

Disrupt Yourself Podcast

EPIISODE 150: MARCO TRECROCE

Welcome to the Disrupt Yourself podcast, a podcast where we discuss strategies and advice for how to climb the S curve of learning in your professional and your personal life, disrupting who you are to slingshot into who you want to be. I'm your host Whitney Johnson and our guest today is Marco Trecroce, Senior Vice President and Chief Information Officer of Four Seasons Hotels and Resorts.

Marco has just led the Four Seasons through a global IT and business transformation, including a substantial investment in cloud-based technologies. I had a chance to meet Marco in Toronto a few months ago, and on hearing about his completion of this 10-year technology transformation which obviously requires all sorts of internal and personal disruption, combined with the fact that the Four Seasons is known as the global industry leader of luxury hotels and resorts, not technology, I was intrigued and wanted to hear more.

WHITNEY Marco Trecroce, welcome to the podcast. We're delighted to have you.

MARCO Thank you. Thanks for inviting me.

WHITNEY First question for you is, where did you grow up and what did you want to be when you grew up?

MARCO I grew up in Montreal - it's a little place just outside Montreal. And what I wanted to be when I was a young child was a professional football player

WHITNEY Oh, football as in American football or European football?

MARCO Yeah, I played American football as a quarterback as a young boy and at the university level and then in university decided that's probably what I wasn't going to do. But it was fun. It was good. I think you learn a lot when you're in disciplined sports, right, as you're growing up as a young person. The discipline in sports and teams, I think those characteristics stay with you throughout your life.

WHITNEY What's one of the most important lessons you learned from playing football?

MARCO You know, you learned to have discipline. You learned how to work as a team, especially football where there's, in Canada there's 12 people versus 11 people. So when someone doesn't do their job it's not successful.

And, you know, that translates into the business world. Large projects are cross functional in teams. They all have very specific roles and responsibilities. You do it well, you're going to get to the end of, you know, the game, right? And if someone doesn't do it well, doesn't pull their weight, then you really do notice it. And you really do learn a leadership and it can as a quarterback in that kind of a sport, you are the leader.

The leadership and decision making skills that Marco developed as a football player would pay off as he moved into his career. Not sure exactly what he wanted to do out of college, he landed in sales at IBM. Though he didn't stay in sales, that first job represents a launch point that really shapes us and how we grow in our career, so I wanted to know more about a lesson Marco learned while in sales, his first job.

MARCO You learn from sales that it's a process. Really good sales people know that there's a process to sales - people just don't buy because they like you. It certainly helps to be liked but it's more important if they respect you. You learn that there's a process and you learn you have to get organized because, you know, there's some pressure to deliver, right? You've got to get these contracts signed and booked in order to get paid your commission, in order to provide. And then it really helped me understand how to sell an influence across a company, right?

Learn who the decision maker was, learn who the fox was. There is a little thing, find the fox and the fox isn't always the person who signs the checks. You've got to learn who those influences are and always think of it as almost a chess game. How do you strategically move through the selling process?

WHITNEY Wait, find the fox? Wait, I'm stuck on that. What do you mean when you say find the fox? I've never heard that expression before.

MARCO Well, there's a book that we used to really teach people that just because someone's sitting in an office, they may not be the actual decision maker. So the fox is the one who's got the most influence, who could be sly, who could be your advocate in the background, who could maybe stop the process. You should understand who that is and how that works and be very aware as opposed to just locking into a title. And I think that's something that I, even today as I just used that term, I often think about that and talk to my teams around, look who the influencers and are you really extending your, your reach to other stakeholders? It was a very interesting way to kind of look at sales.

WHITNEY How does one find a fox?

MARCO You have to meet more than one stakeholder and you have to ask very good quality questions and insightful questions to understand how they're going to respond. You have to read behaviors, read what they say, what they don't say, and don't trust anything they say because doesn't mean just because they tell you something they're going to do it. And then start to really quickly ascertain who's on your side and who's not on your side. And then if you can draw on those influences to help you do that, you come up on a sale.

And if you're interested - though if you're in sales you likely know this already, but the book that Marco was talking about is *Power Base Selling* by Jim Holden. We'll link it in the show notes if you want to learn more about "finding the fox."

After Marco left sales and went to work for Arthur Andersen in IT consulting, one of his consulting clients ended up hiring him and bringing him to work for them in the UK. From there, within a short period of time, he had three different assignments in the travel and retail space that required him to turn around and restructure large businesses that were losing millions of dollars. He was becoming an expert that people could call on.

MARCO All of these companies had elements of technology and technology departments that either were performing or the cost piece was too high or they weren't getting enough value.

WHITNEY When you think about your becoming a turnaround transformation expert, what skills did you need to develop to be able to do that?

MARCO The skills that you learn in loss making businesses, which I think stay with me to today and even in the business now where it's highly profitable - taking very quick decisions. First of all, analyzing quickly, creating plans very quickly, deciding very fast and moving at speed.

When you're in those kinds of businesses, you have to be able to kind of be steadfast and work through those business. If you're not used to it as an executive, you can get yourself quite stressed out, right? And it becomes repeatable. I mean, as each one of them has similar characteristics, but each organization had its own challenges. You have to create different plans for each.

WHITNEY What's interesting about this to me, as I listen Marco, is, I'm going back to your football. Because as a quarterback you have to make a plan. You have to be able to execute the plan. You have to be able to decide at speed. And so that training and that discipline that you had in high school and college, you'd learn how to sell, you'd learn how to get buy-in for ideas that now you're in this situation where you're like, I have to make a decision quickly. And you reverted to your training, which is you knew how to do this because you had practiced it hundreds, thousands of times.

MARCO Yeah. I think it, you know, one of the things I do is, I do make decisions fairly quickly. You can have calculated decisions, but you have to move at pace. If you don't move at pace, then the business will, like outpace you anyways.

WHITNEY Yeah.

MARCO It depends on the situation you're in. But if I come full circle when I landed here at Four Seasons, I mean it's, you know, it's a different environment and it's a highly successful business, incredible brand, you know, global business, beautiful culture. It doesn't have to run at that pace. So my challenge was, was to come here and I was the first CIO that the company's had in its history. So you have to look at what it needs to do going forward, create a plan and then use all of those other skills, influencing skills, creating the plan, executing the plan. But more importantly, delivering on the plan. If you don't deliver, no one invites you back. So I think delivery is pretty important.

WHITNEY So I want to talk about delivery in just a minute. You're the first CIO at Four Seasons. How did that hire even come about?

MARCO You know, it was interesting. When I returned back from the UK, I realized that Canada and especially Toronto, quite a small city in the world stage. Didn't have a very big network. And so I had a pretty difficult time finding a senior level job in Toronto. I had a target list of companies that I wanted to work for and Four Seasons was on them.

And as it turned out, the CFO at the time who's now our, our CEO, he was quietly looking for a CIO. It took two or three meetings before they were ready to sort of have serious conversations with me. And then I eventually met with them and, and got hired. And it was all on time.

I remember meeting Mr. Sharp, the founder of Four Seasons, and he told me, he said, "You know Marco," he said, "I'm not really even sure we were ready for somebody like you a few years back." He says, "Everything always happens for the right reasons. Stars have aligned. And we found you, you found us. We move on from there." And it's, you know, I've been in here nine years. I'm going into my 10th year and it's been just a tremendous experience.

WHITNEY So, you get to Four Seasons. They've never had a CIO before. Talk to us about what went through your head. Like the first month or two, like what do I have to get done here? Do you remember what you were, what your thoughts were and your process were?

MARCO Oh, absolutely. Absolutely. Well, the first thing was, you know, my boss was very good. I said, what would you like me to do? And he said, "Just fit in. Just spend time, just fit in. That's really what you need to do." And so I took the time, which was really interesting in comparison to businesses that were under pressure and needed to get something done yesterday because they may be losing money. In this situation, what was important was cultural fit.

So, get to know the people, take the time to think through what you need to do, take the time to create a plan. Build relationships across the business with the various stakeholders and eventually start to help whatever division or department was ready to go first. And so that's, that's basically what happened in the first year. And then within a very short period of time, you know, the five year plan was created which then led to a second five year plan. But within a short period of time, it was our HR department that was struggling to decide on the next generation software.

And up until I joined, that process went probably on for maybe a year, year and a half. And no one could really make a decision. And so one of the very first decisions I had to make was decide on what HR software should come into the company. And at the time we chose Workday. Workday we were the 178th customer of Workday. I was getting lobbied pretty hard to choose an Oracle platform in HR. I'd implemented Oracle and SAP in my career. And those products are very mature, very good.

But they were the end of their life cycle and Workday was the beginning of its new life cycle. Workday was the beginning of Cloud technology and software as a service. And so it was pretty apparent to me that, that was the way to go. But it took a little while before, you know, everyone was comfortable with that decision. But we eventually took that decision, implemented within 15 months globally. It was a high success and it just started the journey that IT was going to take a little bit more ownership and control to drive these large, global projects.

If I look back nine years ago, it felt radical at the time for the business. But since then we've delivered 107 projects over the last nine years on a global basis that have really transformed the company.

WHITNEY You start and your boss, who's now the CEO, what's his name? Let's give him a shout out.

MARCO His name's John Davison.

WHITNEY He says just go make friends, right?

MARCO Yeah.

WHITNEY Go find people inside of our organization and get to know people, figure out what it is they need.

MARCO Right. Right.

WHITNEY And in the process of getting to know people and developing trust, he, you found, you identified a problem and then you said-

MARCO Yeah.

WHITNEY ... we can help you solve that. And then they-

MARCO Yeah.

WHITNEY ... allowed you the space to go solve that. For people who are listening and want to be able to do for their people what John did for you, what advice would you give them?

MARCO I think John's advice to me was probably the best advice I've had in a long time. It was, it was to slow down. And, for individuals that are executives that come into companies, you want to prove yourself very quickly. There's a sense of, I've got to go fast. I've got to prove, I've got to change fast. And his advice was almost the opposite. You know, take your time. Build the relationships, get to know people. You know, we will get there. It will be a journey. And so he was very patient. He wasn't putting any pressure on me at all to, to go at pace.

And then when I created the five year plan, you actually have better buy-in. You can start to implement at the right sequence, at the right levels, and go through it. You know, if you can have a boss that says take your time, and just relax as a senior person, that doesn't, I've never experienced that and I worked with lots of different businesses. He wanted to, you know, methodically go through it, build a global business. And I think that all in hindsight proved to be the right, the right thing to do for this culture for sure.

Everybody was open to, to want to move forward. And that, that made it a lot easier. I think if you don't have a collaborative culture, it can be a much, much more challenging job.

WHITNEY So, what do you think makes it a collaborative culture?

MARCO It's deep in its DNA. It really kind of starts from the hotels. When you're a guest in a hotel and the answer is never no to a guest. The answer's always yes no matter what someone asks for. They're going to, they're going to all pitch in and help the guest in whatever request that is. So there's a deep sense of service in culture. The DNA of the company that is very, very strong. Service is very strong obviously as the brand, and it just continues to go through the leadership of the company.

Everything we do is cross functional. There's leaders that take on a lead that clearly is subject matter expert. But the executives that are part of the team are letting people lead and are supporting them through the whole process. They just don't, you know, show up to the first meeting and never come back. They actually stay through the whole process. And these are senior executives.

I think this is what makes a very, very unusual, to see senior executives so invested in, in wanting everyone to, to be successful together. Once we agree to do it, then they do it. They all get into the, into the boat and row together. Very, very [inaudible] works out very well. Mostly on the corporate level, but then you think about it on a global basis, how do you tap into the hotels on a worldwide basis. And, it's the same culture that exists in the hotels.

WHITNEY I've heard you talk about tiger teams. Can you talk about a tiger team, and maybe one tiger team in particular that you were able to solve a really complex problem?

MARCO Most projects you can deliver with a team of four to five key individuals. If you have four to five key individuals, and that could be a combination of internal resources, could be a combination of external resources, there's usually a core group that get the majority of the work done. And there are many other people that surround the core group that contribute. But if you organize yourselves around these small tiger teams and, and trust them, it's amazing how fast you can go. It's amazing how quickly, not only you can do it but you can do it with accuracy and predictability. Because when the larger the teams become, the harder it is to manage it.

So I do work in this concept of a tiger team. I have a small team that work with me, large extended team, small close team. Those individuals are highly competent, very, very strong and each one can go into a room and create a small tiger team themselves and just move at pace. The amount of, how fast we can move is, is really quite nice to see when you, when you see the amount of volume that gets done in a calendar year.

WHITNEY One of the reasons I wanted to have you on the podcast was when I first met you, you were telling me about how you had set out this five year plan and then another five year plan. So you were at the end of your 10 year plan and you had actually-

MARCO That's right.

WHITNEY ... completed that plan.

MARCO Yeah.

WHITNEY And I had had [Antonio Nieto Rodriguez on the podcast](#). He's a project management expert. And he had been citing statistics how, you know, one out of every two projects doesn't get completed, uh, or at least not up to expectations. And so I was really struck by the fact that you set a plan and then you deliver on the plan.

Any quick thoughts for people who are thinking, I want to be more like Marco? How do I do that? How do I affect that inside of my organization? Any quick thoughts or tips you have for people?

MARCO Well I think we've put a lot of time in preparing, not only the, the project what needs to happen, um, the amount of money we really need and the resources we need. We spend a lot of time upfront.

We have to sell our plans to the hotels. I mean we, forces us to be more prepared. And I think it's the preparedness that really helps, helps us get ourselves organized. Once we're organized and we're prepared, it's just a matter of staying to strong project governance and trusting your people to kind of move at pace. And the five year plan, I mean first five years is really predominantly foundational.

We're talking the hotels that maybe upgrade their internet and do infrastructure related projects and put in some basic software to run the hotel. The last five years as we move into more guest basing technologies, mobile technology, check technology where we're interacting with guest more. CRM technology, again pointing to the guest. So the transformative portion of the last five years is really more, you know, what we can do with the guest.

We're going to finish with for the first time connecting 50,000 people on a full Microsoft platform where they, they've never had the ability to connect ever before at mass. We started with the hotels, did the infrastructure, moved into the guest side. And now we're finishing after 10 years with, with a large investment for our employees. And our employees are going to see modern technologies and modern work. So all of these plans happen in 15 months before we start in a calendar year.

But I think it's really, you know, people listening, extremely get really well organized, plot out who you're going to work with in terms of your delivery partners, get your resources well organized with the business and, and just stay focused. We've managed to do that and deliver our programs.

WHITNEY So when you, just to be, just to clarify. So when you say the employer are going to be able to talk together, talk to each other, is it like a Slack channel for the entire organization? Like what, so right now people can email each other. So what does talking to each other look like?

MARCO Our hotels want to communicate not only amongst themselves in the hotel, multiple departments. They want to communicate cross hotels. Maybe they want to do best practices around best food and beverage or operations. They want to share. Right now we don't - we have just traditional email and that's not the most effective.

So with the Microsoft platform rollout, we'll have not only email obviously. We'll have the ability to do Teams. But we're also going to move into for the first time to maybe start to share information and, and messaging from our marketing department to our employees, maybe solicit feedback from our employees, ask them what they're thinking, have a greater connection on a worldwide basis, multiple cultures, multiple languages. So how do you connect the world together? You need to have modern technology to do so.

That we don't have that today. Our general managers will come to me and say, "We have a very young workforce. They, they need modern technology. We've got to use our phones more." Now this is something we've been wanting to do for years but it's taken a number of years to slowly, slowly get there. We were a Lotus Notes organization. We had over 10,000 Lotus Notes, replicated databases that ran the business very effectively, very inexpensively for many, many years. So we have to slowly unpick all of that, and that's why it's taken, you know, all these years. We're going to do it at the end. But it was all well thought through. We knew, you know, in year two we couldn't do this until year eight

So I think back to my point of planning on a global scale. That's a very, very important.

WHITNEY All right. So, here you are. You're about, you're at the end of the 10 year plan. From an S curve perspective, you're sort of at the top of that S curve. So, what do you do next? What do you roll out next so that you continue to stay engaged and excited, and like, you know, what's the next mountain that we're going to climb?

MARCO Yeah. You, you know, you circle back to, there's two things that happen. You circle back to the, to the business units that weren't prepared to make investments at that time and maybe now they are. So, that's one. And then that starts to help build in the next part of the plan.

The second element would be to, some of the applications have gone into next generation. So we've done a second generation of mobile technology that's just been rolled out. I'm sure there'll be other areas that require a next generation so we're starting to see that. But we're also getting to the point where it's becoming more complicated. We have quite a lot of large global platforms in the, in the company today. So, we have to raise our maturity curve on how to run an IT global business differently.

We have to help drive business analytics and become a greater service. Our marketing department is insatiable for data and, and help service them better. And so there, there's still many things to do that takes us to another level of execution. That, and that S curve is a really good way to look at it because there's an S curve of how the business evolves over time as well, right?

I am now seeing how some businesses are coming back and looking to take it to a next level of sophistication. My teams are all pointed or they all work directly with each business unit as an internal customer. And they stay with those, those business units. Over time they become very, very knowledgeable and very valuable to the departments to help them think through whatever next generation will be. So we don't just move our people around. We actually stay with our internal customers for long periods of time.

WHITNEY That's interesting. So you in your mind are as an IT department, you are very client facing. And all of your clients are internal. They're either different departments or the hotels. But you have the same ethos as everybody else in the organization. You think about the client and your clients are people inside of your company.

MARCO Absolutely. Absolutely. We don't, we don't talk to, in, in our department, you know, talk to the guests directly. Our hotels will talk to the guests. I guess the one, one application that's close to the guest would be our mobile technology has a messaging application that allows our guests to talk to our hotels directly and there's no bots. Everything's answered by individuals.

So our ability to connect with the guest is extremely high. And that technology is probably the one technology that gets very, very close to a guest themselves. You know, mobile and web does to some degree but this one actually gets so close, they're sharing their, their plans with you. You're helping them prepare to come to the hotel. You're helping them with their stay and maybe help them while they leave. So, you know, we're looking for more technologies that we can think about that would connect with the guest and have a deeper connection and not use bots to do that.

WHITNEY Just a couple more questions before we wrap up. For people who have not yet stayed at a Four Seasons hotel and they're thinking, wow this sounds like an amazing hotel. I would like to stay there. What recommendation would you make for someone who's going to go to a Four Seasons for the first time?

MARCO I think if you have the luxury of bringing your family to a Four Seasons hotel, I think that's where the experience would just be incredible.

I think the experience that a family and children have when they go to a hotel and how our hotels treat our young people and make them feel special is something that parents feel very proud of it. And often people who work with me or suppliers will often talk about the experience of Four Seasons, really around their family. I mean, they do love the hotel. We have beautiful hotels and great service. But as a business traveler, sometimes you forget about how special that can be when you're with your family, whether it's in different resorts. It really does show on their faces in that experience when these children leave and they talk about and they help their parents or lobby their parents to go stay at another hotel. That's really nice stories to hear.

WHITNEY So are there one or two hotels in particular that people have talked about recently?

MARCO There are, it's like choosing from your children. You have your urban hotels are around the world that are just incredible. London, you know, Hong Kong, New York, all those places. You have your resort hotels. Hawaii, the Maldives. There's some incredible resorts that are very, very, very special whether in the middle of the Indian Ocean, the middle of the Serengeti, the Golden Triangle in Thailand that, that each of these become lifelong experiences. And if anyone has the ability to enjoy an experience, they will stay with you forever. It becomes a little bit of a bucket list.

WHITNEY So, one other question. So I'm thinking about this idea of transformation and how you have been brought in on numerous occasions to transform an organization. My question for you is, and this goes to this idea of personal disruption - what are one or two things that you can think about over the last 10 years that you personally have had to do differently? Behavior change, character development that has had to take place in order for you to be able to achieve these goals.

MARCO Well I think the first thing that I probably learned over time is you get better with wine, you know, is the nature of being extremely collaborative with your colleagues, right?

WHITNEY Mm-hmm (affirmative).

MARCO You have to, I think there's an element of being very patient, very collaborative, helping them think through what we can do for them, providing more of a service. I think probably when you're younger there was, you know, you wanted to go fast and execute. I think back, I think transformation doesn't happen just because it doesn't necessarily need to be fast. But it needs to be well thought through. It needs to be methodical.

And I think that, that would be another area just, just the thinking and the long-term planning. Just my comment around knowing that we were going to do, go to Microsoft and thinking 15 to 17 months even before we're going to take another two years to implement. I mean that's, you know, you're talking three and a half years of planning ahead. And I think those skills help people to try to lead. You can't lead unless you know where you're going, right? People are going to ask you what's next. You have to have an answer, what the next round of transformation's going to be by division. So, giving enough time to think through that is sometimes you don't give ourselves enough time to do the thinking, right? And I think as you get older you sort of carve our more time to do thinking.

WHITNEY So I think I heard two things. One is that you've had to learn how to make more time to think. But I think I also heard you say you've had to learn how to be more patient and in that process of collaboration.

MARCO Yeah. I think yeah absolutely. And you're absolutely right. You have to learn to be more patient. It's been, and it's been good. This company has actually helped me probably become more patient. (laughs)

WHITNEY Any book you're reading right now or podcast or app or something that you're just really excited about that you're just like, this is so interesting, this is so exciting I need to tell people about it?

MARCO Well not, I, I'm not reading any book right now that, that I would jump off the page. But I am really excited about is, is the world of augmented reality. I think that's pretty interesting topic and following that topic and seeing what, what could happen in conjunction. We, people talk about AI and machine learning quite a bit.

But augmented reality to me will potentially change even our business and how we actually deliver better training to people on a worldwide basis. How you can give maybe a guest an immersive experience of what it looks like to go sailing or whatever experience they're looking to do. So I'm spending a lot of time on modern technologies and listening to new ways for how do you bring that into a business, right? So, that's what I'm passionate about right now.

WHITNEY Any final thoughts that you'd like to share?

MARCO I think my experience from going through, if you think about, I've gone through sales, I've been through IT consulting, I went into industry. I did restructuring, even into IT. I think for those that are listening, constantly reinvention. I think when we, you and I spoke what was really interesting is, is constantly looking for how does one change. I just think that each one of those experiences made me a stronger person.

So today, I can be in front of large software companies and I know exactly what they're thinking because I've been in that world of selling, whether it's hardware or software. I could be in front of services, businesses, and know exactly what they're trying to do and what motivates and what not. And, and I think the more experiences you get, you just become very well rounded. So, people should take the opportunity if they can, to try to figure out how to push themselves into, into areas that are not just a natural extension like a different learning, a different skillset.

WHITNEY A perfect summation. Marco, thank you so much for joining us.

MARCO Thank you very much for offering to come onto your podcast. I enjoyed it.

If you want to make disruption happen, this is a great case study. I think we look at organizations, especially large ones, and think it isn't possible to shift the direction of things, but through Marco's story, we see that if you can be patient, become collaborative, and start with a small team that is united in purpose, you can make things happen. It often takes battling entitlement and taking the time to listen and build relationships across the organization, but the results are worth the effort.

I think we often conflate innovation and disruption with speed. While changes can occur quickly in the marketplace, innovation and discovery-driven planning happen over time. This project took 10 years to roll out across the Four Seasons organization. But they could see that the ability to share across the company would make them better able to serve their customers, and while something like giving people the ability to talk to each other from hotels around the world might seem easy, projects like this are INCREDIBLY hard.

The real purpose of course, of any internal innovation is to help your organization do a better job solving the problems and meeting the needs of your customers. Your clients, your constituents. Just yesterday, our producer Macy Robison, saw a beautiful Instagram post from social media strategist Jasmine Star talking about how the staff of the Four Seasons took care of her and her husband while they were in Las Vegas for an undetermined amount of time to finalize the adoption of their baby girl. They came to town last minute, completely unprepared to take care of a baby and found a family in the staff of the hotel. We'll [put the original Instagram post in the show notes](#), but here's a portion. Jasmine says:

We drove to Nevada without a hotel reservation, and not a single baby item. We worried the adoption wouldn't go through, so as we drove toward the lights of The Strip, we looked for an oasis, an escape.

I called the Four Seasons Las Vegas and explained our situation...less than 10 minutes later, they prepared a suite to welcome baby Luna.

The valet offered to put in her car seat. The concierge sent her a teddy bear. The housekeepers buzzed around our room offering to wash new clothes and blankets. The kitchen sent her a chocolate cake with her name on it. A refrigerator was moved into our suite, a diaper genie was hidden in the corner, a bottle warmer was set up on the bar.

And this is just the tip of the mountain of goodness the staff shared with us. In the halls, the staffed coo'd and laughed with Luna...when it was time to leave, they lined up to wave goodbye. As a mother, the gravity of their kindness wrecked me. As an entrepreneur, the depth of their BRAND left me in awe. For the rest of my life, I will cite the Four Seasons as the epitome of service, quality, and care. I hope to model my business after theirs.

The systems and technology behind the scenes that help people connect to people make that level of care possible. And that's why I wanted you to hear from Marco. It shouldn't be, but making that level of connection possible is a truly innovative thing.

Now as we wrap up, thank you to you for helping people continue to find the Disrupt Yourself podcast by generously your favorite episodes and takeaways on social media and taking the time to leave 5-Star Ratings and Reviews on Apple Podcasts. As with Jasmine, reviews and ratings remind us, they remind the algorithm gods. Pay attention. This is good stuff. So, our review of the week this week is from Chelsea Behrens.

Whitney Johnson thinks differently from anyone I've met - in the best way! I appreciate the thought and care she puts into her podcast episodes.

Thank you Chelsea. Thinking differently. That is a fun compliment.

And thank you again to Marco Trecroce for being our guest, thank you to sound engineer Whitney Jobe, manager / editor Macy Robison, content contributors Emilie Davis and Nancy Wilson, and art director Brandon Jameson.

I'm Whitney Johnson

And this is Disrupt Yourself.