

Disrupt Yourself Podcast

EPISODE 168: LIZ O'DONNELL

Welcome to the Disrupt Yourself podcast, a podcast providing strategies and advice for moving up the S Curve of Learning™ in your professional and personal life, stepping back from who you are to slingshot into who you want to be. I am your host, Whitney Johnson, and today our guest is Liz O'Donnell, a marketing executive who is an expert on taking a step back to slingshot forward and that will be the topic of our conversation today.

She is the award-winning author of *Mogul, Mom & Maid: The Balancing Act of the Modern Woman* and Liz's latest book is *Working Daughter: A Guide to Caring for Your Aging Parents While Making a Living*, a book which the library journal highly recommends and Booklist describes as an honest advice filled memoir. Liz, welcome to the podcast.

LIZ Thank you Whitney.

WHITNEY Tell us, Liz, I want our guests to be able to get a sense of who you are. So tell us about where you spent your childhood.

LIZ Right in this very room where I'm doing this recording actually.

WHITNEY Really?

LIZ Yes, I live in the house that I grew up in. That was my great grandmother's house and then my great uncle and my father and now mine and that's right outside of Boston.

WHITNEY That is amazing. How many people get to say that, right?

LIZ Right.

WHITNEY So what did you want to be when you grew up?

LIZ Actually, I wanted to be a writer. From a very young age I learned to read very early. I loved books. I always wanted to be a writer. I always envisioned being a writer, but I was never encouraged to be a writer because that was something you would do on the side. I didn't remember until I was about 40 years old that, hey, I want to be a writer. And that's when I just started writing.

WHITNEY So you knew you wanted to be a writer as a child, but then for in your college and high school, excuse me, high school, college, 20s and 30s. You actually forgot about the dream.

LIZ Sort of. I mean, at least consciously. But I did switch my major in college, my junior year, second semester to writing. I started my first job as a reporter, but reporters just didn't make any money. And so I switched into public relations, got good at it. And that's when I really got so wrapped up in my career. I forgot what I loved.

WHITNEY Hmm. So you wrote your first book. Tell us about your first book. We're going to talk mostly about your second book today, but just tell us briefly about your first book and how that came about.

LIZ Sure. The idea for the book actually, it was at a workshop that I did with the OpEd project that I heard the statistic that regardless of who worked in a relationship, women were doing much more housework and childcare than men.

And of course, that had an impact on their careers. It was a surprise to me because I didn't have that relationship. I was the breadwinner at home. But it bothered me that we were focused so much on the challenges women faced at work in advancing. But really so many of our challenges start at home with the responsibilities we have and these responsibilities that typically fall to a woman. And so I, I wrote *Mogul Mom and Maid*, because I was interested in the research and I interviewed a 100 different women than ask them about their situation at home and how they manage chores and how they felt it was impacting their career. So for me, it was really a curiosity book.

The biggest aha for me was I would start out my interviews with women and I would ask them what the chore split was like in their relationship. And they would say, "Oh, it's completely 50/50, Liz." You know, I was interested in this interview, not because of me, because of other people. And then as we would proceed through the interview they would have these realizations and they were like, "Wait a minute." And they would start to rattle off all of the things.

So they were almost, I don't know if immune to it or unaware of the situation. And so it created some awareness, which I think was good. And the second takeaway that still sticks with me was this concept that I dubbed invisible tasks and it was the invisible work that women do. And now we're, we're reading a lot about it in the workplace as well, or the invisible task that women often do in the workplace.

They might be the ones who straighten up the conference room after a meeting. They might be the ones who plan the, you know, the office showers and birthday cakes and that sort of thing. And at home it was the same thing. It were the tasks that if don't get done, everything goes to heck. But, nobody really realizes they get done because women just add them to their list. It's things like registering for soccer in time and making sure that your kids have matching, you know, hats and gloves and to, you know, new cleats every season, that type of stuff.

WHITNEY So there was an awareness and then also this notion of invisible task, which you wrote this book about, I want to say is at least five or six years ago where you wrote that, or has it been longer than that-

LIZ Yeah, it came out end of 2013, so it's been a while.

WHITNEY Okay. So, seven years. So things have evolved significantly since then. All right. And as has your life, so here now written another book called *Working Daughter*. Tell us the story of how this book came about and what was happening in your life.

LIZ

Sure. It was, I remember the day, I remember the exact moment that *Working Daughter* came to me. It was a day that started at about six in the morning. I took a vacation day because my mother had a doctor's appointment. My parents lived about an hour and 15 minutes away from me and they were no longer driving. So I would take my mother back and forth to all of her doctor's appointments.

Because I worked full time and worked in a, you know, high pressure job. I got up at 6:00 and I sent a bunch of emails to clients and to coworkers. It was my way of having some air cover, if you will. You know, you have a vacation day, but it doesn't mean everyone else does. So if you load other people up with assignments and emails, at least you'll have some time.

And it was a vacation day because I worked for a small company, so there was no paid leave. And so that's what you do when you take your parents to the doctors. You use your personal time off. I got the kids out the door to school and drove to pick up my mother. The irony that day, Whitney, was it had been a year since the Atlantic ran the story, *Can Women Have It All?* And someone at the Huffington Post had asked me to do a one year look back on the story and you know, had things changed. That was Anne-Marie Slaughter's famous piece that she wrote for the Atlantic.

And it was due that day. Of course, I hadn't started it. So here I am, you know getting up at 6:00 and working and taking care of my kids and on my way to take care of my mother and in my car I dictated into my iPhone notes the essay about whether or not women can have it all.

And honestly, I don't remember what I said, but one can probably guess.

WHITNEY

Right.

LIZ

And then I took my mom to the doctor that day and the doctor grilled me that day. He wanted to know why I didn't have a better sense of how much my mother was eating every day and why I wasn't calling her every day. And he actually asked me right in front of my mother, why haven't you moved her in with you yet? And he stopped just shy of asking me why I was still working when I had a mother who needed more and more care.

I'll never forget it. It was just, I felt so defeated, just absolutely defeated because I knew at that point that my parents needed more and more care, but I didn't really know what they needed, and I didn't know how to fit anything else into my life at that point.

So after the appointment and I took her to lunch and we went to the pharmacy and we got her new pills and went back to the house and my dad needed some help with his computer and I drove home, filed the piece for the Huffington Post. And that night. More irony, I guess I had a speaking engagement related to my first book and it was a group of new mothers and I was standing up in front of them talking to them about how they could balance everything. Well now it's 11 o'clock at night, you know, a day that started at 6:00 and I'm driving home and I-

WHITNEY

A vacation day.

LIZ

... on a vacation day, let's not forget, it was a vacation day.

And as I was driving home, I, you know, if, if this were a cartoon or an animated movie, you would have seen the light bulb. And I thought to myself, lots of people are supporting working mothers, but who's going to help the working daughter?

WHITNEY Hmm, that's powerful. Wow! Okay. So it really was that light bulb epiphany moment.

LIZ Mm-hmm

WHITNEY So at home. So can you fill us in a little bit just so that we have the details. So at this point in time, how old are your children?

LIZ I think they were about 10 and 12 or 10 and 8-

WHITNEY 10 and 12.

LIZ Yeah.

WHITNEY Okay. So tweens, you know kind of-

LIZ Middle school, late elementary. Yeah, around there.

WHITNEY Right. Okay. So right in the thick of things. So your mom was ill at this point as was your dad?

LIZ They actually weren't that sick yet. They were just aging. So they had stopped driving. My father had just, just stopped driving and let my mother do all of the driving at that point. My mother had had a bad fall and that fall had left her very frail and you know, more fearful of day-to-day activities than she had ever been. So she stopped driving as well and was on a walker. And so, they didn't have any major medical conditions at the time. It was just little things like taking care of the house became overwhelming.

 So I would go and cut their lawn or would take them grocery shopping or order their groceries. They did have different health conditions, so they were taking quite a few pills in the sorting of the pills. And then my mother took I think 14 different pills. So the sorting of the pills every two weeks into the little pill box. So I was really only at that point, just assisting them in day-to-day living. They weren't quite yet really in need of full care.

WHITNEY Okay. Right. And in some ways, I almost wonder if that's an even harder place. Because if it's acute you would say, "Oh, we need to do something different."

LIZ Exactly.

WHITNEY ... when they're just, they're aging, it's sort of this, well, we'll just handle it. We'll figure that out.

 So you write this book called *Working Daughter*. You have this moment, um, the very first chapter is titled, Accept, talk to us about what that is. What's the acceptance process around realizing you are now a caregiver?

LIZ Well, so through this whole process, even though I was, you know, sorting the pills and taking them to the doctor and mowing their lawn and all of those things, I was really frustrated that I was in this position. It just, and I mean in hindsight it almost sounds silly, like who were you frustrated at? It was nobody's fault. Right? But I think the thing about caregiving, and elder care, is that we don't expect it.

 Hopefully there's more discussion now and we will expect it. But because we never really thought about becoming caregivers to our parents, we never made space in our lives, you

know, whereas many of us who are parents planned to be parents and so we thought about what it would take making space for a nursery, changing my job if I need to, putting the village in place, whatever it might've been, you know, lifestyle changes.

But that doesn't happen with elder care. It just sort of appears either through this creep, like we were just describing this ongoing little stuff or through a crisis. So as it was happening and as I was realizing, it was impacting my already overwhelming busy life, I started to really resent it because I was a working mother because you only have so many hours every week with your kids because I did have a book out that I, you know, had always wanted to write that I wanted time to promote and it just didn't all seem to fit. And because I'm the youngest daughter, so it wasn't supposed to be my job.

So as a result, because I was resisting it and resentful, it took a lot of energy away from me. I spent a lot of energy complaining about it, resenting it. And what I've learned about caregiving is that it really is an energy game, if you will.

We have to protect the energy to provide the care, to make space in our life. To get it all done. And so once I realized, stop fighting it and there, you know, there's a story behind that. But once I realized, stop fighting this, it is what it is. I was able to shift my energy to focus on caring and stop complaining about caring.

And so that's why the first chapter is acceptance. I think this will happen to most of us and the sooner we can step into the role and make plans around it, the much better off we're all going to be.

WHITNEY

Okay. So Liz, what's the story? You're like, there's a story behind it. Let's keep going. What's the story?

LIZ

Oh, well, so then fast forward a few months later, both of my parents did get sick and they were in fact both diagnosed with terminal illnesses on the same day.

So my dad had started to show exhibit signs of forgetfulness and confusion and I had sent him for an evaluation. So he ended up in a geriatric psych ward. Meanwhile, I had placed my mother in a 30-day respite care stay at a local assisted living because dad was in the hospital. I couldn't be in two places at once. I didn't want my mother to be alone.

She started to complain of stomach pain and was then transferred to the hospital. So on this one day after my dad had been in the psych unit for a few days, I had a meeting with his care team who told me, he has Alzheimer's and he can never go home. I left that appointment. I was still in the parking lot of the hospital when the phone rang, and it was the doctor at Brigham and Women Hospital in Boston to say your mother has ovarian cancer.

So I went through, you know, years and months of this low-grade caregiving to-wham. Now I am full on caregiving and I'm caregiving in a crisis. So now I really have to figure out how to make this work. But I'm overwhelmed, I'm scared and I'm still resentful because I just don't know how to make all of this work.

I end up, you know, in a span of a week or two, I have to figure out where my parents are going to live because they can't stay at home and be an hour and 15 minutes away. My dad's going into memory care, et cetera, et cetera, et cetera. I bring my mother to a new assisted living facility much closer to me so that I can be more involved in her care and spend time with her because she's given about three months to live. And one day I'm meeting a hospice nurse to see if my mother is ready to start as a hospice patient.

And it was just, you know, it was one of those days that I was having, at that time, I was sorting through their bills and their wills and their medications and their medical diagnoses and moving them, you know, hooking up phones and relocating them and meeting with an elder law attorney and trying to work and trying to stay married and trying to stay present and like, you know, just trying to do it all and so overwhelmed.

And I go to meet with this hospice nurse and something about her just rubbed me the wrong way. She came into my room and she started talking about how we would be providing care for my mother and that involved me being there 24/7. So I asked her to step out into the hallway and I said, you know, "I really resent the fact that you think that I have nothing else going on and that I can do this."

And then I burst into tears because I was one so overwhelmed and two, I think a little shock that just how rude I was. And she leaned forward and she said, "Okay." She really heard me. And she said, "Okay, I get this. I'm a single mother. And so I understand, you know how you're pulled in many directions. Let's make a plan." And she told me that day, Whitney, you know, "Do you understand and accept that your mother only has a few months, your father is being cared for by professionals. Put him aside for now. I know it's not comfortable, but you can't do everything. So what can you compartmentalize? Your dad is in good hands. Your mother needs care right now." Your husband and kids, she said, "Don't need you to come home to dinner every night. What they will see is what unconditional love looks like." They will see you, I get emotional, Whitney, every time I tell the story.

WHITNEY

Oh, I'm trying too, as you're telling me.

LIZ

She said, "They will see you, you know, modeling unconditional love. And that's so much more important than being home for dinner and at their basketball games right now and your work, you can't lose your job. So let's talk about how we make this work." And so it was in that moment that somebody heard me, saw me and helped me sort out a plan that I thought, you know what? The only way through this is through this. So stop fighting it and get it done.

WHITNEY

Oh, yeah, I'm crying. That was really, that's so tender. And, so kind of that nurse who in that moment when it could have been so easy for her to lash out at you because you had lashed out at her. She didn't, she just held it for you and was kind to you and said, "Okay, all right, I'm here." She, she, she held it for you. She gave you that gift and that was what allowed you to start to turn.

LIZ

And which is what I know now that so many caregivers need, they need to be seen.

WHITNEY

Hmm. Oh, Liz, that's just beautiful. Okay. So you made a plan. Now that you've lived a plan for everybody who's listening and is thinking, all right, what do I do? How do I manage this? What are some suggestions, two or three suggestions that you would like to give to those who are listening?

LIZ

Well, one of the things that I was doing in that moment with that nurse that I didn't realize until later was I was planning my life for after caregiving. I knew that at some point my parents would die. I mean, a diagnosis of Alzheimer's can be years and could be 10 to 50 years. I didn't know how long he was going to live. I knew how long roughly my mother would live, but I was planning for after I was a caregiver without knowing it. What I said to that nurse was, you know, I have a job that I can't lose.

I have a marriage that I want to still be intact. I want my children to still love me and see me as there. I was planning for the things that I wanted to have in place when caregiving was over. And what she helped me do was set a plan for, you know, what I needed to do

in all of those different areas of my life so that I would have a life to step in to do post caregiving.

And I think that's one of the most important messages for caregivers, which, because the messages we get so often externally are, you know, this is a blessing, unless you fully embrace that this is a blessing and sprout your angel wings and float around caring for your parents. Then there must be something you know you're some kind of ogre. But that's not the reality. The reality is it's very hard and that oftentimes as caregivers, we can hold two truths at the same time two opposing truths.

We can hold one truth, which is "This is hell and I don't want to do it." And the other truth, which is "I know that this is a phenomenal moment and I love that I'm able to care for my parents." They can both exist at the same time. So I think it's really important that caregivers have space for all of the thoughts, the good, the bad, and the ugly. And one of the ugly. We, it can feel ugly or very guilt written to say, I want to think about my life when this is over.

WHITNEY

You've touched on this idea of guilt. How do you manage the guilt when you're going through that moment of being angry? What have you found has worked for you when you've, you were thrust in this situation, you didn't ask for, you're angry about it, you feel guilty. How have you managed that?

LIZ

It's back to that concept that caregiving is an energy game to me. And it's all about how we manage our energy, and really manage our thoughts. I had to make an active decision every day to focus on what I was doing well as opposed to what I wasn't doing well.

Because the, one of the things I find so challenging about elder care, again back to this concept, that we don't necessarily have space for it in our lives. It just sort of happens. And so, oftentimes as working caregivers we're so busy just providing the basics for our parents, making sure they get to the doctor, making sure their pantries and refrigerators are stocked, you're making sure their pills are, their prescriptions are filled and sorted and that sort of thing, that it doesn't leave a lot of time for all the other things we know are important to elderly people and we want to be able to provide for our parents socialization, companionship, extending their life beyond the four walls of their apartment and that sort of thing.

Oftentimes those things just don't happen because a working caregiver - a son or a daughter- is so busy just providing the basics.

And so that's where a lot of the guilt comes in, is we want to be doing so much more. We know our parents' parents deserve some more, but when? And how? So we can either let that guilt consume us or we can shift our thinking to what did I do right? I showed up, I cared. It wasn't perfect, but I was there. I'm showing up, I'm showing up. I provided for them. I did my best. I, you know, I gave them shelter, I gave them food and so I had to everyday just shift my thoughts to what I did right. As opposed to what I did wrong.

WHITNEY

Hmm. That's good. Okay. What other thoughts do you have? Any other major takeaways that you'd like to share on this? I think we're kind of at two, but whatever you feel like is important and relevant for people to hear.

LIZ

Yeah. I think the other one I would mention would be the role of advocacy. So one of the most important roles that we play for our parents as their caregiver is as their advocate. And that was something I learned along the way and probably didn't even realize that as I was doing it, which is why I bring it up. And that is, you know, oftentimes we're dealing with medical issues and we're not doctors ourselves.

And, our parents often are from a generation where somebody in a white coat was godlike and you didn't question, you didn't ask. And we're learning more and more. And you know, books like Atul Gawande's *Being Mortal* are opening our eyes to, you know, alternatives in care and thinking through better end of life and thinking through palliative care and compassionate care and that sort of thing.

So as advocates, our job is to meet the medical professionals as equals. And what I tell caregivers is, you know, make sure that when you take your parents to the doctor, you go to an appointment, you want to seek alternative options. You show up as their equal. Obviously you're not their equal from a medical perspective. But you're, their equal in that they're an expert in the medical side of things. You're an expert in your parent's life.

And what we're learning is that both of those things need to be considered the same and then you can make decisions together.

WHITNEY

Such good advice. Something that occurs to me is that right now we are living in a moment, we're right in the middle of the coronavirus scare and all of the implications of that. And something that Booklist said about your book, and the review is that, they said, "The lesson seems to be," this is about your book, "To expect the unexpected and to place more value on loving and caring for family members."

And what I think is just so interesting is so much of what you've said, in applying to elder care seems to apply to us on a broader sort of meta-level. Just things like focused on what you did well, not on what you didn't do well today. So could you just talk about some thoughts that you've had, some insights that you've had or things that you've learned about caring for your parents that could be helpful for people who are listening to this today, who, it may not be about their parents, but it may be just managing through this crisis.

LIZ

Yeah. Thank you for that question because I do hope that, you know, even though the title of the book is *Working Daughter*, that it's applicable to working sons and actually that it's applicable to all of us as we go through life. And we really, I mean, I think one of the takeaways for me now post book and you're a writer, so you probably understand what I mean. Our books continue to write themselves after they've been published and we, we take new threads and new themes out of them. And, one of the themes that I've taken away since the book was written is that our lives are unpredictable and messy. And so how do we, whether it's caregiving or something else that happens to us, how do we continue to live our lives and not put them on hold?

And what I mean by that is one of the things that I find so heartbreaking for people is when they wait "until". So they wait until my parent is out of the hospital or until my parent passes away or until I lose 20 pounds or until I get a promotion or until I find the right partner, until this pandemic crisis passes, whatever it might be.

And things might not be able to look the same way that you planned, but the life that we wake up every day to is the life that we have. So how can we continue to live in the moment as opposed to waiting until we get through the moment?

WHITNEY

Hmm. Yeah. So that goes back to the first chapter of your book, Accept, accept the day that you have

LIZ

Yeah. It all comes back to accept.

WHITNEY

One of the things that you talked about in your book is the care givers gain, and I alluded to this at the beginning, this idea of you step back to slingshot forward and I think for most of us listening to this who have not had the experience that you have had,

there's a sense of how was that a gain? It just feels and looks like a step back to me. But can you share with us some of the, how it was a gain for you in caring for your parents and, and what this looks like and felt like and just your experience there.

LIZ

Well, it looked like hell and it felt like hell. And I talk about at one point, at one point that summer when both of my parents were diagnosed, I was so stressed out, Whitney, that I wouldn't eat, that I was grinding my teeth in my sleep and I ground so hard that I broke the front of my front tooth I broke half of it off. And because I was so busy taking my parents to their appointments and moving them and settling them in and dealing with the crisis, I had no time to go to the dentist for three months.

So that's what caregiving can look like. It's not pretty.

WHITNEY

Okay. That's a really big step back down. Down in the mouth.

LIZ

But you can get your tooth fixed. And so as you go through it, you know, it, you can have these experiences, and maybe a lot of the gain that we feel as caregivers does come on the other side. And I try to be very conscious now that I am on the other side of caregiving, not to look back at it with rose colored glasses and say, "Why wasn't that wonderful," and really honor the experiences, you know, broken tooth and all and how stressful they were and how stressful they are for people who are going through them.

And so I came across this research about the caregivers gain from, and I've spoken with both professors since. One is at Johns Hopkins and one is at University of Southern Florida. And what I love about their research is that they do honor the challenges, the stress, the sometimes burdens of caregiving. And at the same time, they have looked at caregivers compared to non-caregivers and found that caregivers have better longevity, better physical strength, better cognitive ability and most importantly, a better sense of self-esteem.

And they liken that to the fact that most humans at our core crave close connections with other people, especially our family members. And that's what caregiving does. It can be ugly, you can be missing a tooth, it can be stressful, it can be a huge challenge on your career. But at its core you are showing up for somebody in their most vulnerable moment. And that is just an incredible experience. I, not to get too deep or dark, but one of the things I have realized is that I have felt most alive at the bedside of somebody who is dying, because you are just, it is just love. You are just feeling love. You are showing up. And that's a tremendous, tremendous gift. And what caregiving often does for us, especially for some, you know, if we're caring for somebody who is dying, is you get to the point where all there is to do is to just be with the person, not worry about what they said, what they meant, what your to do list is, in your past history, your future - just to be with somebody. And so a lot of stress and chaos might come with it, but that moment is so powerful.

WHITNEY

Hmm. You said something in the very beginning, on the very beginning, but when you had that moment with the, the nurse in the hospital and that, oh, I need to accept that I've got to care for my parents. And she said to you, your children, and your husband will see you showing unconditional love. How has that influenced or impacted them?

LIZ

I think it's impacted them quite a bit. So my daughter right now is working on a project at school that involves helping the elderly have a better experience in the hospital. So I know that my work is having a difference. My kids love to tease me that I was an absentee mother and I was never around, but really they have expressed that gratitude for the way I treated their nana and their papa, so hopefully it has made an impact.

WHITNEY Hmm. Liz, where can people find you if they want to learn more about this work that you're doing?

LIZ I've made it really simple. It must be my, my years in marketing. workingdaughter.com is the website and same as the book.

WHITNEY Okay. And so we didn't talk at all about the marketing. Just tell us really quickly, where do you work? What do you do during your day job? Just that we have that quick background.

LIZ Well, miraculously if you read the book, you'll see why I was such a miracle I'm still employed. I work for a marketing firm called Double Forte. And I'm a content specialist. And, I actually was one of the very fortunate ones who had quite a bit of flexibility from my job to care for my parents and yet still found it incredibly challenging.

WHITNEY Hmm. All right. So to our listeners, we actually had Lee Caraher who was the founder of Double Forte on a podcast some years ago on talking about how to manage millennials. So just as an FYI. Okay. So Liz, any final thoughts as we wrap up?

LIZ I think I'm very appreciative Whitney of this, this conversation because I think that's what we need to be having right now are conversations. Caregiving, especially elder care is too invisible in too many places and, um, but it's prevalent. 10,000 people are turning 65 every day. There are about 44 million of us caring for somebody over the age of 65. And it's inevitable.

 You know, as, as the boomers continue to age as fewer and fewer professional caregivers go into that profession. So, the more conversation the better. So I really appreciate that.

WHITNEY Thank you for being with us, Liz. It's been really enlightening and uplifting. So thank you.

LIZ Thank you.

We recorded this interview with Liz in March, near the beginning of shelter in place in the United States. It's striking to hear all the emotions I've experienced not in caring for an aging parent, but during this crisis.

Overwhelmed.
Scared.
Resentful.
Don't know how to make all of this work.

Those were Liz's words as she spoke about how to handle taking care of work and husband and kids and her parents' declining health, but they apply to any situation we may find thrust upon us. Any change that radically shifts our day to day living. We have grief for the way things were. And we wonder—when will this all end?

There are two things in particular I want to double click as we navigate through chaos both today and in the future.

First, as Liz said - The only way through this is through this. So stop fighting it and get it done. Take care of yourself. Get up every day. Make a plan. Do the things. Give yourself credit for the things you are able to do instead of beating yourself up for the things you didn't do.

And, second, plan for what you want to be in place when this is over. So you have something to step.

To help you find calm amidst chaos. we've put together a complimentary download. It walks you through our 7 point framework providing you with guardrails in times of disruption and lists resources we think will be useful. Visit whitneyjohnson.com/calm and enter your email address, and it will come straight to your inbox.

Thank you again to Liz O'Donnell for being our guest, thank you to sound engineer Whitney Jobe, producer Melissa Ritty, managers Sarah Duran and Macy Robison, content contributors Jennifer Richardson, Virginia Kivlighan and Nancy Wilson.

I'm Whitney Johnson
And this is Disrupt Yourself.