

Six Keys to Effective Leadership

Exemplarity:

Setting an example of excellence

Leadership learning resources for copy and use



A Management Learning Box Book

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Exemplarity training and learning resources included in this E-book:

- ➔ *Leading and managing through example* – a 5-page synthesis exploring the what, why and how of setting an example as a leader of people
- ➔ 3 self-assessments enabling you or your learners to pinpoint levels of exemplarity and areas in which to focus on.
- ➔ 7 games and teasers making setting examples of excellence both challenging and fun.
- ➔ 3 hands-on exemplarity activities for the individual and team
- ➔ 6 role plays to put the practice into the effective learning of example
- ➔ 11 high-impact coaching and self-coaching tools
- ➔ An interactive exemplarity case study including self-study questions, discussion topics, additional approaches and answers.
- ➔ Quotes, tips, suggestions and video links



Six Keys to Effective Leadership

Exemplarity:

Setting an example of excellence

Tom Gamble



The Management Learning Box

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The author

Tom Gamble is British and has been living and working in France for twenty years. He has a MA in human resource management and is accredited in TMS, NLP and 360° appraisals. He has wide experience of teaching at all levels and has been a freelance trainer-coach for many companies including the Thales Group, Groupe Spie, Sagem, BP, Renault and Alexander Proudfoot Consulting. At Crossknowledge, he notably wrote and developed a twelve-module Vision and Leadership e-learning programme with Robert Dilts and an eight-module intercultural programme with experts Nigel Ewington and David Tricky. His passion for writing spans advertising, learning content, scripts, poetry and novels and he has published a short collection of poetry and two books. His innovative new business venture, The Management Learning Box, provides the training community with multi-format, ready-to-integrate, ready-to-adapt management and leadership learning content. He has three children and his pastimes include writing, desert trekking and mountain biking.

The publisher

The vision of The Management Learning Box is to provide a quality, time-saving and flexible source of raw learning content for all those connected to the management and leadership training fields. Centred around a series of qualities featuring in many corporate leadership frameworks, The Management Learning Box learning content can be copied, adapted, immediately deployed in the training room or integrated into any final training format including coaching sessions, e-learning modules, videocast add ons, e-books, books, training manuals, self-coaching media or training programmes. The Management Learning Box also provides bespoke learning content development services and has provided many leading companies and organisations with e-learning and film scripts, book content, training programmes and case studies. A second major aim is to act as a platform for training professionals and academics to market and sell their learning content on The Management Learning Box website. Part of Management Learning Box yearly profits are donated to learning projects throughout the world, specifically aimed at improving the knowledge of young people in developing countries.

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Setting an example is not the main means of influencing another, it is the only means.

Einstein

Introduction and acknowledgements

The topic

Why will individuals and teams want to do things if the people that lead them don't walk their talk? And how many times have team members felt disappointment and seen motivation drop as their leaders overstep the very rules that they themselves set? Indeed, we mustn't forget that today's leaders were yesterday's team members. And it is essential that they draw on their experiences and learn. For setting an example constitutes one of the major pillars of leadership, helping to build the essential notions of trust and respect and creating the architecture around which all leadership legitimacy revolves. Whether relaying a vision or implementing a change, role models provide people with a framework of values and behaviours and inspiration and guidance when the going gets tough. Exemplarity – setting an example of excellence – also leads to emulation and great achievement, common guidelines for behaviours and action being key drivers towards any collective goal. And lastly, exemplarity is essential to the leader him or herself. It takes into account organisational and corporate ethics, universal values and specific codes of conduct to reach specific outcomes and provides the leader with as much a personal system of measurement and guidance as it does his or her teams.

How to use this book

The *Six Keys* series of downloadable books in PDF and Word formats contain a condensed essential best of the four hundred or more available learning formats featured on The Management Learning Box website.

Six Keys has been tailored to both the individual manager and leader seeking soft skills development, the trainer-coach wanting to explore and include essential leadership framework themes in his/her training offer, and training providers developing training material in traditional, blended, mobile, distance or e-learning format.

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1 A summary of exemplarity

Training uses: Analysis, Discussion trigger, Example, Introduction to topic/theme, Marketing document, Stand-alone exercise, Summary/synthesis

Associated words: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: Project managers, Managers, Directors, Leaders, Entrepreneurs, Masters+ students

1 Leading and managing through example



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A lack of exemplarity at work inevitably undermines the legitimacy of a leader, system or organisation – for why should team members or individuals follow a code of conduct when their leader/management doesn't? Inversely, when demonstrated, exemplarity is an essential factor in any claim to leadership legitimacy or any drive towards a goal or vision. It allows colleagues, team members and entourage to clearly identify consistent and outstanding behaviours and actions which can be used as a model or exemplar to follow. Moreover, it supports the rules, values and beliefs behind a system or goal and represents their physical embodiment. Wherever exemplarity exists, it has a cascading effect. A request for action given by an ordinary manager may have little effect; a request for action from a leader whom colleagues and team members imbue with exemplarity will carry powerful impact and achieve effective results.

What is exemplarity?

The word exemplarity finds its root in the French word *exemple* and appears in Middle English as *exaumplarie*, *exemplere* (example and exemplary). Its meaning is generally

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agreed as being something *deserving imitation because of excellence, serving as a pattern, illustration or model* (Miriam-Webster's/Oxford Reference Dictionary). Words associated with exemplarity include *outstanding, consistent, distinguishing, superior, flawless, masterful, commendable* and *beyond reproach*. Exemplarity can find its concrete form in that of a model or exemplar. Finally, a classic study of exemplarity tells us that example must be provided by one's outward life (behaviours, actions, appearance, morals and way of being) and not merely what one says, produces (work) or achieves (results).

In a first instance, then, it seems clear and simple: exemplarity is perfect behaviour in accordance with a set of rules of conduct, practising what you preach or to put it in a more modern context, walking the talk. However, it is when we explore exemplarity and try to define exactly how and why we can demonstrate it that the notion becomes more multi-faceted.

How do we perceive exemplarity?

Exemplarity is above all a subjective notion. For excellence can be exemplified in very divergent ways and consists in a complex set of judgements which vary from person to person. We can judge someone to be the beholder of exemplarity either spontaneously through emotions, sparked off by someone's behaviours or presence; or we can find exemplarity through our filters and values – the way we see the world. These filters and values – how we see the world – are rooted in us through the influence of our parents and mentors, our national culture, our religious culture and our belonging to specific cultural groups throughout our lives (class, school, military, corporate, clubs and associations, etc.).

How do we know if something should be considered exemplary?

Exemplarity then, finds its root in values and beliefs transformed into rules of behaviour. In this case, there must be a framework already in place in which exemplarity is to be measured and judged. In a first instance, there are universal rules of exemplary behaviour common to mankind and all religions: we all know it is fundamental to respect your neighbour, offer help to those need, avoid violence to achieve your ends, for example. Added to this founding basis for

exemplarity, we are faced with other rules and values throughout our lives which give us additional or sometimes different sets of behavioural guidelines.

Corporate values, for example, tell employees and customers about what is important to the company and how it goes about doing business. Going further, ethics dig into the conduct required to be an example and model to its industry or business sector. Finally, in order to judge what is exemplary or not, it also helps to have counter-examples of exemplarity. On a basic level, why would a man want to become a “good father”, for example? In this case, either his own father provided a perfect model to be just that or perhaps the father was the exact opposite of what is conceived, culturally, to be a model of a good father. Moreover, example and counter-example form the basis for all fiction and much of real life – we need to see black and white examples in order to make the choice clear between what is good and what is bad.

What creates a need or a request for exemplarity?

Exemplarity is born from both internal.....

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Video:

Bill Gates sets his example

(Visit TED at www.ted.com)



Notes:

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The old begin to complain of the conduct of the young when they themselves are no longer able to set a bad example.

Francis de la Rochefoucauld

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2 Exemplarity assessments and self-assessments

Training uses: Activity, Analysis, Exercise, Profiler, Self-awareness exercise

Associated words: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: Project managers, Managers, Directors, Leaders

2 An exemplarity analysis and assessment



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Exemplarity involves a combination of a number of qualities. Give yourself a score for each of the following from 1 – 5 (5 being highest). All statements are positive-oriented. A low score would indicate improvement to be made in a given area.

1. **Expertise:** I possess in-depth knowledge, experience and skills in relation to my job and organisation [1] [2] [3] [4] [5]
2. **Self-awareness:** I have a high level of understanding of what motivates me, my role and purpose, my values and beliefs. [1] [2] [3] [4] [5]
3. **Personal leadership:** I am aware of the key actions and behaviours required in a leadership role. [1] [2] [3] [4] [5]
4. **Ethics:** I have a clear idea of what constitutes universal, personal and corporate ethical values and behaviour and endeavour to personify them [1] [2] [3] [4] [5]
5. **Consistency:** I am regular in my actions, judgement and behaviour, avoid hollow promises and promote fairness [1] [2] [3] [4] [5]
6. **Moral awareness:** I am fully aware of universal, personal and corporate values and strive to be a representative of these. [1] [2] [3] [4] [5]

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7. **Clarity:** I endeavour to be honest and precise in my relationships with team members, colleagues and stakeholders. I have no hidden agendas. [1] [2] [3] [4] [5]
8. **Natural:** I personify corporate values and behaviours naturally and do not use them for personal ambition [1] [2] [3] [4] [5]
9. **Excellence:** I strive to achieve excellence in my job and working relationships [1] [2] [3] [4] [5]
10. **Distinction:** I possess sufficient presence and charisma to add shine to my exemplarity. [1] [2] [3] [4] [5]
11. **Integrity:** I readily have the interests of my team and company at heart and have the trust of my team members. [1] [2] [3] [4] [5]
12. **Realistic:** My exemplarity is based on pragmatic, realistic actions within the reach of those who may model me. [1] [2] [3] [4] [5]
13. **Leadership legitimacy:** My team, colleagues and peers recognise my legitimacy for the role and purpose I hold. [1] [2] [3] [4] [5]
14. **Self-discipline:** I am able to refocus effort and behaviours within the framework of good conduct I and my organisation have set. [1] [2] [3] [4] [5]
15. **Communication:** I regularly communicate, updating people on what I have said I would do and what I have done. [1] [2] [3] [4] [5]

Identify your high and low scores. How can you explain these scores? How can you improve on any low scores? What concrete actions can you undertake to try out those areas in which you identified lower scores?



Notes/Action

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Notes/Action

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3 Identifying the values behind your approach to exemplarity

Look at the questions (and elicit ideas/situations from learners to add to the list) and state the action you will undertake. Indicate why you have chosen this course of action. This will give you the value behind the action you have chosen.

1. Would you refuse to accept a gift from a good supplier that is most probably a “sweetener”?

Action:

Why:

The value behind this is:

2. Would you recruit an external candidate whom you have never met before, even though a family member/friend asks you for the post?

Action:

Why:

The value behind this is:

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3. Would you point out a mistake/problem with a colleague/boss/supplier and risk losing their support and friendship?

Action:

Why:

The value behind this is:

4. Would you sanction a colleague for negative behaviour even though the colleague is a personal friend?

Action:

Why:

The value behind this is:

5. Would you carry on, despite the trials and difficulties involved, to reach

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3 Exemplarity games and teasers

Training uses: Activity, Analysis, Discussion trigger, Exercise, Introduction to topic/theme, Personal profiler data sheet, Profiler, Self-awareness exercise, Team-building activity

Associated words: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: Project managers, Managers, Directors, Entrepreneurs, Leaders

4 Exemplarity super hero!



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Instructions

- Tell your audience that they are to write a short comic strip/story about super hero who is the model of exemplarity in an everyday situation at work (ex. Standing up to pressure from hierarchy for the sake of the team, making a difficult judgement or decision, disagreeing with someone and standing up for his/her convictions, etc.).
- If agreed, storyboard the story using a character, speech bubbles, and standard comic-strip speech/sound effects.
- Compile the stories/cartoons in a document for reference/as a souvenir of the training event.
- Choose one or two stories and have learners act it out (film it if possible).
- After the game, elicit feedback and conclusions.



Notes/Action

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4 Exemplarity activities

Training uses: Activity, Analysis, Assessment/self-assessment, Discussion trigger, Exercise, Introduction to topic, Personal profiler data sheet, Self-awareness exercise, Team-building activity, Warm-up exercise

Associated words: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: Project managers, Managers, Directors, Entrepreneurs, Leaders

1 Setting team values and encouraging a behavioural framework for exemplarity



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Instructions

- With colleagues or team members, fix a session where each person will complete the exemplarity assessment.
- Each person then presents and explains their priority, if possible backing this up with feedback on experiences.
- Enter the data into a collective/team assessment and establish which criteria prove most priority for the group/team. Vote on it if required.
- Propose to use these as values and guidelines for the group/team exemplarity at work.
- Elicit how and in what circumstances these guidelines can be kept to.
- Agree on the action, if the exemplarity framework is overstepped, that will take place in order to reorient behaviours within the guidelines.

Look at the following factors that may make up exemplarity. What is important for you? Put the various factors into order of personal priority:

- The capacity to link my actions and behaviours with corporate values
Rating 1/10:
Comments:
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- Grasping universal and corporate ethics and including them in my actions and behaviours
Rating 1/10:
Comments:
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- The ability to discern between right and wrong codes of conduct and behaviours
Rating 1/10:
Comments:
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- The ability to grasp and apply universal values and codes of conduct
Rating 1/10:
Comments:
.....
- The behaviours and way of being I show to others more than words, work and results
Rating 1/10:
Comments:
.....
- The ability to do what I say I will do and results
Rating 1/10:
Comments:
.....
- Showing consistency in my approach, actions, judgement and behaviours
Rating 1/10:
Comments:
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- Showing authority and admitting no/keeping to a strict minimum exceptions to the rule

Rating 1/10:

Comments:
.....

- Being self-disciplined, realigning myself within good conduct when necessary

Rating 1/10:

Comments:
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- Being accountable to my peers and accepting/giving feedback on my behaviours and those of others

Rating 1/10:

Comments:
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- Being aware of counter-examples in order to motivate my own example to others

Rating 1/10:

Comments:
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Notes:

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5 Exemplarity role plays

Training uses: Activity, Discussion trigger, Endorser, Ice-breaker, Introduction to topic/theme, Relaxer

Associated words: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: All



1 Sweet but not simple

Scenario and instructions

- Form pairs. One participant takes the role of manager, the other supplier.
- It is the end of the year and as a manager you have recently received the budget for the New Year.
- Your supplier arrives at your office with a large crate full of Champagne.
- The supplier wishes to offer you this as a mark of your good relationship and wants to speak about doing business together in the oncoming year.
- As a manager, you feel that this doesn't match with (either or all) your own values, your company values and your exemplarity.
- Adapt and deal with any issues as the meeting progresses.
- Come to a conclusion.



Notes:

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3 A passport to paradise!

Scenario and instructions

- The time of judgement has come! Each learner chooses a person whom he/she thinks is a model of exemplarity (either famous or non-famous).
- Spend 5 minutes writing up a presentation of why that person should deserve his/her place in heaven.
- Once completed, each learner has to present a speech to the others and justify his/her place.

After each presentation, the other learners give a score

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6 Exemplarity coaching and self-coaching exercises

Training uses: Flashcard, flowchart, checklist, action card, tip, self-awareness exercise

Associated factors: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: See individual coaching exercises

1 Fixing the basis for exemplary behaviour by mapping out your identity



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Recommended public: Managers, directors, entrepreneurs, leaders

- Who are you?
- Where does your name come from? What are its roots? Are there any remarkable ancestors, relatives or family branches bearing the same name/maiden name? What acts did they perform? What wider purpose did they work towards?
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- What is your nationality? What are the driving values associated with your culture? What are the standard rules of behaviour associated with your national culture? What makes your national culture unique among the rest?
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- What cultural or religious groups do you belong to? What are the positive values and behaviours associated with your cultural/religious group? What values and behaviours are universal, shared among your and other cultural/religious groups?

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- What is your job title? What does your job consist in? What rules of conduct does your job require?

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- What past professional identities (jobs) have you had? How have they influenced what you have become today?

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3 Identifying corporate values to guide exemplary behaviour

Recommended public: Project managers, managers, directors, entrepreneurs, leaders

- What does your company/organisation do?

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- What makes your company/organisation tick?

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- What positive behaviour does it encourage?

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- What are its expectations of you?

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- What does it expect you *not* to do?

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- What wider purpose does your organisation serve (ex: helping to decrease poverty, increase comfort, fight pollution, help its employees towards self-fulfilment, encourage communication, etc.)?

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Full Exemplarity coaching and self-coaching exercises are included in

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7 Exemplarity case study

Training uses: Analysis, Discussion trigger, Example, Exercise, Introduction to topic/theme, Script, Team-building activity, Test

Associated factors: Example, Setting example, Role model, Excellence, Benchmark, Deserving imitation, Pattern, Outstanding, Superior, Distinguishing, Flawless, Masterful, Commendable, Beyond reproach, Walk the talk

Recommended public: Project managers, Managers, Directors, Entrepreneurs, Leaders, Masters+ students

1 Learning to walk



Peter Makeham put down his team members' monthly reports, struggling to contain a growing feeling of irritation. For the fifth consecutive month not only had they still not filled in the report correctly and completely, their results were obviously not up to what he expected. Projects were running late, billing hadn't been sent or chased up and worst of all, quality was extremely poor. They're cutting corners, he said to himself with a shake of his head. How do they expect to deliver quality projects when they don't follow the process? He sighed heavily and opened up his mail. Another meeting, he groaned, clicking in the members of his team. The same old thing. There's me behaving like some old school master, reprimanding them and once again (oh, what patience!) telling them what to do and how to do it! If only they could be more dedicated, more enthusiastic, he mumbled, conscious that his colleague across the desk was listening in. He typed in the convocation, gave his colleague a sheepish smile and clicked *Send*.

Seven months earlier, it had been a different world altogether. Things were exciting. Peter and the team had just drawn up a new way of approaching their projects. In a series of workshops, they had brainstormed, analysed, drawn up and laid down how they thought the perfect process could look like. They'd even

changed their environment to suit the new approach, moving into smart office modules arranged in clusters on the open space to mirror a network structure. Team members were encouraged to personalise their space to create a positive working atmosphere, new IT systems were provided and special software, tailor-made to suit their projects, had been developed internally at no mean cost. Enthusiastic, motivated and full of energy, the first two months had seen great work, great results. And then, the first signs of decline.... Looking back, Peter had felt it – the slow loss of energy and effort, like a punctured tyre. It seemed to deflate before his eyes. The first time, he had acted fast, calling for a meeting in order to boost things and set them back on track. For a while it had worked. And then, barely two weeks later and once again, the loss of enthusiasm, cutting corners, hidden non-qualities left for him to stumble upon. His boss had already talked to him twice on the subject. Peter felt that if results didn't turn for the better soon, then he'd risk losing credibility with the directors. It'd be a hard uphill slog to win it back.

Arriving at the office on the morning of the team meeting, Peter thought he noticed a particular atmosphere among the team. He couldn't quite pin it down, but everyone seemed to be avoiding him. Maybe it was him, he thought, reading too much into things. Still, when he made his tour of the desks to greet his team members, the reactions seemed far from enthusiastic.

As the meeting drew closer, he checked the list of things he wanted to talk to them about. They were much the same as the last time: following the process, exchange of information to avoid potential problems, project review data, behaviour. The last point was probably the most important for all the other issues seemed to stem from it. Their behaviour wasn't in synch with achieving successful results and was a great cause of much of the negative feeling going around the team. He'd tried being empathetic. He'd tried authority. Should he be even stricter on the rules? He picked up his note pad and made his way to the meeting room.

Two hours later, Peter emerged from the team meeting feeling exhausted. He'd tried everything – encoura.....

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