

EPISODE 731

[ASK FARNOOSH]

[0:00:35.5]

FT: You're listen to So Money, welcome back everybody it's Friday. My husband is in Las Vegas today on a bachelor party. Tim I hope you're having a good time and whatever happens in Vegas you will tell me everything when you get back to Brooklyn, I will make you. No, but it's nice to be allowed to leave once in a while from the home front. My husband deserves this more than anybody. He has been holding down the fort for the past three and a half years since we started having kids and I know I'm the one who is always out and about and it makes me happy to know that he is out having fun.

My mom is going to visit this weekend and for the rest of the week, kids are looking forward to having their Mimi in town. If you've been listening to the show this week, it was a pretty spectacular week of episodes, if I may brag. I mean, starting with Gabby Dunn on Monday, she's the host of Bad With Money which is the complete opposite of so money.

She's a self-described wreck when it comes to her personal finances so she explores money through that lens, really interesting conversation there about just how she grew up, kind of middle class and went to a very rich school, a private school and the Bat Mitzvah that forever indebted her parents.

Anyway, listen to that if you haven't caught it and then of course, Savannah Sellers on the 16th who is the host of a very popular NBC program that airs on snapchat. Did you know that you can actually watch TV on snapchat? Maybe you did, probably you did, I didn't because I'm that old.

I think it gets something like 25 million views. Today, we have a very special cohost who is a friend of mine but also a friend of the podcast if you recall way back on episode 352, we had Allison Task who is a life coach and career coach and she and I go all the way back to our days working at Yahoo, where she hosted a cooking show and I hosted a financial show.

Fast forward to today, she has a robust coaching practice and excited to say and share that she is the newly minted bestselling author of the book personal revolution. It's number one on Amazon right now in many categories so first of all, Allison, welcome to the show and congratulations.

[0:03:01.2]

AT: Thank you so much Farnoosh, I have to give you props right back, you help me name the book, you helped me with my subheading, I was crowd sourcing it a couple of months ago, you jumped right in, you got to think about this, this and this, it may just have made all the difference.

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FT: Look, It came from a place of love, I so adore you, I admire you and I was so excited to know that you were going to do this book, you've written many books and that this was a project that you wanted to completely take the lead on as a self-published author which again, I have to give you a lot of props for not only because you finished it, it's a big undertaking, you assembled the team, you finished it but you skyrocketed to number one on Amazon.

Really brief, because we don't have so much time but I'm too curious. I can't not ask you this question. What were some of the advantages to self-publishing and how did you master the Amazon, the craziness that is Amazon to get to the number one ranking there?

[0:04:01.0]

AT: Okay, advantages of self-publishing and then mastering Amazon. Well, dare -

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FT: In five seconds.

[0:04:07.4]

AT: Like me, and I don't want to say I'm magic. The advantages to self-publishing is, this is my third and a half book, I publish books for other people. This is the third book on my own name, probably was my sixth book. During some of those books, I have strong feelings of I just wish we could do this.

I would get outvoted by other people who had more expertise and then published more. This was my book, I get to have the final call and some of those final calls I made feel really good, you were mentioning you love the way the book feels, you love the interior, you love the cover, right? Those were my calls.

It's exciting to move into that – taking more ownership role when you self-publish. I had learned and I was able to execute so that was exciting. As for Amazon, I hired a partner, I hired the wonderful team from Book in a Box. They are rolling out a new PR, just to keep self-published with another company or on your own, they will help you with PR on one of their first just PR clients.

The team is killing it. They told me what I needed to do and quite frankly, they sent me a spreadsheet and they said, "Figure out who you know, who'd be interested in buying the book," and I spent a couple of months putting together my list of advocates which by the way is in my book in terms of identifying your network and expanding your network.

In a real sort of circle jerk sort of way, I was taking my own advice from my own book to help it succeed. There you go.

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FT: Book in a Box, I know that's – I've heard them before and I'm happy to hear that they're doing good work.

Now, your coaching practice. Why did you want to write a book at this point anyway?

[0:05:44.5]

AT: Well, that's a super question. I've been coaching for 12 years and at this point, because I've been coaching for a while, my price point has gone up and up and I've seen people come to me and say, "You're really awesome, I wish I could work with you. I just can't, right?"

I don't want to encourage them to be financially responsible so I wanted to give people another option, right? I wanted to give the people who wanted coaching and resonated with me, an opportunity to have a virtual coaching experience. After 12 years, I started to see what was really working for my clients.

What helped them move off the mark, what helped them make significant changes and I wanted to codify that in a book so that you could almost you know, if I was to see a client for three month coaching engagement, use this book, like you're seeing a coach.

In fact, at every chapter, the end of every chapter, I have a prep sheet. Before you can go on to the next chapter, complete these actions you committed to taking. I wanted to provide that coaching experience both the tools and the accountability that I offer in my office at a more accessible price point.

[0:06:48.4]

FT: That's smart, that's really smart. Now, I have to ask you about time maximization because you're a mom of four, you run this coaching practice and I do think you do get sleep, I think that's why you're rested some nights, some days and then, are you outsource a lot, don't tell me you outsource for this answer because we know that's a given.

What is something that you do to help you get everything done, especially this book was an add on to your already busy life. How did you – what was one thing that you did to make sure that more or less, everything got done?

[0:07:23.6]

AT: Everything got done. Well, one really important thing happened. I started thinking about the book in August and then committed to writing it in September, October. It's now May and it's out, right? That's a pretty short timeframe by self-publishing standards, I took forever but I needed the book to be ready so I took the time it needed.

In July, my husband took a different job, he stopped, he gave up his daily commute to New York City and this is all in the book by the way. For a once a month commute to LA but he now is local. We both have offices about a mile from our home, right?

Because you got to get out of the house to work if you've got babies but he, now that he is home is able to do the morning shift, I do the afternoon shift because our kids are in school from nine to three. He does every morning, he takes them to school, he does breakfast.

I get up, seven, I'm at my desk at 7:15. I come home and do the three to five or the three to six shift then she puts the kids to that at night. We both are working, I'd say, three quarters time, seven eighths time.

I have a big hole in the middle of my afternoon and if people get sick or whatever, I'm on it. But he does the morning and the night and he really did that to help me have the time to write it.

[0:08:38.5]

FT: What I'm hearing is, you have a partner in crime who is as committed as you are?

[0:08:43.6]

AT: Well, I just heard what you said about Tim and he earned his trip to Vegas. My husband does go to LA once a month for about a week. I got my Tim vacation coming too but you bet. Without him here, right? If I was taking on the – he is the breadwinner in our family and if I was taking on my fair share as the none breadwinner of the homework, never would have happened. I needed him to go above and beyond to help me do this.

[0:09:12.8]

FT: Right, what does it mean to go above and beyond? It means presence, it's not just having the money, right? You have a partner who might be financially supporting the family but sometimes you need him or her to also be physically there. Case and point yesterday, we had a last minute situation where we didn't have childcare, we learned early in the morning and of course, that's like the worst time to find out you don't have childcare, it's like, as you're about to get in the shower to get your day started.

We had to kind of re-strategize the day, I had to cancel a lot of appointments. You know, my husband is too nice sometimes and he's like, I'll just not work today and like, how is that going to look for you at work, you know? Do I have another choice? I'm like, yes.

I'll push back my point appointments till after 3:00 if you want to work from now until three and then I will pickup and I'll work from three to six or whatever, I don't have a crazy day. I sort of feel, I'm thinking about this yesterday like as mom and as breadwinner, sometimes I feel like I have to care more about other people than they care about themselves sometimes, you know?

Because I was like, this is going to come back to haunt us if Tim is not at work. You know, today and tomorrow and who knows for how long this childcare issue is going, not going to resolve itself. Anyway, thank you for sharing that and I know Aron well and he's a great dad and a great partner.

[0:10:36.3]

AT: Yeah, If I may share one other thing, on the weekends, you asked me about sleep, I'm hardcore about sleep, Aron and I, we are not in bed any later than 10. Usually like nine, 9:30 we're wrapping things up so we can get our full eight hours.

Everyone's got black out shades especially this time of year with the spring birds and sunlight before the trees leaf in. Weekends, I'm offline, I don't bring my phone around with me, I'm just focused on my kids. I try to be where I am.

[0:11:03.2]

FT: Wow, that explains why you never got back to me on a Sunday.

[0:11:07.3]

AT: Sorry Farnoosh.

[0:11:08.1]

FT: No, it's okay. By the way, listeners, Allison has four children and so ranging from ages three and a half?

[0:11:17.1]

AT: Almost – she's the same as your son.

[0:11:18.5]

FT: Right, till like 14, 15?

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AT: Girl, almost 17.

[0:11:24.0]

FT: What? Did you just have Bat Mitzvah.

[0:11:28.6]

AT: I've got a four year old, two five year old twins and my stepdaughter is less than a half a year away from becoming, ouch, 17?

[0:11:36.2]

FT: What? What time is flying. Okay, before we let time completely go by, let's address our listener's questions today and I picked ones that were in some cases career oriented because I know that's your jam or life strategy oriented.

Alicia wants to know how I have adopted an abundance mindset. She said that there was a particular episode she loved on the show where a guest in fact had a – there's more where that came from mantra and I remember that, it was Britney Castro, a certified financial professional. Britney's great.

She said, that was a real lightbulb moment for me. Any tips for shifting into an abundance mindset around money?

[0:12:22.8]

AT: Well, I was so happy to get this question because I literally talk about shifting to an abundance mindset in the book. There's a chapter called frameworks that elevate your thinking and this is one of them. I have a specific exercise because my book is all about taking action, doing exercises.

The most important thing about an abundance mindset is to remember, it's a mindset. It's the way your mind looks at things, it's 100% within your control. How do we ask you the right questions to shift your mindset, right?

If it's raining, you could say, it's terrible that it's raining or I can ask you the right questions to make you really happy that it's raining. How do you do that to yourself? What I said was, what I would say to her is, what would it need to shift your thinking, right?

Does she just have a lot of debt? If she didn't have the debt, would that help her think it, okay, cool. Let's not look for the absence of something, let's look for the presence of something else.

On a scale of scarcity to abundance where are you? Let's say she's a three on a scale of one to 10, she's three more towards scarcity. The question would be, how did we shift you to a five? What would be the things you need to have to shift towards a five?

Then we could either go after having those things to incrementally move her towards it or we could just talk about the framework, right? Now she could look more optimistically and less pessimistically. Remembering that this is your choice, right? Your attitude is your choice.

How you show up for your life is your choice. Your mindset is your choice.

[0:13:57.8]

FT: Beautifully said and I will add to that that writing down what you are grateful for, doing a gratitude journal on the go, once a day, it's a good reminder of what is working in your life, what you are grateful for and like Allison was saying, will slowly but surely just move your mind to a happier, better, more positive thinking place.

Yeah, I mean I heard about this from Oprah magazine just how gratitude can, not only create an abundance mindset but it can also help you save money because you aren't stuck on thinking about the things that you don't have. And rather the things that you do have.

That just you know, it's really like you said, it's just about your choices that you make with how you perceive things and how you see things. Thank you for listening Alicia and great question.

Now, Madison Ellison is wondering about a career shift and here's her question. She says, I'm a recent college grad with a major in accounting and a Myer in finance and economics. Good for you Madison, that's amazing.

I majored in finance in college too, could never be an accounting – well, my gosh. I would have flunked out of accounting. She says, I also love to write and I've been thinking about starting a blog or even podcasting about money but I feel like so many people are already doing it and me included.

She says, I don't know if it would just be a waste of time, I'd love to get your opinion on this. I don't think it would be a waste of time at all as long as she's doing what she wants to do because she's upper excited about it, she feels she's going to be able to contribute something unique. You know, look, podcasting seems crowded, maybe because you're a consumer of podcast and there's only so much time in the day for you to listen to everything but compared to blogs, it's minuscule, it's a minuscule fraction of blogs, millions of blogs out there.

There's thousands of podcasts. Just to put things in perspective. Now, every day, there's a new podcast coming out and yes, it's going to perhaps compete with something that already exists but something that I've learned about anything that you start.

You want to start something that you can see it through, you're not just trying to do it to become successful in a month or in six months but that in three years, you'll still be doing it and growing and enjoying it. Find your medium, weather that's podcasting or writing or an Instagram page with beautiful photos or YouTube.

You know, whatever that is, start somewhere that you feel is your sort of where your best natural talents lie that you feel is a great medium for you to express your opinions and your thoughts. To share and engage the way that you want to and that you can really sustain it.

Because what is ultimately going to be a measure of your success is not just how quickly you get to be successful but how long you can sustain that momentum and build and build. It's great that she has this mindset. I love that she's kind of thinking about ways to leverage her creative desires. I was sort of – I relate a lot to Madison because I was a finance major in college.

But really, my heart was in media, communications, you know, I was a theater junkie, I love performing, I loved writing and so how could I marry these two things and here we are. It's possible.

[0:17:43.3]

AT: You know, Farnoosh, I heard you saying two different things, right? Like, heck, try it and then sustain it.

[0:17:49.8]

FT: Yeah.

[0:17:50.1]

AT: You know, I had a podcast last year and I kind of said, let me give it a season, I'm going to give it 13 episodes and see what I think, right? You might want to consider a pilot this blog for a certain amount of time. I mean, Farnoosh, from what I just heard she said. I think she might want to try a little video on snapchat because that seems to be what's coming next.

Blogs were 15 years ago, podcasts you know, picked up five years ago so kind of – why don't you leap forward to thinking about what's next. What's your bigger goal? Do you want to communicate? What's your purpose, why do you want to do it? Do you want to do it because you want to play?

That's cool, have it as a hobby, it doesn't need to make money but with things like this, I always encourage my clients to try it, don't miss out on it, number one, figure out what your bigger goal is, do you want to have a media presence? Okay, cool. Then find maybe the next media so you could be a leader in a smaller pond just like podcast is smaller than blogging.

What's coming next number one. Number two, what do you want it for? What's your actual goal with this? Farnoosh, as you know, on the first page of the book, I say, what's your goal? Take up a copy of my book, write this down, let this book help you take this to the next place.

This might not actually be the right thing. Podcasting or blogging might not be your thing but communicating in an innovative medium may be. Let's use the book to figure it out. Then, yeah, I totally agree with you about sustaining it but she's not there yet, right? She's just trying. She's just playing with different media.

So you might be taking the next year of play in two different media or three different media and pick one.

[0:19:28.4]

FT: Yeah and just to clarify because I think you were right about Alison saying like experiment. So my intention in saying find the medium that you can try to sustain it is also that you have to feel like you have to force it or you have to feel like I can't quit. Certainly, you might arrive at a point where you're like, "Oh this is not for me," or, "I am not enjoying this anymore." And that is fine but as you are thinking about what to pursue first, think about where would I potentially have the most fun and sort of also makes the most sense for me.

In terms of what I am capable of doing like I didn't start a video series. I started a podcast because I just couldn't imagine the production of quality. I knew I wanted to do this every day, I can't do a video every day. I mean I guess I could but I would have a much crazier life and more people involved too and I want to just streamline it. So thinking about those things I think is a great way to get a launch going and make sure that you are feeling fulfilled along the way.

Okay, Zev has a question which is "P.S. one of the names of your twin boys," and when I saw this question I was like, "I don't even know what this question is but we're going to answer it because his name is Zev and Zev also asked this question on Instagram where you guys know I love engaging. I am constantly on Instagram now. I was a little late to the party but people have been direct messaging me there with their questions.

And I have been responding and this is a question lifted from Instagram. Alison he says that he is currently thinking about switching careers from architecture to the tech world. There is so much that he can do in the tech space and he specifically wants to work with software for 3D modeling, very cool. He has three years of experience in architecture. So his question is about salary like how does he measure his worth, his value, his contribution in this new field.

Given that he is making a transition and the pivot, he's got obviously some applicable skills but doesn't have the necessarily sort of hands on experience in the field but it is also a new field like who has 3D modeling experience. I feel like certainly some people do but a lot of people might be new to this and so he is not alone I suspect.

[0:21:55.9]

AT: Yeah. So Zev has this three years of experience and he's already talking about negotiating salary in a new field and I would say, dude long term approach here. First of all, what do people make in this new field, what do people make in the first few years, what do people make in five years, 10 years, 20 years? Like we've for to take a real long term approach because you might take a salary hit now because you're completely restarting in a new industry.

But you are taking a salary hit about three years like that's a good gap. So let's say you make 40 an hour now and you go back to making 30 an hour. Oh okay, because in five years you can make substantially more. So don't worry about the negotiation now. You just need to get a job in your new field and then kill it. Deliver, over-deliver, be exceptional. The salary pumps will come with your performance.

Right now, you just need to be invited into the party. So worry about getting that job before you worry about your short term salary. It's the long term game you need to play.

[0:22:57.7]

FT: I like that, long term game. Also when your clients come to you for your coaching practice, what is usually the big problem? Underlying like what's the underpinning big problem? I mean many times it comes to you at a crossroads like they're struggling in various aspects of their lives and careers but what is really the issue?

[0:23:19.8]

AT: Well that's a central question of coaching. I believe, coaches believe the clients has the answers to their questions. My job is to ask them interesting questions to get to their own deeper thoughts. The central problem is for whatever reason, they have talked themselves out of what they know to be true: A career they want to have, a partner they want to have, a lifestyle they want to have. They come in saying, "It's not just going to be possible."

You want to talk about a mindset, right? So the central problem is shifting mindset and after that first session, I'm listening, I'm believing them, I am thinking it's possible because I have never heard anything said in my office that is not possible and I mean my clients go on to teach in Harvard and start new companies and find new jobs in two months as a submarine engineers. They do crazy things, they're performers and artists and writers and entrepreneurs.

And so I haven't heard anything yet that I don't believe is possible and I think they come because they want to know if they're totally crazy or this might be a good idea and in most cases, I just let them talk it through until they realize it is possible. They come for support and someone who believes in their vision as much as they do.

[0:24:39.4]

FT: I love that.

Okay, Mafam on Instagram says, oh you are going to love this question I think because it's kind of in your wheelhouse with what you were doing in your past career. She's starting an artisanal food business. Yeah, pretty cool. She quit her job six months ago to focus on it. Her husband and she are living pay check to pay check because they're just dependent on her husband's income stream at the moment.

And she knows, she's heard and she believes that in order to grow her business, she needs to "spend money to make money" so what are our thoughts on taking her business – oh sorry, so what are our thoughts on taking a business loan because she is going to have to finance this. She doesn't have the cash versus angel investors. She says, "I don't like the idea of being dependent on others but I am beginning to see that I need some sort of investment to be able to grow and expand."

I am weary of taking on early stage investment especially for a small business. I just feel like what else can she be doing that it's not really capital intensive but it is still progress and moving forward. So with respect to like the research and the networking and the framing of the business that is all creative stuff and the planning stuff that doesn't really require like buying equipment and these days you can hire for cheap.

Like someone to just put up a website but maybe she is not even there yet so I'm sure you've had similar questions come up in your practice where people want to start a business and they maybe are catch strapped what would you suggest?

[0:26:23.9]

AT: Well that's a really important question and I was cringing a little bit when I read it because I was like, "Oh she quit her job six months ago. Ooh they're in a lot of pressure and now she's realizing she needs money?" Like Mafam, hang on, press pause a little bit like let's reset. So what's the vision, what's the structure, what's the business plan? How much do you need to invest now? How much will you need to invest over the next few years? When do you expect to see a return?

I have a lot of clients who come to me wanting to start businesses and it's the first question I ask. How much are you ready to invest in the business? Well I need the business to pay me. Then you are not starting a business because I don't think in the first year most businesses have a return. When I started coaching, I gave away coaching sessions for free. Yes, I paid for an office. Yes I have to get a logo and a website and all of those big expenses to attract people to me.

But you bet I gave it away for free because I had to start my business and that was my model. So I am a little concerned that she hasn't been working or she's been starting this business for six months and is now realizing. So I would press pause and reset. I do have a client who did something like this and wanted to leave her waitressing job so that she could work on her company full-time and six months in she realized she needed another six months of planning.

Before she could really quit her day job so she needed to shift to a less demanding day job which she did. She'd done the lucrative day job teaching English as a second language to people in Asia. It was just as much as waitressing but the timing was better and it wasn't as hard on her body because she was a singer. So is there something that you can do to earn a little money now to stem the tide? Like you Farnoosh, let's avoid taking on investment.

I'm a little concerned that this is already off to a shaky start without a strong plan so I just want to push back on you. Get a little more planning, get a little more structure, figure out what is realistic for your business before you take on someone else's money.

[0:28:29.9]

FT: Plus, if I were approached to invest on someone's business, let's say a family member of a friend or a colleague whose like, "Hey I am starting this artisanal food business. Would you give me money?" You'd better believe the first question I'm going to ask is, "How much skin in the game do you have? What have you put from your bank account and your assets into this and what is this money going to be for to move the needle?" And it better be very specific ask.

And I spend this too on Instagram like all that we talked about you know I am a little concerned about this. It's a little too early to be asking for money. Investors want to know that you have yourself invested quite a bit because that's going to make them more confident that you are serious and you know yeah, if you can find a job to that extent that it is a job where you can at least work part time, make some money to build a nest egg.

To pour back into this business I think will also give you just a more relaxed mindset around this. It sounds like she's working out of scarcity, you know it's like when you graduate from college and you have all of these student loans and so you just take the job because it is a job and it pays and I feel like if you were to not have some money to play with, to throw at this business that is yours and you are just going to be quick instead.

Rather than taking money from others you'll just take the money and you're going to have to pay that back. You don't have to but there is that risk too that you are going to take money too quickly, too hastily without a plan and then you are going to spend it and then you can't return it and those are relationships that will be burned as a result. So there's a lot of risk in taking money when you are not ready and not really able to create an ROI sooner than later.

Investors want their money back sooner than later but you know all of these said, I really love where she's moving and the shift and that is really brave that she quit her job. That takes a lot of

gusto. So Mafam, thank you for sharing this part of your journey with us and we hope that we've been encouraging.

All right Alison, you know I was skimming through your book. I have to say I haven't finished it yet because I just got it yesterday and I've always been under the understanding that when it comes to life coaching versus psychiatry or psychology, there's not a lot of emphasis on your past. It is very forward moving, it is very action driven and correct me if I am wrong in any of this but there is a section in your book that's about reflecting on your past. So how do you do that in a way that doesn't keep you in the past?

[0:31:16.9]

AT: Great question. Wow, awesome I have never asked that before Farnoosh that's really cool what I like to say, the difference between therapy and coaching is, therapy gets you the baseline, if things aren't quite right or something's not working for you, therapy gets you to a healthier place, a better – the place you want to be.

Coaching takes you from baseline to a stronger place, a more ambitious place, a goal. I sometimes see clients who are also seeing therapists and that's great because they can provide tune ups and lots of advances for mental health. Coaching is like, you're going to, you've got work to do.

You've spent a lot of money to hire a coach to help you with some big ambition that you have. You have to be at baseline. Now, in terms of looking backwards, I absolutely look backwards to look forwards because I spend a lot of time looking for patterns of success, right?

What did you love doing when you were 10? How did you while away your hours before anyone had phones, assuming you're of a certain age? What did you like to dress up as? What sports did you play? I'm not asking about childhood trauma, nope, I'm asking about childhood success.

I'm bringing to the top of your mind your positive experiences so that you can see opportunity. Tell me about awards you won in middle school. Tell me about the people who made you feel really good in high school, right? That's your future network.

I just sold my book, I can't tell you how many of my high school friends are coming out of the woodwork to support it, right? When you want to make a big change in life, that's who you go back to, those very people. You don't have to start fresh, you look at the people that you've accumulated, the people you had positive, strong, enduring relationships with.

I do a lot of back looking because that's your foundation and that's what we build on when you want to make significant change.

[0:33:16.1]

FT: Yes. And your inspiration, what were you wanting to do when you were 10? What were you doing? What was your passion at 10 years old?

[0:33:24.0]

AT: I can't believe you're asking me this, Farnoosh, you're so good. My best toy when I was 10 was my typewriter and I just wanted to write stories. Yeah, I didn't play with dolls, I just wanted to you know, I was like the narrator of the plays, I just wanted to write stories, tell stories.

[0:33:45.0]

FT: Wow. I wanted to be a waitress, not really but I did, I loved serving people, you know? Whether that was like when my relatives who come into town and they'd sleep over and they wake up in the morning and I'd wake up even earlier and make them breakfast. I would reorganize the living room like it was a restaurant.

When they'd come down, I put like I have a host stand and I'd be like, welcome to Shay Farnoosh and I would serve them breakfast and they were like, you're crazy.

[0:34:18.5]

AT: Well, I don't know, right? I'm a career coach, I see the tie. Because I've been to your holiday parties and events and media mixers, you're still the host, you're just not making the food.

[0:34:30.3]

FT: And I host a podcast! Boom.

[0:34:32.5]

AT: You host a podcast, you host events, you didn't want to be a waitress, you wanted to be a consummate host. That's exactly what you are.

[0:34:41.8]

FT: A consummate host, I'm writing that down. Well thanks for this coaching lesson, thanks for this free coaching lesson. Thanks for helping us help people's lives on this podcast.

[0:34:53.6]

AT: Thank you Farnoosh, it is a pleasure to speak with you every time. I appreciate you having me on.

[END]