

Disrupt Yourself Podcast

Episode 36 – Year End Wrap Up

Whitney: Welcome to the Disrupt Yourself Podcast. I'm Whitney Johnson. I think, write, speak, and live all things disruption. In the spirit of my tagline, I'm going to disrupt the usual format and do a year-end retrospective. This will include a mix of my favorite episodes, staff picks, and lessons learned along the way.

I started this podcast in September 2016. I had been thinking about it for almost two years, and doing absolutely nothing. In fact, I remember one of my friends, Sloane Davidson saying, "I bet I can start before you do." And she did.

I'm definitely in a happy place when I'm having a one-on-one conversation, but performance anxiety had kicked in. So I delayed and delayed until I found a superb producer, David Klatt, someone at the top of the learning curve. He'd worked at NPR, The Daily Show with Jon Stewart, and he served as my guide during the first year. David has since gone on to do social media for the National Hockey League, but I am grateful he made it safe for me to jump to a new learning curve.

The first few interviews were definitely low end of the curve episodes, and I'm pretty sure a number of people listened just because we're friends. And, I had great guests. [Michelle McKenna-Doyle](#), CIO at the NFL. [Raju Narisetti](#), now CEO of Gizmodo Media, who was just about to leave News Corps. And, there was some serendipity. My interview with small business expert Brian Moran, for instance. I had worked with him on an influencer campaign, but I didn't know him well, so I didn't know what to expect. Turns out, he is an amazing story teller. He told real stories. A story of being fired. So real, that when Brian finished, he didn't want me to air the episode.

Like all of us, he remembered the hurt, the sadness, and possibly the shame. All I heard was resilience. And based on your social shares and emails, you thought he was compelling, too. Here's a quick excerpt:

Brian: I had kind of a falling out with the president of the company, and they eliminated my position. He wanted me to fire somebody. This is why I really feel like the values that I had, that my parents taught me, and they taught me a tremendous amount growing up, came into play, because I said, "Why would I fire somebody? Everybody is working as hard as they possibly can. Yeah, the numbers aren't good, but firing somebody is going to send the wrong message." He said, "No, it's going to send the right message, that we mean business." I said, "I'm not firing anybody." He said, "Okay, that's fine." And it was the president, the group publisher, and then me. So, that was really the first time that I had been tested in my position. Like, okay, walk out on that limb, you know, that people talk about.

So I walked out of there. I looked at my boss and I said, "Did I do something wrong? I feel like these people ... I'm asking them to work hard and sacrifice." He said, "No, no, no, it's all good, it's all good." So what happened was, when he walked back into the

room, the president said, "We're going to fire Brian." And they knew that for about three months ...

Whitney: Before that?

Brian: They knew for three ... so, they said, "We're going to fire Brian." So for the next two or three months, they worked it ... I actually interviewed people who they told me I was bringing in to help me, and they were actually there to replace me.

Whitney: Hiring your replacement.

Brian: So what's interesting is ... I'll never forget it, it was a Monday. I think it was August 8th, it was about 7:30 in the morning, and my boss called me and he said, "We gotta talk about something." I said, "Ah, what's going on now?" He said, "We've eliminated your job." Now this is 1998, so I have three kids that were born in '93, '95, '97, and I got a mortgage and all of that, and it's the first time I've ever been let go of something in my life. I remember thinking to myself, "What?" It was a two by four in the back of my head.

Whitney: Aghast.

Brian: Yeah. And I mean, I was very good friends with this guy, who was, I considered him one of my best friends. Then I had found out that he had known for months that it was coming, and never let me know.

Whitney: How did that feel?

Brian: That was worse than actually getting let go.

Whitney: Getting fired.

Brian: Yeah, because what I said to him after, we had talked about it afterwards, is that, he said, "You know, we know you come from a bunch of lawyers in your family, and we didn't want to get into a legal scuffle," or just some garbage like that. I said, "You know what? I would have told you immediately, and said, you know, 'This is what's happening, and I can't prevent it,' and I've done that for people. But I'm going to give you the opportunity to find something else." I mean, I've done that with a dozen people who I thought highly enough of that, you know, I had enough respect for them that they could go out there-

Whitney: You knew that they were going to let go ... get let go ...

Brian: Right, and I said, "It's coming, I don't want it to hit you in the back of the head, so go find another job." So I remember just ... I'm usually pretty good with my intuition when something's wrong. Never saw this coming. I remember walking just, literally, before anybody else got in, I just packed up my stuff and I left. And I'm driving home and I called my mother, and I said, "Hey, mom, I got some bad news. I just got fired from my job." And she said, "Okay, well, you'll find another job." And the funny thing was, oddly

enough, I had phantom stock in the company, and I had almost over a year of compensation when I left, and I didn't even think about that. It was just the, wow ...

Whitney: The gut punch.

Brian: Yeah. Really, just never saw it coming. She said, "Brian, what are you worried about?" I said, "Worried about? Security! I got kids, I got a mortgage, and all that." And in my head I thought, "I'm never going to work again," or, "I'm going to go have to get a job at a McDonald's or something like that." And she said to me, "The only security you will ever need in life is between your ears."

Whitney: Wise words from your mother.

Brian: Let me tell you, I have used that ever since. It's amazing how it works out. Sometimes you need to take that step back before you have to go forward.

Whitney: So great. In retrospect, I think it was my conversation with Brian that moved me significantly closer to the sweet spot of the podcast learning curve. Which, according to my team member, Macy Robison, I hit when [I interviewed Stacy London in early 2017](#). For the first time, instead of my just asking questions, my voice came through.

I was brave enough to ask what I really wanted to know, and she was generous enough to answer me. It turned into a mini coaching session.

We knew it had worked when Ruth Ann Harnisch, former journalist, TED patron, and one of our mentors wrote in and said, "This episode is a sermon. A girlfriend chat. A high level consulting session in real time. A modeling of the authenticity that I think is the hallmark of the feminist future. Brilliant." Here's an excerpt:

Stacy: You know, this idea that where I am is kind of complicated and confusing, and at the one ... On the one hand I feel very ready to affirm what I've done, where I've been, and sort of talk about this confusion about where I'm going. And there are lots of women that I have read and looked to. [Brené Brown](#), and [Elizabeth Gilbert](#), and [Marianne Williamson](#), who have all, in incredibly beautiful, empathetic, magical language, been able to speak directly to my heart.

Whitney: Amen.

Stacy: Right? I mean, in a way that has just been so amazing to me. I want them to bring that out in me. That's what I'm hoping for, is that those words help transform my experience.

Whitney: I was going to suggest to you as you're finishing up this process, or moving into this new process, is why not, over the next year, pick out 12 women, and reach out to them? Might be Brené, it might be Elizabeth Gilbert, it might be other people, and say to them, "I'd like to do a makeover for you."

Stacy: Oh my God! That's a brilliant idea!

Whitney: "I'd like to give this to you as a gift." What that will do, is that will anchor you in who you are, because this is who you are. It will allow you to connect with people in a very meaningful way. It will allow you to give a wonderful gift. And I would encourage you to do that.

Stacy: I think that's one of the most brilliant ideas I've ever heard. And not for nothing, I had the very amazing fortune last night of briefly meeting Elizabeth Gilbert, who complimented me on my style!

Whitney: So there you go! I dare you!

Stacy: I clearly, I don't think knowing at all that that was my area, and I wanted to say, "I love you," and I thought, "Inappropriate, inappropriate time, where she is close friends with the person that we're all here to celebrate." I just said, "Hi, I'm Stacy." But I love the idea of doing that!

Whitney: So there you go. I dare you to, Stacy.

Stacy: That's a dare that I will take you up on.

Whitney: Consider yourself dared.

Stacy: Yeah.

Whitney: So my very last question for you, is how will you disrupt yourself in 2017?

Stacy: Well, I'll tell you. I think the biggest thing that I have been thinking about is, a Zadie Smith quote that I read recently about not allowing your mind to put limits on you that don't exist. Right? And I do that a lot. I have an internal narrative that is hard-fast in my subconscious. There are things that I just don't think I can do. Even when I do them, I will fall back. And again, just to go back to disordered eating, I am still a fluctuator. I'm probably in the worst shape I've been in, in a long time. Part of that is due to injury and stuff like that, but it's also that I sort of gave up hope on myself a little bit. I was like, "I can't lose weight anymore. I'm old. I can't get back into shape. I'm old. I can't get back into shape, my spine doesn't work."

All of these things that I, even when I tell myself I know they aren't true, there's something so deeply rooted in my subconscious that has to do with this belief in my failure, that I can't let go of it. That I will succeed only for a short period of time, and then I know it's all going to fall apart. And I've done that over and over and over again.

So, one of the things that I've done for myself, going into surgery and knowing that I am in a lot of down time, and that I want to work on the book ... but in order to get out of my own way, I am working with a neuro-linguistic programmer to really, really, in earnest, get to the root of some of that subconscious thinking, and that subconscious belief system, and change it, because that is the ultimate disruption for me.

Whitney: Absolutely.

Stacy: Is to actually kind of harness this belief system that does not serve me in any way. Maybe at one point, did. Maybe thinking that I was always going to fail was the motivation not to. But, I don't need that anymore, and I don't want those limits put on myself, and I don't want my mind to stop me from all the possibility that there is in the world. And I see that happening.

One of the things I do feel like I've started to do, and you know, as this year ends, I'm happy for the first time. The only reason that I'm happy is because I really feel like this ... I have started to kind of acquire the equipment and the ammunition to take that disruption on, and to take it very seriously. It's even why I agreed to the surgery, because I was like, "I refuse to stay in pain, physical or otherwise, and I am now going to take steps to reclaim the spirit and the energy that I want in my life. Not that I want to reclaim who I was. I want to claim who I am, and who I'm going to be."

Whitney: Stacy, thank you so much. This has been a wonderful conversation that we've been able to have. I really appreciate it.

Stacy: Oh my God, it was my pleasure. This has been the best conversation I've had, and I've been doing a lot of podcasts lately to talk about this stuff, but nobody has challenged me like you just did, to come up with a brilliant idea, like reach out to 12 women that I so whole-heartedly admire and have learned so much from, and give them something. And do it in a way that doesn't feel like I'm trying to be at all condescending, but really to do it as a gift.

Whitney: Trust me, it won't come across that way.

Whitney: Stacy London is such a lovely human being. I'm so happy I got to interview her. After listening to the interview with Stacy, my team suggested I do a live coaching episode, and [Stacy Olsen Distefano](#), she volunteered. After she took our disruption diagnostic, filled out a questionnaire where she answered all sorts of questions including what she loved to do as a child, we went on-air, and I coached her, live.

Whitney: I've thrown a lot at you. What are your thoughts, as I've kind of thrown this at you?

Stacy: I think it's really helpful to have a bouncing board off of this, and someone who's not invested in the work. So, I like that idea. I've never really had a conversation like this with someone who wasn't either related to me, or working with me, so it's nice to have an objective ... I had never really thought about the tie-in between personal challenges and professional, until you asked me about that. So it actually kind of makes me feel ... it's a strength that I feel good about because I think, I saw a lot of people do the opposite.

Whitney: Yep.

- Stacy: And to this day, I know a lot of people from that world who are in the same situation, lost a child, and kind of have let their lives fall into complete ... the opposite ... it really debilitated them ...
- Whitney: They came undone. They just came undone.
- Stacy: ... and sort of defined them. Came undone, right. So I love the fact that you sort of tied this together because it's not something I would have ever done. And I love the feedback around kind of getting ... instead of ... stop trying to guess what success is to others and just ask them. As simple as that sounds, I had really never thought to ask our CEO, "How will you know if this succeeds? What's success to you in this initiative?" And you know, that sounds so simple, but I really hadn't thought to do that.
- Whitney: Two years ago, I would have been terrified to do this! Coach live? No way. But the conversation with Brian led to a conversation with Stacy London, which led to Stacy Olsen Distefano, and from there I had the confidence to do my first online course, which I launched in September of 2017, as some of you may remember.
- Whitney: A conversation that stopped me in my tracks was with [Alden Mills](#). A highly successful entrepreneur, and former Navy Seal. I've never been physically tough. I'm not weak, necessarily, but I'm solidly average when it comes to physical strength. My conversation with Alden took my brain somewhere it had not gone. What would it be like to be so physically taxed, that you just want to give up, but you don't? Well, most of us aren't Navy Seals. Most of us don't even run marathons. But how do we learn to replicate an indistinguishable determination? Not necessarily when it comes to our physical endurance, but just our mental endurance. It's such a good question.
- Alden: I did the most ridiculous goal setting that, at the time everyone thought was crazy, and that was I was going to try out for the varsity team as a sophomore, and there were only juniors and seniors on these teams. There were two open spots, but one was going to be taken up by a new experienced rower, so there was just one spot left.
- I have asthma, and I was taking these medications, but I wasn't thinking about it anymore. I found somebody who was on the team that was willing to bring me under his wing, and I gave it everything I had, and then when I didn't think I had anymore, I gave it more, and ended up earning that seat.
- Whitney: What does that look like? I know this comes back to a theme in your book, but this idea of giving everything you have when you think you don't have anything more to give? Let me sort of preface why I'm so intrigued by this, is that I tend to think of myself as someone who has grit. I don't know if you've read [Angela Duckworth's book](#), which is fantastic.
- Alden: Mm-hmm (affirmative).
- Whitney: You could be a poster boy for grit. She should have written about you. I looked at it, and I realized a few years ago that I'm actually really good at never giving up, but I'm not so

good at always showing up, and there's really a difference between the two. So getting that spot on the rowing team wasn't about your not giving up, it was about showing up, heart and soul. Did you distinguish between the two in your mind, or was this ... what did that look like for you?

Alden: Unknowingly, I had built up this reason ... not only a reason to believe on why I could be on that team, but I had created what I call an outcome movie in my head. And the outcome movie in my head was, I could not just visualize what it was going to be like wearing a varsity shirt, and going and doing a race, and going back and telling people, "Hey look, I made it," but I also visualized what it was going to feel like for my parents to say, "Hey, my son made this crew." And I'm the first one in the family to ever do something like that. And I started to apply the pressure on myself that it wasn't just about me, it was about all the people that I really cared about, and getting them included as part of this virtual team, when I got to these points where I didn't think I could give anymore.

And so, every time I pulled that oar, and there was a very distinct moment where I thought about quitting. My hands weren't prepared for the amount of rowing we were doing on these two-a-days, when we were brought down to Florida to train. So I had lost all the skin on my four fingers on each hand, and they became so swollen that I got an infection, and I ended up having a fever, and they pulled me out of the crew for two workouts. They said, "Look, you gotta do a seat race," and they pulled the boats together and we swap seats, and we race again. And basically if you keep winning, then that means you're faster than the other person. It's the rudimentary way to decide who is better at rowing.

They put me in the boat, and this wave broke over the boat, and I had taped my hands, basically in two claws, and the salt water came into my hands. It hurt so badly that all I could do was cry while I was pulling on that oar, because every time I pulled on the oar, the salt water dug in deeper. Then I started thinking, "No one can see that I'm crying because I'm covered in salt water." And I just remember going, "This is it. This is the moment. I have to push through this." And I did. And I did it because it wasn't just for Alden at that point. I had built up this outcome for everybody that was important to me, I knew how proud it would make them that I did this, as well as this was for me.

Whitney: Right, so this was the cinematic climax where you were going to make it or not. Since you had the film in your head, you had to push through it.

Alden: Yeah, and I had a really good reason not for making it. My hands were blood red raw, and I could have just said, "Hey, I gotta back out medically." And I had a similar scenario in Seal training that I did not talk about in the book, but it was another one of these moments where the body was giving me an option to get out, and it was the will, what I call the understanding why I really want to do it, that enabled me to persevere.

Whitney: So what happened in Seal training when your body gave out?

Alden: I got busted for taking asthmatic drugs. It was a pill called Theo-Dur. I was through hell week, and I'm about 17, 18 weeks into training. I'm doing a three mile ocean swim, and my lungs started filling with blood, and I was drowning. I had to raise my hand, and I got pulled out of the swim. And by the way, if you raise your hand on a swim, usually that means you're quitting. In this case, I'd said, "Look, I got a medical, something's going on." They saw this blood coming out, they took me to the hospital, and they discovered I had this antigen in my blood, and they realized I had been masking my asthma. And they said, "Okay, you gotta quit. We can't have asthmatics in the Seal Team." I had been taking this asthma medication since the ripe old age of 12, and it had been my crutch, and I believed that I had to keep taking it, so I never stopped.

Then they forced me into a position where if I didn't stop, I was going to be dropped. So I said, "I'm not an asthmatic." And they made me go through a series of tests, and I stopped taking the drugs, and I passed them.

Whitney: I'm still thinking about that conversation with Alden. I wouldn't really actually even know where to begin to push myself this hard physically. The military has a week-long class for civilians. Maybe I'll try and sign up.

Another person that took me somewhere unexpected was [Patrick McGinnis, The 10% Entrepreneur](#). In my interviews, in these conversations, I usually give someone a dare, if they'll let me. But in this interview, Patrick, who is completely fluent in Spanish, turned the tables on me, and challenged me to deliver a keynote in Spanish.

Whitney: One thing I thought was really interesting, and this is a conversation that you and I had offline, so I want to fill people in, but I learned from you when I was initially talking to you, is that you have a big background working in Latin America. You've worked in the emerging markets, but you also have this background in Latin America.

What was fascinating to me in hearing about your background, is there's some element of, as a person who's trying to develop their ideas and be a thought leader ... not trying, you are a thought leader, but to further expand your platform, you've done some really interesting playing where no one else is playing, by doing work in Latin America. Talk about that.

Patrick: Yeah, so, this is a perfect combination of doing something I truly love, and doing something where I can stand out of the crowd. So I have always loved Latin America. I'm not sure why, actually, I can't tell you why, but if you've been there you understand because it's an amazing, amazing place ...

Whitney: I understand.

Patrick: ... and you know. I could kind of have one foot in North America and one foot in Latin America, and really be a bridge between the two places. And that's always been the place I've operated with most success and most differentiation, as it were, because I'm an American who speaks really good Spanish. I understand the region, but I also, I'm

here, and so a lot of my 10% have involved working with people in Latin America, to do things here.

And then when I published [The 10% Entrepreneur](#), the book was [put out in Spanish](#), and I was able to go down to Mexico, do a bunch of really cool media opportunities I would have never gotten if I didn't speak Spanish, and really reach an audience in a much more impactful way than I would have if I didn't speak Spanish. So, it's been awesome for me because it combines one of my real passions with a business opportunity that is really unique, that only I could sort of take advantage of.

Whitney: And certainly, I think that's been a great example to me because I speak Spanish, and I have done really, very little work in Latin America ...

Patrick: Prepare yourself, Latin America ...

Whitney: ... around these ideas of disrupt yourself.

Patrick: ... Whitney's coming.

Whitney: Yeah.

Patrick: She [Spanish 00:25:04].

Whitney: Si, [Spanish 00:25:06]. But it's interesting to me because I think you ... and this goes back to this idea of the importance of talking to people and having conversations because in the conversation that I had with you, you inspired me, and as a consequence, I'm going to share it with everybody right now, so I'll have to do it is, I'm giving a speech in November, in Mexico City. Michael Phelps is the keynote, keynote. I'm one of the keynotes, but he's the keynote. And I thought, "You know what? Why don't I give the speech in Spanish?" And I would never have done that, had I not spoken to you. So thank you for inspiring me to disrupt my own way of doing business because I would have been lazy. I would have done it in English. But this is a challenge I can take on. It's going to be hard, but I'm going to do it. So, thank you for doing that.

Patrick: I am super excited about this.

Whitney: Yeah.

Patrick: This is really cool.

Whitney: After that conversation, I hired Patrick's team, Samuel Cline and Alessandra Avate to translate my keynote. And then I practiced and practiced and practiced, and practiced some more. And in November 2017 at WOB Mexico, in front of 1200 people, I delivered a portion of my speech in Spanish. It was a great experience.

But it should have been, right? Because when we try to speak another person's language, whether it's Spanish, the dialect of technology, the jargon of venture

capitalists, or even the patois of your marketing team, we are able to connect, and as we connect, it's a lot easier to jump to new learning curves, because we pack a parachute for each other.

Speaking of speaking another language, after recording my interview with [Luvvie Ajayi](#), a Nigerian immigrant, I thought, "You know, I've had a lot of guests who are immigrants." So I counted. A third, a third of the guests on the Disrupt Yourself Podcast, have been first or second generation immigrants to the United States. I did not plan this out. But I clearly was drawn to their stories. Probably because immigrants are disrupters. When they've upended their lives once, they can do it twice. It's the same for us.

Sometimes, something that looks like a constraint or disadvantage, like going to another country, is the very thing we need to move forward. In case you're wondering who the first and second generation immigrants are, they are in order of appearance: [Raju Nariseti](#), [Coss Marte](#), [Garry Ridge](#), [Asi Burak](#), [Chrysula Winegar](#), [Naveen Rajdev](#), [Adda Birnir](#), [Lolly Daskal](#), [Karen Walrond](#), [Feyzi Fatehi](#), [Walter O'Brien](#), and [Luvvie Ajayi](#).

Just for fun, here's an excerpt from the episode with Karen, who I just found out, is one of Luvvie Ajayi's mentors:

Whitney: How do you define thriving?

Karen: I think there's two parts. I think one part is thriving means really being very clear on whose opinion matters. The number of people whose opinion matters is a really, really, tiny number. And then living your life, right? And letting go of expectations and what the world wants you to be, because that's just bogus. That's just ridiculous, right?

Whitney: Yeah.

Karen: So that's one part of it. I think the other part of it is searching for ... I don't want to say balance, because I hate that word, but searching for ...

Whitney: Why do you hate that word?

Karen: Because I think balance means that you're going through life like every day of your life ...

Whitney: Teetering.

Karen: ... or just every day of your life, you're getting as much family time as possible, and you're doing really great at work, and you're working out, and you're praying to your God, and your ... like, you've got all of that in one day, and I honestly don't think that's possible, on one day, every day.

Whitney: Okay.

Karen: And I don't think that's possible. I think sometimes you're going to have really great family days, right? But it means that you're not going to be looking at work. Sometimes,

you're going to have to focus on work, and maybe your kids and your partner are going to have to fend for themselves while you get through this work part.

Sometimes, you're going to be out there hiking forever, and then sometimes you're not. I think there's an ebb and flow to all of it. But I think thriving is being mindful of that. Being mindful of, "You know what? I know this is a work time, so at some point I need to get back to spiritual time. And I'm in a, doing really great spiritually, but you know what? At some point I need to get back to family." Or whatever. I think it's sort of ... thriving is being mindful of that, taking care of those things over time, of those three things, and because you do that, that when the hard times come, and they will, that you're able to move through them with more grace, and more self-compassion, and more perspective, I think. Because doing all three of those things can help you get perspective. Plus, I also think, this is a bonus, I think a thriving gratitude practice will get you there in a lot of it, because I think gratitude is the key to joy. I really do.

Whitney: Agreed. 100%.

An immigrant is at the top of a curve, comfortable in their own land, their own country, and then everything changes. This also happens in our career, where we become an immigrant in a new S-curve land. As founder of the Washington Speakers Bureau, one of the most prominent agencies in the world, [Bernie Swain](#) had always been the consigliere. The person booking the speeches, the man behind the curve.

When I interviewed him, he was in the process of jumping, and becoming a speaker himself. It was our conversation that inspired me, in part, to be willing to do solo podcast episodes in 2018. To not just ask questions, but to have an opinion, to share what I think.

Whitney: A lot of people listening to this podcast want to be speakers. People want to find their voice. Do you have one or two tips that you could give to people?

Bernie: Yeah, and the interesting thing is, now that I have the book, I have to go out and speak. I'm doing 90 ... which, you know, is panic time. This Sunday night I have to speak at the 92nd Street Y, with three or four hundred people, with Bob Woodward, who has done this all his life. And I have to get up there in front of them ahead of time before Bob does, and kind of explain about who I am.

Whitney: So you're scared?

Bernie: Certainly. And I think ...

Whitney: That's good.

Bernie: I think every time you read some article, it always says, it's either the fear of flying, or the fear of making a speech in public, that is the number one fear. But the only thing that gives me comfort that is, that I could talk about something that I'd experienced. And I think for people who want to be speakers, you need to find something in you,

something, whatever it is, that's inside of you, that's where you can talk about experience ... your own experience.

It doesn't do any good ... if you want to be a leadership speaker, it doesn't do any good to go on the internet and find the 10 points of leadership, and then try to develop those into a speech. But if you find those points of leadership, how do they relate to your own life? And the examples you use, if you're going to use those things to talk about ...

Whitney: Talk about you.

Bernie: ... then where does it come from? It comes from inside of you, and I think that's important.

The second thing is, you gotta practice. This week I will spend time in front of my wife, giving a speech, over and over again, until I feel comfortable, until she tells me, "Slow down, don't talk so fast."

Whitney: She's a great coach!

Bernie: She is.

Whitney: In addition to my favorites, here's what my team loved. Macy Robison loved the interview with [Lee Caraher](#), as an example of playing where no one else is playing. Heather Hunt especially liked the episodes with [Patrick Pichette](#), former CFO of Google. He completely disrupted his life when he quit Google. And [Patrick McGinnis](#), The 10% Entrepreneur. Whitney Jobe was also a big fan of the episode with Lee Caraher, and her insights on millennials. Kelsea Pieters said that my interview with [Donald Miller](#) inspired her to take a new job. Brandon Jameson especially liked the episodes with [Susan Cain](#), [Paula Froelich](#), and Lee Caraher. And the winner is, in case you didn't figure it out yet, when it comes to the staff pick, is Lee Caraher. So if you haven't listened yet, go ahead and take a listen right now.

So, what are we doing in 2018? Well, lots of stretch assignments to lengthen out this podcast learning curve. We're going to move to weekly episodes, we'll have more live coaching sessions, more content upgrades, and several solo episodes where I answer your questions that you were kind enough to ask in advance of our next online course.

Now, before we wrap up, here's a quick tactical suggestion. Think about something you've started in the last 18 months. Reflect on how bad you were initially, who helped you become better, and then give them a shout-out, and look at where you are now. It's pretty impressive, right? Now, picture me giving you a fist-bump, "Good job." Thank you, as always, for listening, for sharing your thoughts and suggestions. We try to incorporate them whenever we can. Thank you to Macy Robison. To editor Heather Hunt, to sound engineer Kelsea Peters, and Brandon Jameson, graphic designer.

I'm Whitney Johnson, and this is Disrupt Yourself.