

Melo Calarco on the Flying Solo podcast

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Cec Busby

Hi everybody, I'm Cec Busby, editor of Flying Solo. Welcome to our weekly podcast where we step inside the minds and lives of solo and small business owners. Now, if you're feeling crazy-busy, stressed or overwhelmed, then my next guest may be able to help. Melo Calarco is a renowned mindfulness and performance coach who teaches people how to conquer burnout, stay energised, and perform at their best. He's been helping people be the best that they can be for over three decades and he's a sought-after mindset coach who works with Fortune500 companies, elite athletes, CEOs and entrepreneurs.

Hi Melo, welcome to the show. Thanks so much for joining me today.

00:03.66

Melo

Thanks for having me really look forward to our chat.

00:19.49

Cec Busby

My pleasure, Melo. Now, in the intro we've discussed your background and how you are a mindfulness mindset performance coach. How did that happen though? How did you come to that journey, was it something that you were always interested in?

00:27.73

Melo

Always interested in helping people in one way, shape or another and I feel it was a natural progression or evolution of my work. So, some years ago I used to do more physical therapies where I was helping people with injuries and especially in particular chronic injuries which often led to mental health problems. So that was what I specialised in and then I very quickly learned that the body mind connection was very important, so over the years, over the last three decades it steered away from all the physical therapies and more the mental work that I do. And yeah, I love the diversity of people that I work with from mental health clients to CEOs to executives to athletes to actors and everything in between. So yeah, I just followed my heart along the way. And just a natural evolution took place and I love helping people, I love seeing them get great results, and mindset and mindfulness is a great tool.

01:28.72

Cec Busby

And so what was the turning point for you, was there a specific moment that made you go 'Yep I'm going to really lean into this and this is what I'm going to do'?

01:44.90

Melo

I've thought about that a fair bit actually - was there a specific moment - and if anything, there was a moment actually. I've been practicing meditation for about 30 years and there was a moment some years ago where meditation actually saved my life. I was caught in a vicious storm and I had to meditate for 12 hours to actually survive. It's quite a long story. But I realised then that the power of the mind is so important and if I can help people with the practices that I've learned, help people calm the storm in their own literal storms, then I thought well I've got some tools and techniques that I've learned over these decades and I want to share it with the world.

02:29.75

Cec Busby

How were you stuck in a storm for 12 hours? That sounds terribly gruesome.

02:33.43

Melo

It was a pretty crazy story. So I was riding my bike, I was actually training to cycle around the world on my mountain bike. It was one of my training runs, I was putting myself into all different conditions and I was cycling out in South Australia, out in the sort of wilderness there and the weather just turned really nasty. It was an unexpected cyclone, actually, that hit the terrain and a tree hit me and knocked me and my bike off of me, and I had nowhere to shelter externally. So my tent was damaged, my cookset was damaged, the world around me was chaos. There was actually trees being uprooted, cyclonic winds, I was actually hypothermic. So the external world around me was absolute mess and chaotic. So, I thought the only tool that I have is to go within.

And I remembered a breathing technique that my Tai Chi master taught me which actually brings up your core temperature. So I pretty much meditated from 6pm all the way through to 6am. I'm still not sure exactly what happened over the course of 12 hours, but I was yeah dropping in and out of different brain frequencies and I actually felt safe, I felt warm, I felt connected to myself, I felt secure. Even though around me, there was trees being felled, it was raining and windy. But somehow I found that peace within. And I thought if I can find that in a real storm, I can actually help other people in, you know, the chaos in their life. And it's a lot easier sort of than a real storm. So yeah, crazy story. But absolutely true. But when I reflect now I think well that was probably one of the turning points. Really made me believe in the power of meditation the power of the breath. The power of the body and mind and you can get through any situation with a bit of belief and some great techniques.

04:25.30

Cec Busby

Is it kind of rewarding these days because there's been a real shift towards people embracing that mindfulness as something that they should make part of that every day. Does it feel validating for you that that's something that you've thought for a long time and now everyone's going 'yes, we should be doing this'.

04:52.68

Melo

Yeah, good question and I love the word that you said – validated. And more and more, mindfulness and meditation techniques are being validated by science and it's great over the last especially decade that a lot of the meditation work, researchers are coming up with some amazing data and amazing research. So it's great to know that I've been practicing over so many years and the science is catching up with it and in many ways it's breaking a lot of the skepticism around it, because a lot of people think that meditation has to be cross-legged or dreadlocks or incense or robes and all those sort of things, but it doesn't have to be. Mindfulness, put simply, is attention training and training your awareness to be in the present moment. So often when I'm working with executives, for example, or CEOs, I don't even use the word meditation. I say let's go train our focus or let's go train our attention or let's go reset our awareness. So I love that the science world is catching up with it, definitely, and validating the work that we do.

05:57.13

Cec Busby

Yeah, because it was a bit disparaged and thought of as a bit woo-woo for a while, wasn't it? It is great, but it's interesting that you temper your language depending on who you're working with, so with those CEOs that maybe they do have some kind of scepticism still, you talk more about focus rather than the other elements - like it's less about meditation or more about honing focus.

06:27.66

Melo

That's right, and I can speak both languages I actually lived and stayed in many monasteries along the way. So when I cycled around the world I did live and stay in monasteries and temples and immerse myself in all of those spiritual eastern practices. So I can speak that language. And I can also speak the sort of western clinical language because I've worked in psychiatric clinics for the last fifteen odd years and working alongside psychiatrists and professors and psychologists. So for me, it's about making the language accessible to whoever I'm speaking to, to make it really easy to implement.

And I love it when I get the skeptics that have their arms folded and think 'I'm not sure about this stuff', but then they actually do the practices and we do a few techniques and they say they say 'wow, there's actually something in this. It's actually pretty good'.

07:19.20

Cec Busby

So you've recently written a book called Beating Burnout, Finding Balance. What prompted you to put your learnings and practice into a book?

07:30.63

Melo

A few things really. So first of all I'm just on a mission to help as many people as possible. So definitely over the pandemic period I noticed a lot of burnout, a lot of the seminars and workshops that I was doing people were really struggling with fatigue, exhaustion, mental health issues. And I supported thousands of people. In fact, about seventy five to eighty thousand people in virtual seminars and workshops around the world over that period. But I

still felt that innate need to help more people. I just want to help as many people as possible and get the word out there and get the message out there. And that's when I thought of actually writing a book and consolidating all my work that I've done over the years and putting it in one nice, easily digestible book to get it out, to reach as many people as possible. Actually today's March the first, as we speak today, it is the official launch date. So it's actually on the shelves as I speak today. Very exciting. Thank you.

08:27.99

Cec Busby

Oh awesome, congratulations. That's fantastic. You're absolutely right in that it's been a tough few years for people. Is 2023 the year that maybe we can start bouncing back and starting to feel a bit more balanced?

08:44.90

Melo

I think so, or at least I hope so, in many ways. I see a lot of, what I've seen in the work that I do when I do go into workplaces and go see people and run seminars and workshops, I see a lot more optimism this year. A lot more people wanting to get going. We've been in a bit of a 2 or 3 year limbo period where we felt like things were starting again but then we got knocked down again and that was sort of going over for about two or three years. But now I feel there's a 'let's get moving, let's get going, let's get on with things, let's start new things'. I feel a sense of real, positive enthusiasm and optimism and I see it a lot in the people that I work with, including myself also. I'm sort of pumped and ready to go for this year and my word for the year is 'unstoppable'. It's going to do as many things as possible because the last few years have been quite sort of suppressing in a way. So definitely I'm hoping that the optimism continues on.

09:42.75

Cec Busby

So what would be some simple strategies that you think people could do on a daily basis that could help them improve their mindset and avoid that sense of burnout and overwhelm?

09:58.19

Melo

First of all I'll say self-awareness. Like being aware that you are maybe tired or fatigued and and doing some steps to actually work towards that, to rectify that. So it might just be feeling tired at work or you're feeling a bit scattered. You might just need a break. Go for a walk around the block or do a meditation practice or go make a cup of tea. So the first step is definitely self-awareness, because you can't change what you don't notice. And actually, for the book that I wrote, it's titled Beating Burnout Finding Balance. I interviewed around about 200 people who had experienced burnouts and of those people that experienced burnouts, 90% of them didn't even realise it was happening, fully, until it was too late. Until they had some sort of episode like a panic attack or some sort of crisis. The other 10% was divided into 2 groups 5% each. 5% sort of knew they were pushing the limits and working beyond their beings but they just kept going until something happened; or the other ones sort of felt that they were stressed and overwhelmed but they actually didn't have the tools

or techniques to come out of it or rectify or change it. So that's where it comes to self-awareness number 1 - catch yourself, catch yourself, catch yourself. And then from that number 2 is to have the ability to self-regulate. So in a stressful situation or an overwhelming situation, having some tools under your belt, in your toolkit that you can use to self-regulate. And that might be a breathing exercise. It might be going for a walk. It might be something that you can do just to self-regulate that stress on a daily basis, and that could also be your basic fundamental self-care - making sure you're eating well, sleeping well, exercising, meditating, and doing all of those things. Because in many ways burnout is a consequence of a cumulative lack of self-care. So therefore, if we actually increase our self-care - and this might seem really fundamental - but if we make sure that we're eating well every day and getting good fuel of food into our body, making sure we're sleeping as best we can, making sure we're taking renewal breaks for the day, and making sure we're exercising, then we can actually reduce the risk of burnout to start with.

12:20.38

Cec Busby

I'd like to unpack a few things that you've said just then. The first being 90% of people not even being aware that they were burnt out until it was too late. So what could be some signs for listeners now that they might be experiencing burnout and not be aware of it.

12:44.13

Melo

There's a range of signs and symptoms in many ways and some of them are the very obvious physical sensations. So it might be just feeling drained or exhausted. It might be some migraines or headaches. It might be tight jaw, neck and shoulders. Some people actually feel it in their jaw. General aches and pains through the body or it could also be often getting sick, your immunity is quite low. So all of these very obvious physical signs. But often we sometimes ignore them. It could also be change of appetite or poor sleep patterns. It's a bit like driving the car, for example, and the oil light comes on and we just keep driving the car and ignore it. So we sometimes get these little signs, we get these tight shoulders or neck. So that's the physical ones, first of all.

And then there's the emotional sort of signs that we might get. We might feel a lack of self-worth, we might feel a bit trapped or unmotivated or lethargic. Or maybe even a bit disengaged and disconnected with yourself and disconnected with the people around you. Perhaps even some negativity - being a bit flat or moaning about things or bit of cynicism. So that's the emotional ones.

And also sometimes the behavioural symptoms that we might get when we're feeling burnt out - where you just might withdraw, you don't really feel like going out to see people, a bit of social isolation. You might be late for work or you might have sick days. You might avoid difficult situations or difficult tasks.

So really, there's those 3 sort of banners there - physical emotional and behavioural. So trying to catch and be aware of those things is the first step, and then realizing hey I need to do something about this.

14:23.62

Cec Busby

So then you also talked about like developing this self-awareness and how that can help you better balance your energy and your emotions. So is there something that you do every day - are there habits or practices that that maybe we need to consider if we want to be more mindful and healthier in our outlook.

14:52.22

Melo

Yeah, definitely. When it comes to mindfulness, there's two main practices really, or two main approaches. One is the formal practice of mindfulness where you actually physically stop what you're doing. And that could be just 90 seconds for example where you might be busy and you just stop for 90 seconds and you check in with your body, check in with your mind, how you're feeling, all the sensations present.

I typically start my day with a 20 minute practice and I and I bookend my day with a 20 minute practice at the end of the day also. But even like the first moment you wake up in the morning before you rush out in your reactive way into your workday, maybe just lying there for a few minutes and taking a few breaths and checking in with yourself. How does the body feel, is there any stress or tension anywhere, how does the mind feel. Setting yourself up with some positive intentions for the day.

So there's a really simple sort of check-in with yourself throughout the day. Even what's called a body scan meditation. So one of the fundamental practices of formal practice of mindfulness is body scan, where you scan the body from the top of your head all the way down through your whole body down to your feet. And you can actually just feel and notice the sensations that might be around there, if there's any stress or tiredness or fatigue or tension. It's a great way to be more aware of the body and the mind. And the other practice is called the non-formal practice. So this is like, all those things that you do in your day, but you do them more mindfully. So say for example, you're brushing your teeth or having a shower or going for a walk - very often, our mind is not even there. It's not even present. You might be washing your hair but you're thinking about something else, or you might be eating a meal but you're doing something else at the same time. So this is also what's called attention training - to train ourselves to be more present in the everyday things that we are doing. And both of these things will equally help you to train your attention to be more self-aware. Both the formal practice and the non-formal practice.

16:55.57

Cec Busby

So you mentioned you start your day with a 20 minute mindset session or, that's not actually the words that you use, but you get what I mean - and you and you finish your day the same way. What does that incur for you? yes.

17:13.16

Melo

So my morning routine - my non-negotiable morning routine basically - is I'll get up and I'll do a few mindful breaths just to start the day and set some intentions for the morning, before I even get out of bed. And then I'll go for a brisk walk, often take the dog for a nice brisk walk out in the fresh air to get that serotonin production getting going through the body early in the morning. And then I'll do a practice, I'll do a seated practice. And that meditation can be usually around about 20 minutes, where I'll take a seat and just check in with my breath, use my breath as an anchor to anchor me into the present moment. And that's a typical mindfulness practice. Then after that I'll have a healthy breakfast. So there's three wins before the day's even started that's just for me - and it helps me to coach better and run seminars better and actually just be a better person in general.

So that's the morning practice. And then throughout the day, before any meeting, before any seminar, before any coaching session that I do, I usually do these little ninety second snack meditations. So just stopping, pausing and just following the breath for about 90 seconds, just to reconnect to the present moment. It really helps you just get that clarity and focus. And then as best I can I'll try to close my day at the end of my workday and then I'll do another practice. I'll close off all my notes, close all my tabs off on my computer, close all the tabs off in my mind, and do another short practice there. Again, seated, or sometimes I do a standing meditation practice.

And that really helps me to close the workday and then enter into the evening with my family and my kids, so that's my sort of non-negotiable routines that I've been doing for many years.

18:54.98

Cec Busby

Something I think that just stood out for me then was also you saying that it's something that's for you - and I think for a lot of our listeners, they're small business owners, they're really time-stressed they often don't take the time to do things that are just for them. So how vital is that in self-care and ensuring that you don't fall over and end up overwhelmed and burnt out.

19:24.11

Melo

The word that I used before - it's not negotiable. Really, honestly. I'm a small business owner myself and it's really easy to wear many hats and do so many things. You're doing the marketing, you're doing the sales, you're doing deliveries or the operations. You're doing everything and you can only do all of those things well if you're looking after yourself well. And my big mantra that I have for myself, and I share this with many of my clients, is ask yourself this question every single day: What have I done for me today? What have I done that's just for me? What have I done that makes me feel good? What have I done that fills up my cup? Because as small business owners, we're always doing things for other people - trying to please our clients and work as best we can and do all the work we need to do. But you'll only do that well if you look after yourself well.

20:17.53

Cec Busby

So true. But so often neglected.

20:34.48

Melo

So often, yes, and again, give yourself permission to stop also. Sometimes we're running on this fast treadmill pace of life and we feel that busy is productive. But it's not always productive. Sometimes stopping for 10 minutes or 5 minutes or even 90 seconds can help your next 2 hours to be more productive. So the advice I'd give is give yourself permission to stop, pause, check in with yourself, and then reset your intention and focus again.

20:50.20

Cec Busby

So what are some of your other favourite stress busters? You mentioned walking with your dog, would that be one of them?

20:58.78

Melo

Yeah, definitely. My good old Coda, he's always by my side. Patting your dog, hanging out with your family, whatever makes you feel good. When it comes to the other domains of your life I always recommend that work is only one piece of it. It's only one piece of the pie. So looking at other things like socialising and making sure you have a social network around you that support you, that challenge you, that lift you up, that inspire you. Hanging out with friends as much as possible is one thing. Hobbies and interests are very important. A lot of people underestimate this, but having hobbies and interests that are outside of your work really can help you to take your mind off of work and change or use different areas of your brain. A lot of people underestimate that, but people that are the most resilient to stress are the ones that have more hobbies and interests and do things outside of work.

21:55.30

Cec Busby

I think that the 'do things outside of work' thing is so important. It's like that question people ask, which I hate. You meet someone and they're like 'what do you do?' It's like, I'm not actually just my job. Like I find it the most annoying question and I always answer with something that has nothing to do with my work, but for so many people their identity is caught up in in what they do for a living so is it about identifying that and realising there's more to life than that 9 to 5 grind?

22:34.62

Melo

Absolutely. My response, especially when I'm out in a social setting when I haven't met many people before - it might be sort of a networking event or something like that - and someone asks me what do I do, I have 2 responses normally. One is I like surfing, I like being with my family, I love travelling and all those sort of things. And the last thing I say would be work. And the other thing I might sometimes say is I'll just pull out a random occupation just to give them a bit of a shock. It might be like 'I'm a dolphin trainer actually' and you get this response like 'okay that's interesting'. But if you said you're an accountant or something like that, they might sort of move on and go somewhere else. But dolphin trainer, that sounds

interesting, so they might stick around and talk. So just to have a bit of fun with it. Our work should not identify us definitely, and in many ways our work sometimes becomes our identity and when that becomes - and we might love our work, don't get me wrong, work is fantastic. I love my work, I love the work that I do - but we also have to have other areas of our life to balance that wheel of life, in many ways.

23:35.74

Cec Busby

Oh I like that - the wheel of life. Now, resilience, that's something else that is a big buzzword at the moment. People needing to build on their resilience to help them manage their stress is that also something that you work with your clients on.

23:56.69

Melo

Definitely yeah, definitely. Again, it goes back to fundamental self-care first of all. So first of all being physically and mentally fit to start with, that would all build your resilience to start with. The other thing is actually observing your mind, becoming an observer of your mind. Because often when it comes to stress, overwhelm, anxiety, it's our mind that gets carried away. We might get carried away into what-if scenarios and that might create anxiety, we might catastrophize about the future or get stuck in the past and ruminate about things. So first of all, it's about observing your mind and the mechanisms that go on in your mind and observe that as a third party almost. And that's where mindfulness can really help you to actually observe your mind and don't let your mind carry you away. So you become an observer of it which is really good, and that's a powerful resource for resilience. And the other thing I would say is really believing that you will always have the resources inside of you to cope with, no matter what happens, in the moment. Not next week. Not next year. Not next month like. Right now in the moment, just believing truly that you will always have the resources inside of you, no matter how difficult it is. But often the trouble comes when people start looking too far into the future and you cannot cope with that, so you start getting overwhelmed about the future. What if I can't pay the bills? What if this happens, what if that happens? But that future doesn't exist. The only moment that exists is now, and you can always cope with the now.

25:38.63

Cec Busby

What-if is not actually a great thing unless you're an actor and you're practicing Stanislavski method!

25:44.23

Melo

Haha, exactly. It's a mental phantom. It doesn't exist. But often when I have - I work in mental health clinics and psychiatric clinics - and often when I ask somebody that's anxious or overwhelmed or negative, often it's a future thought about something that hasn't even happened yet and may not ever happen. And often it's a what-if scenario - what if this happens, what if that happens - and it all just becomes too much because we can't cope with the what-ifs, we can only cope with what is happening now.

26:15.65

Cec Busby

So how do you silence that voice if you do happen to have them? You know, you're in a bit of a spiral and you are thinking 'what if I can't pay the bills, what if I can't do this, what if I lose my job, what if the kids go hungry'? Like, if you've got all these thoughts going on, how do you quiet your mind?

26:31.66

Melo

Turn towards them. First of all, realize you are not your thoughts - thoughts are just thoughts, that's all they are. And it's whether you feed them and entertain them or you observe them and let them go, let them be. So realize your thoughts don't identify you. It's the same as what we're saying about work - it's not your identity. So when I work in mental health clinics, for example, if someone says to me 'I am anxious, I am depressed', it means they're identifying with their thoughts - but they're just thoughts after all. So turn toward your thoughts.

I have a very simple formula to silence them or to question your thoughts when you're having these negative thoughts or you're spiralling out of control. The formula is – it's a golden formula really, it's super simple and I share this with many clients. First of all, if you're having a negative, fearful or uncertain thought, turn towards that thought and ask that thought, is it true? Is it real, is it a fact? 99% of the time, it's not true. What if this happens, what if that happens, is not even a true thought. So that's the first one that'll catch 99% of any fearful, negative or uncertain thoughts. And then the second layer underneath that, in case it slips through is, is it helpful? Is it useful or helpful for me to even think about that? So let's say you've got a big presentation tomorrow and you think you're going to make mistakes or you're going to get ridiculed or people are going to laugh at you or you're not going to do a good job. The first question you ask that thought is, is it true? No, it's not true at all. And is it helpful? Is it even helpful for me to think about that? Hopefully that helps.

28:18.99

Cec Busby

It's good advice. I'm sure many of our listeners will be able to put it into practice. So also in terms of, you know, quieting the negative thoughts and all those kind of things, mindfulness is a great practice for that. But you also use mindfulness to coach people for success. So, what would be some tips for our listeners, then? How can they channel their thoughts to be more focused and be more ready for success and opportunity?

28:59.47

Melo

Great question. I coach a lot of athletes, high performers, executives, CEOs, etc, including Olympic athletes. And mindset is a huge one, it's a really big one. So, first of all, having a growth mindset in many ways, a positive and a growth mindset. So, viewing the world with a bit of flexibility and adaptability, not having that fixed mindset that you want to be in control of everything. So, being open-minded is a great one. And the other one is also setting positive intentions and affirmations. Every single day, I do something that will set

myself up for a successful day ahead. It could be just, before you actually enter your day, to look forward to things. To actually, instead of saying oh my god I've got 3 seminars today plus two coaching sessions plus I've got to do this podcast interview plus I've got to do this. You just start your day in a reactive stressful way. But I reframe that the moment I wake up and look at my day ahead. I say I'm really looking forward to that podcast session today with you, and I'm looking forward to that seminar, so you actually rewire your brain to look forward to things. And also gratitude practice is very powerful in many ways, to be grateful for what you do have around you. So you're rewiring yourself to tune into the good things around you. And so that'll help you to have that positive and growth mindset in many.

30:24.77

Cec Busby

We do that at dinner every night. Oh sorry to interrupt you I was just going to say we do that at dinner every night with the kids. We go around the table and say 3 things that they're grateful for from the day. And if we forget to do it, they remind us which is great.

30:33.54

Melo

And that's so good. Such a great practice. Oh wow, that's really good that you've ingrained it into them. That's good and sometimes it can be the smallest thing, it can be someone opened the door for you, or someone bought you a coffee today, or someone did a little thing, so you start wiring yourself to see things positively. So that's more of the positive mindset and the growth mindset there.

But also when it comes to performance, it comes back to attention training. And when I ask leaders, for example, I ask them 'when are you at your best?'. Or even an athlete - when are you at your best? And when they think about it for a while, the responses usually 'when I'm fully present'. So, an athlete might describe it as being in the flow state, when just everything just seems easy. They might be playing their sport with the ball and just effortless and at ease because they're fully present with what is happening. Same as an executive CEO or a leader when they're fully present with their team, fully present on the task at hand. That's when they're at their best. So it is again coming back to attention training, focus training, and training yourself with mindfulness techniques to be fully present, fully aware, fully alive.

31:51.54

Cec Busby

What would be a simple practice that someone could do to make sure that they are present in the moment, to keep their focus and attention on the now, rather than on what might happen or what has already happened?

32:07.57

Melo

I have a few simple ones to start with - really 101. First of all, it's tuning into the senses because the senses are a great portal to the present moment. Often when we feel stressed, we feel tense through the body which is giving us a signal that we are stressed, but tuning into the senses. So let's say you're a bit stressed, you're a bit overwhelmed, you're sitting

behind your computer and you've got so many things going on - just stopping and pausing and tune into the senses. What do I see right now? What do I feel right now? What do I hear right now? What do I smell right now? And that's a great way to become present again.

And then on top of that, what I teach - my go to first thing that I teach very often and it's very powerful - is a ninety second breath break. So just again stopping, pausing and following your breath cycle for about 90 seconds. Taking deep, invigorating breaths to give you more energy and vitality to the body and brain, and then slow, long exhales, which will activate what's called the parasympathetic nervous system - the opposite of the fight and flight response. So 90 seconds can rewire your physiology to tell you that you're calm, safe and everything is fine. So, tune into the senses and a ninety second breath break can do absolute wonders to you.

33:32.62

Cec Busby

I feel calm just listening to you. I think that's just about all we've got time for Melo. So, thank you again for joining me today. It's been a pleasure having you on the show and good luck with the release of the book.

33:46.37

Melo

Thank you, thanks for having me, thanks for your time, I really appreciate it. Good luck, everybody. Try those ninety second breath breaks and ask yourself that question every day - what have I done for me today? Thank you.

33:59.50

Cec Busby

Thank you.