's pain that you become the pain itself.

Filiz Bikmen: Before we go on there was just a second bit of the question that the gentlemen had asked, which was that they were struggling... they work with the elderly, this KASEV Foundation, and he was saying they were struggling with funding and that this is probably not, assumed that this would not be a problem for you, but maybe it is, and if not what would be the greatest struggle in the work that you are trying to achieve?

Dr. Peggy Dulany: OK. Probably the greatest struggle is that in today's world everything is about measuring impact. And measuring impact is fundamental because when we are choosing between investing in this or investing in that we want our time, other resources and even dollars to go in a place where they will have the most impact, but the themes that Michael and I are talking about today are a little hard to measure. So in the nearly 25 years that I have been running Synergos, which by the way an NGO, not a Foundation, we do raise money and when there are recessions we struggle with meeting our budget. But I don't put that as the biggest struggle because it is one that is common to almost everybody and we do what we can. The greatest difficulty is communicating the need for taking the time to do the inner reflection in order to be more impactful out there.

Filiz Bikmen: Michael, is there anything you would like to add?

Michael Quattrone: I too have experienced what my mother mentions which is a sense that because what we have been speaking about is less measurable it sometimes feels like a luxury, but this is in its own way a very very basic need for connection, and is also a very powerful tool to enable all of us to provide for the more measurable basic needs.

Filiz Bikmen: And I will just put in my two cents before we take more questions. I am glad to see so many hands. The Sabancı Foundation and one of my primary roles within the Foundation is to fund different NGO's and Changemakers, making a difference in their communities and we often think that funding is their biggest challenge but when we bring them together we realize that it is not; it is connecting with each other, it is learning from each other, it is sharing with each other, and we've started to do more of that convening. It is not just that check, the money that is going to make that project possible. When they finally get that money they don't say 'OK, our problems are over'. It is more about now how do we actually create change and bring people together.

Dr. Peggy Dulany : That is beginning to sound suspiciously like creating safe spaces.

Filiz Bikmen: Yes. Yes. Institutionally we absolutely are starting to create those spaces.

Engin Akın: Hello, this is Engin Akın. Thank you for the beautiful speech you both did. It was very enlightening for most of us, all of us I hope. Creating spaces; I think this concept has to be clarified by you: Are you born with a space which is safe or do you create the safe spaces as you go along? Please say something more about this.

Zarif Zeyrek: I am the Principal of Beşiktaş Sakıp Sabancı Anatolian High School. I would like to thank our guests and ask what their sentiments are about one issue. Our behaviors have an inner motive at the same time. In our country, there are idioms like ‘Let the left hand not know what the right hand gives’ or ‘A sweet word or a smile is much more desirable than rubbing in your help’ or ‘Feeding someone with the spoon and poking his eye out with the handle of the spoon’. I would like to hear your remarks about the inner motives of philanthropy from the perspective of the donor and the recipient. Thank you.

Kaan Ülgen: I am Kaan Ülgen from Robert College. We are coming from Robert College. Now, at Robert College we have a community involvement project program. We have over 50 projects from art to computer education. We work with children of farm workers to educate them in arts and sciences. I do a debate program teaching these kids debate. So that is our safe place with our fellow students. We go into places we are very unfamiliar with. But we are only one school and we can only do that much... So we want to encourage other schools to actually start these projects. From your experiences from the Global Philanthropy Circle can you tell us how actually we can encourage others to start such programs, to create these safe places? Thank you.

C. B. Bhattacharya: Hi I am C. B. Bhattacharya from the European School of Management and Technology. I found both your comments very inspiring and if I could take one thing away from that it is that all of us can be effective social change agents; if we have that inner self awareness and the empathy, it doesn't matter whether we have the inheritance or not to begin with. And that resonates with me very deeply. I work not in the friendly world of NGOs and foundations; I work in the ugly world of corporations and profit maximizers. So when I work with the managers in those corporations and I try to teach them the value of sustainability and corporate responsibility and social change, they actually say “yes it is all fine and good but I really have to think about my quarterly profit before I can think about anything else”. So there is always this tension between the short-term maximization and the goal that one has to reach, as a result of which this inner reflection, self-awareness, all of that stuff gets to the backburner and sooner or later thrown out the window. What advice would you have for someone such as myself and others, all of us who are kind of working in companies so that we can kind all row in the same direction? If all of us don't row in the same direction, if NGO's and corporations are not aligned I am not sure that we will be able to solve the trouble we are in right now.

Filiz Bikmen: I know there are more questions, and I promise there will be a second round but we have collected four and I think we can divide them into two perhaps. One is, and I like this very much, the theme of spaces, one great question was ‘*are you born with this how do you create them or do you create them as you go along?*’ Another question is about the giving and taking that takes place in that space. And from Robert College the question was ‘*how to encourage others to create such spaces?*’ And then maybe moving to a little bit of a different theme, which is perhaps actually creating a mutual space between companies and NGO's. So again that could also be under the theme of space.

Michael Quattrone: The first question whether we are born with a safe space inside us or whether we have to create it My understanding about this, my experience is that we are all responsible for creating safe spaces inside ourselves to do the work that I have talked about. Although we are all potentially born with a sense of what that is from the safety of the womb itself. It is hard to retain in real life through a childhood. It does need to be modeled. I think that is the way we can learn to reintegrate our internal safe spaces. To see a model on the outside, the model then can hold a sort of

an image or a container which then helps us constellate internally that sense of safety and awareness. That is my answer.

Dr. Peggy Dulany: So maybe I could take crack at some of the other ones. About the question of essentially what do I think of anonymous giving... I think it is important that we keep our egos out of our giving. If in fact we measure our self-worth by the credit we get from others for how much we give or to what we give then we are not fully connected between ourselves and those with whom we are working. So I appreciate if some people want to do it anonymously that is great. The thing they will miss is acting as a model for others. So I also appreciate it when people are able to give and by the way I am not only talking about money, when they are able to give and then not need to always claim the credit for it, it becomes more of a collaborative effort.

On the community service and the safe space I've always advocate it that especially for young people getting an experience outside our own background whether it is within our own country or in another country whether it is this kind of serving and teaching is one of the most meaningful experiences. So any school or college that ever raises that question I always encourage it. And I go back to be the change you want to see, so you will be modeling this among your peers. And the gratification and the learning and the growth that you will be getting from it should be, will be a shining example for other friends who may be at other colleges and through that eventually you and your colleagues your friends may be able to generate enough demand so that other colleges and schools do the same. But doing the service is not always creating a safe space. So what I would suggest is that you pay attention as you do this to what are the aspects of how you are doing it that make it this wonderful trusted safe space and as you talk to others about it whether it is professors or friends or family that you emphasize those aspect, not only the act of community service.

And then finally on the very interesting question of how to get corporations that are focusing mainly on the bottom-line to be able to have the space and time to think about these issues. It has to start from the top. And who influences the top? Their peers... So in my view the strategy would be, find those corporate leaders who already believe this. And very often by the way they are the ones who are interested in learning from schools of management or whatever. So find the right allies and then create the right forum in which those who may not yet be there in terms of corporate social responsibility or taking time for reflection to then act from the heart to be ultimately more impactful will begin to hear from their peers. But the others presenting the data that I mentioned from David McClelland or Dan Goleman, I mean there is actually evidence that the bottom-line is better served by these methods. So if there are ways of bringing that data in, that is partly why I started with that, so that those of you who are used to thinking in that way wouldn't just think that I was being what we call in the US woo-woo.

Michael Quattrone: I do believe there is a paradigm shift that is happening even in corporate leadership however slowly. But one resource you might look at to is the writing of David White, who is a poet who brings his poetry to the corporate world and to organizational thinking. He has a book called 'The Heart Aroused: Poetry and the Heart of Corporate America'.

Filiz Bikmen: I found that great poem on working together that he wrote for Boeing. And it is really inspiring how you can bring those two things together indeed. That was thanks to you.

Michael Quattrone: He is one of my heroes.

Filiz Bikmen: I can see why. OK. I am just going to allow people who haven't asked a question first.

Zafer bey: Hello. Thank you very much; this is a great seminar. I have a question to both speakers. In fact it has somewhat been touched upon that we need to focus on areas that will bring about the most impact... For example, I am in the board of an association about prisons. In Turkey, especially businessmen and funders have no interest in prisons. Is the impact related to the problem area or could it be a small problem area? Could you please elaborate on the impact that we would like to achieve?

Suat Ozcagdas: Hi, Suat Ozcagdas. I also want to thank you for the presentations. First, I would like to respond to your question by sharing an observation based on a research study. Since Turkey is a typical Mediterranean country, trust at the level of informal relations is not problematic, however when we examine the research about general levels of trust we see that it is quite low and is one of the fundamental problems in Turkey as well as in some other developing countries such as Brazil. This brings us to a fork in a road when we would like to discuss things with others or identify the projects that will enable us to actualize ourselves: We either have to go under the roof of a larger institution- but in that case we do not decide about the strategies or the projects, or the other option is starting from scratch. We have large foundations in Turkey, they are worldwide foundations such as Sabancı Foundation and the others, and there is no problem there. Yet, in the other scenario, financial resources lack and that is how the funding issue comes to the agenda. By the way, the support of the Sabancı Foundation for smaller NGO's such as the Changemakers is very critical I would say for small fishes in the big pond, those who undertake very beneficial and direct initiatives in the field.

I would like to jump to another point from here and pose my question: Social entrepreneurship plays a critical role in a world where unemployment and population upsurge, because people would like make their dreams come true, also do not want to be left out of the market, as they have to make money at the same time. Social entrepreneurship seems to be a melting pot that bridges both worlds. As far as I know Synergos has some pioneering social entrepreneurship projects in the Middle East. Could you please share a bit about those? And if you do have a perspective to present to Turkey in the near future, I would like to hear that as well. Thank you.

Dr. Peggy Dulany: With regard to the prisons, and the fact that sometimes the corporate world doesn't see what the cost-benefit of treating prisoners better or helping people not go back to prison- There is a very simple, effective argument: You calculate the cost of keeping someone in prison together with the risk that if their prison experience is very bad or there is no program to help them come out of prison they will go back to prison and again incur that cost, versus the benefit to the society if they are not in prison, you don't pay that cost, and they are becoming productive citizens by having a job. So sometimes when we are dealing with the question of impact we have to go to the statistics. Even though there is a human factor that we may not be able to express statistically there is a very strong economic argument for helping people who have unfortunately gotten into prison, improve themselves so that when they go out they don't either inflict more damage on society or high cost to the government in managing the prisons.

On the other one, which I find very interesting, the question of whether the trust is only informal relations...There is a political scientist named Robert Putnam who did his research about why Northern Italy was so much more effective than Southern Italy. The book was called *Making*

Democracy Work. He ran all kinds of correlations and strangely enough the two things that correlated most highly with the more effective society of Northern Italy were the number of football clubs and choral societies. So those are informal associations where people come together across divides. It doesn't matter what your financial circumstances or what your political party is. Because you are doing something that gives you pleasure in joining together in that group. So if we consider that in terms of Turkey or Brazil let's think of what the opportunities for getting together in those informal associations across divides are and maybe that is something that one may pay attention to in terms of creating more of those opportunities. With regard to the part on social entrepreneurship, yes, we feel very strongly that not only do you need what we call bringing institutions that is the kind of organizations that can bring people together across divide and create safe spaces but also the types of leaders who gravitate towards those kinds of institutions, tend to have the internal qualities that I spoke about earlier but also the kind of entrepreneurial qualities that they will use either for business or for the public good. So promoting that kind of creativity, that kind of initiative is something that I know Sabancı Foundation is very interested in doing by highlighting people who are social entrepreneurs and by rewarding them through the visibility and grants that they get for doing their work, and because the Sabancı Foundation is very visible it can influence others to work along similar lines and I know that that is part of your objectives and I strongly applaud that.

Filiz Bikmen: It is quite interesting though, public opinion polls in Turkey show that one out of every three people believe that NGO's can make a difference in improving the society and one out of every two people believe as an individual they can make a difference. So we have this kind of mixed picture and I know what Suat is referring to of issues with this trust and tolerance but also an incredible source of self-ascribed influence that they can actually make a difference, so Turkey actually I think has a lot of potential for these spaces. I am just going to take two more questions.

Participant: Thank you very much. I also want to begin by thanking the Sabancı Foundation for providing this very wonderful experience and for inviting us. The question I have is; in your foundation how are decisions made? Could you maybe say something about the nature of decision-making? The foundation that we have, the family foundation Celal Bayar Foundation, in the board of trustees always there has to be the elected mayor and the village headman; they are the natural members of the board. I wonder how the board members are elected, how are the decisions made? That would be very interesting for me. Thank you very much.

Participant: Hi, I would like to thank you for this fruitful meeting too. My question is, as you work towards the creation of safe spaces, does the government legislation support your endeavor or do they set barriers in front of philanthropic work to keep people away from it? I would like to know if there is any example of that from their country.

İsmail Ünlü: Thank you. My name is İsmail Ünlü. I am a representative of the Thought Association. I have a question to Ms. Peggy. She remarked that with all the work and all people don't have time to reflect and consequently they have no time for philanthropic engagement. Our association's activities are exactly geared for that kind of possibility. In our Association, every Sunday between 12:00-15:00 p.m. we invite people to reflect, to read and self-discover. We call it 'Reading Days'. We will hold this event on Sunday in 15 provinces and in Washington D.C. through a friend. I would like to continue with Michael. As a young man, I would like to appeal to the youngsters in social responsibility, social entrepreneurship, and philanthropy work. Your age is close to ours. What arguments or what documents can we use, what path should we follow to pique

the attention of youngsters for such organizations? I would like to hear your suggestions on that. Thank you.

Participant: I am also a student from Robert College. You have mentioned in your speech that we should not fear risk-taking while doing activities related to philanthropy. However as high school students while doing projects we want to make sure that we are safe in all aspects. In your experience what has been the limit of this risk-taking?

Michael Quattrone: How do we mobilize youth? I am always up for playing more songs (laughter). That really is a very powerful community-building tool. Gathering in a circle as I have said before whether it is more or less formal can be so powerful and to share stories. I think that when we really get to know each other in that way then we are moved to be in good relation to each other and that can only expand the circle. So the arts are the way that I love to do that, but stories are not just the arts. Telling stories in a circle is an ancient tradition in all cultures and it is not going to fade away anytime soon.

Well I think I need your help, because I believe the question was more towards the actual structures of governance. And I feel less equipped to maybe address that. It is a very democratic process in the DR Fund. So there is a very consistent process of deliberation, a move to vote, a second, and a collective vote. The board members are elected to replace previous board members and because it is a close family board, we family members have a schedule where we plan to rotate on and off the board so that at any given moment there is a different combination of family members present but there is also some continuity. Does that answer your question?

Dr. Peggy Dulany: So let me start with the limits to risk-taking. Physical safety is important. So we need to bound what it is we take on keeping ourselves physically safe. And that doesn't mean we don't go beyond our comfort zone, but similarly we want avoid a lot of trauma and sometimes if we go too far beyond our comfort zone it can be quite traumatic or frightening. So what I would suggest is that first of all those decisions be taken collectively among the group. And that you think of it as concentric circles so that maybe you start with something a bit more similar to your pre-existing experience and as you become comfortable with that you move further and further out. And in the process of doing that as you are moving into other groups of people different from yourself, you are widening the circles of trust. So that if you have level 1, 2, 3,4 and 5, you have created the trust you need with levels 1, 2 and 3. Let's say, before you go to 4 and then you build that trust with 4 and then you go to 5. So that your allies are broader and broader and your comfort level is stronger and stronger.

The Thinking Association; I think that sounds like a wonderful idea. I wasn't sure I heard what the question was though.

Filiz Bikmen: That was about youth. That was what Michael addressed. How to mobilize youth... It is one of our Changemakers by the way.

Dr. Peggy Dulany: Ah, great. And then the question about the laws of the state that can either help or inhibit philanthropy... So this is something that we have studied quite a bit. Because we work in many different societies. And I can give the example, in Brazil where there are not very good laws supporting the creation of foundations. In fact what people do is they fake it. They create institutes because in order to have a foundation you have to have a minimum of 2 million dollars. Well, if you are a community foundation how do you get the 2 million dollars before you form the foundation?

So I am always looking for partners in the countries where we work. Again it is a question of who influences whom. In Mexico there was an interesting example where the laws were changed because the civil society and the business community worked together to make proposals to government and because the government then could not say to the business community “oh you are just looking out for your own self-interest” or to the society “oh you are not very effective or you have corruption.” Because the two of them came together with the same proposal it was a much but stronger case. So government is formed to respond to its citizens but sometimes it takes people coming together as unlikely partners in order to influence government to make the legislation more friendly for these kinds of initiatives.

Filiz Bikmen: Thank you. So we are nearing the end of the seminar. But before we do that we have one special poem to listen to that Michael would like to share with us. The theme is leadership and in a sense it is very much related to this discussion about spaces.

Michael Quattrone: Thank you. This is a poem called for a leader. It is by a man named John O’Donohue who passed away three years ago. He was an Irish poet and philosopher and brought his thinking to bear on organizational leadership as well. And he practices the Irish art of blessing which he calls making the invisible aspects of life more visible.

So this is a book of his blessings, and this is For a Leader:

*May you have the grace and wisdom
To act kindly, learning
To distinguish between what is
Personal and what is not.*

*May you be hospitable to criticism
May you never put yourself at the center of things
May you act not from arrogance but out of service.*

*May you work on yourself
Building up and refining the ways of your mind.*

*May those who work for you know,
You see and respect them.*

*May you learn to cultivate the art of presence
In order to engage with those who meet you.*

*When someone fails or disappoints you,
May the graciousness with which you engage
Be their stairway to renewal and refinement.*

*May you treasure the gifts of the mind
Through reading and creative thinking*

*So that you continue as a servant of the frontier
Where the new will draw its enrichment from the old
And you never become a functionary.*

*May you know the wisdom of deep listening,
The healing of wholesome words
The encouragement of the appreciative gaze,
The decorum of held dignity,
The springtime edge of the bleak question*

*May you have a mind that loves frontiers,
So that you can evoke the bright fields
That lie beyond the view of the regular eye.*

*May you have good friends,
To mirror your blind spots.*

*May leadership be for you,
A true adventure of growth.*

Filiz Bikmen: Thank you. And with that we would like to close the seminar. Thank you all for coming. It was a real pleasure. Of course the biggest thanks comes from the heart to Peggy and to Michael for coming all the way here to share yourselves with us. We are very grateful. We wish you all a wonderful day. And thank you again for coming.