



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks
Episode 029: Mindfulness, Connection, and Thriving
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Daphne Scott: Welcome to the Super Fantastic Leadership Show podcast with Daphne Scott and...

Katie Hendricks: Katie Hendricks!

Daphne: This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun, Katie.

Katie: And I love how those two go together, that effective and fun can create thriving lives for all of us.

Daphne: What a perfect segue again, because that's what we're continuing with our conversation today: thriving. I agree. Effectiveness and fun both are part of thriving, right? Let's see where that fits in with our conversation today.

Katie: Okay!

Daphne: Yeah, because it will. This is part 2 of our thriving series, if you will. On last week's episode, we talked about sleep and exercise, and we introduced the concept of PERMA, which was developed by Marty Seligman from the University of Pennsylvania. He sort of was the guy who got this whole positive psychology thing going.

Katie: Yes.

Daphne: Now people had written about it for years and years and years, and he has a great article he has written that said, "People had been talking about this long before I brought it up." But he just sort of gave it a context, right?

Katie: He gave it a context, and he got people to come along with him.

Daphne: Yes he did. Yes he did. He even asked the question, "Why now?" This was back in 2000, actually. It wasn't that long ago at all.

Katie: No, it has just taken a while for everybody to find the right doorway, but now lots of people are moving through.

Daphne: Yes they are, and very well. We're continuing this conversation, and specifically today we're going to be talking about mindfulness and connection. Katie, I know you have a lot of great things you want to say about that today. I was excited to have this topic of mindfulness in our conversation because I know that's really a big place... You've really guided people along that path with this idea of mindfulness and awareness.

Katie: Yes.

Daphne: So I know you have a lot you're going to contribute today, so I'm very excited about it.

Katie: Okay, the pressure is on!

Daphne: The pressure is on! No. Yeah. No pressure, Katie. I know you're going to be really awesome today! Okay, but it's appreciation time, and in this moment, Katie, I'm going to appreciate my health.

Katie: Mmm.

Daphne: I'm just going to take a moment to appreciate my health and the gift I've been given. I have been a very healthy person. My body health has been very good. My mental health has been very good for many, many, many years, so I'm just going to take a moment to appreciate the forces of nature that have come together to allow me to experience that in my life.

Katie: Wonderful!

Daphne: Yes. Yes. Any appreciation you'd like to share today?

Katie: Yes! Actually, it's so interesting that you're talking about appreciation. We have a whole website that's based on the principles of response-ability and authenticity. I was just feeling a welling up of appreciation for all of the people who are beginning to incorporate these principles in their lives and see what a difference they can make for themselves at home, in their relationships, and also on a global level. So we're really about changing the world through mindfulness and "bodyfulness."

Daphne: Mmm. Yeah, I love that. Mindfulness and "bodyfulness." Yeah. You know, Katie, that's one of the things I love about what you're up to and what you've been pointing to about how this isn't all just head-y stuff, right? You have to come back to your body, which is so important.

Katie: Yes, and if you're not present and at home in your body, then all of the good theories you have don't really matter.

Daphne: That's a really good point. They do not. Excellent point yet again. All right, so we are continuing our conversation about thriving and flourishing, and on last week's episode we looked at sleep and exercise, but today we're going to talk about mindfulness and connection, and we did a previous episode on mindfulness. That was episode 18, so if you want to go back and just hear about that in that context, please do, but we're going to bring in more today, Katie. We're going to bring in more.

Katie: Great. I'm for more.

Daphne: You're for more. What we're going to talk about is connection and nature, but the fancy name for that, Katie, is *biophilia*.

Katie: Oh, I love that. Biophilia. Ahh, yes.

Daphne: Biophilia, yes.

Katie: Yes. Affiliation with the biosphere.

Daphne: Yes, exactly! We're going to talk about that, but it's pointing to our need for connection with nature. It's in our genes. I have a quote from John Ratey I'm going to pull out today which I think just describes this the best. I think it just describes that need for that in the best way. What we're going to be talking about is mindfulness and connection. That's what we're up to. Let's just start off with this idea of mindfulness.

Katie: Yes.

Daphne: Yes. Ellen Langer is who I point to here, and we talked about her work in episode 18, actually.

Katie: Yes, I remember that.

Daphne: Yeah. She talks about the importance of mindset, and she has two studies that will just sound crazy when I tell you what they've discovered. One of the studies she did was with chambermaids. Is that what you call people who clean hotel rooms?

Katie: Yeah, the cleaning crew. I think they still call them chambermaids in hotels, I would guess.

Daphne: Yeah, in hotels. Yeah. Here's what they did. They looked at all of the things chambermaids do and everything, and they took one group and put them through a 15-minute workshop, if you will. Even *workshop* is a strong word. It was just a 15-minute recorded presentation, and they had a little handout for them.

They said, "Hey, guess what? Your work is actually exercise." Prior to doing this with this group, they had taken their weight. They had taken their blood cholesterol levels, blood pressure,

and all of these different metrics, if you will. Then with another group they just didn't do anything, and they just let them go on their way.

Six weeks later, they measured this group who were told their work was exercise. They had weight loss, cholesterol changes, significant decreases in hypertension... Basically every metric they measured on these women (most of them were women) changed in six weeks with them doing nothing additional or different in their lifestyles.

Katie: That is so wonderful! I also thought they probably now call them janitorial services.

Daphne: Okay, janitorial services? Okay. That's good. They call them chambermaids in the study, so I didn't know.

Katie: Yeah.

Daphne: But it comes back to how we label things, right? Again, it's the mindset. Then they did this other amazing study with milkshakes. They had these different labels, including one that was like, "This is the decadence you deserve."

Katie: Right. Yes. "Treat yourself in just one area of your life today."

Daphne: Yeah. Now this one is really going to blow your mind. It blew my mind. I had to listen... Alia Crum, who works with Ellen Langer, was actually the woman who I heard present on this, and she's a researcher out at Stanford as well. Here's what happened. When the label on this milkshake (they were both the same shake) said it was a diet milkshake, people's physiology actually changed in a way that was basically contributing to their gaining more weight because the mindset was that they were being deprived of something.

Katie: Yes.

Daphne: Yes.

Katie: "I'm not getting the real thing here."

Daphne: Yes. So when we talk about mindfulness and mindset, I think there's a lot we still have to understand about that, but when you look at this (you can look them up; they're Ellen Langer at Stanford and Alia Crum), it is pretty crazy and pretty profound, I think. There's more coming out about the effects of meditation on loving-kindness and gene expression, but that's all I can say about that for right now. It's currently unpublished, so...

Katie: Ooh. Oh, very interesting.

Daphne: Yes.

Katie: Very interesting.

Daphne: Yes.

Katie: Well, I wanted to just comment for a moment on the impact of our thoughts and images (particularly when they have emotional components) on our physiology.

Daphne: Mmm.

Katie: It's a great example of the intricacy of the mind-body connection.

Daphne: Yeah.

Katie: If you've labeled something... One of the earliest things we learn to do as children is point and name.

Daphne: Yes. Oh, right. Yeah.

Katie: And label. Hopefully most people's intellectual processes grow in complexity, and there is, I think, an aspect of us that still responds in a very simple and profound way to labels.

Daphne: Yeah. Yeah, absolutely. Well, in last week's episode we talked about that, right? Negative emotion/positive emotion labels... Right? We talked about what happens if we label an emotion as negative in our mindsets.

Katie: Yes, exactly.

Daphne: Yeah.

Katie: Yeah, I was just thinking about all of the labels too about, "This is good for you," or, "This is for your own good," and whether or not that actually gets borne out in the activity or the thing that happens.

Daphne: Yeah. Well, I kind of set you up like you were going to have really profound things to say today in this week's episode.

Katie: You're right. Well, I'm waiting for my cue, though. I do have profound things to say.

Daphne: Well, you often do, so that's just consistent. Right. So yeah, there are the labels that can come up, and then we have some other... I want to make a really clear distinction here that we're using the words *mindfulness* and *meditation* sort of interchangeably here, but they're not the same thing, so I just want to be careful.

Katie: No, they're not.

Daphne: Yeah, they're not the same thing, so I want to be careful about that. Mindfulness and what Ellen Langer is looking at is just really the mindset. It comes back to labels, what we're sort

of thinking about, right? But then I do want to talk about meditation. I am a huge fan of meditation, and I know you are too, Katie.

Katie: Yes.

Daphne: We both have meditation practices we've had for years. I want to bring in the research of Richard Davidson (who's at The University of Wisconsin-Madison, I believe) and what he has looked at with functional MRIs and the impact of meditation on the brain. I think this is really a key point of importance here. Again, we're coming back to the brain and the impact all of these things have on our neural wiring.

Katie: Mm-hmm.

Daphne: You know, for a long time it was just sort of... No one really understood why it worked. People knew it worked, but people didn't really understand. "Oh, is it just some woo-woo, metaphysical type of thing that was happening?" Well, now we're starting to say the science is catching up, and the ability to measure these things is catching up with what has been happening, really.

When he looked at functional MRIs with people who actually were expert meditators but also people who weren't, people who had just started meditating, what they found was that the brain would fire most greatly in areas associated with empathy.

Katie: Interesting.

Daphne: Isn't that interesting? I think that points so much to our ability to connect with one another. Compassion and empathy are sort of two different things too, but empathy is sort of our ability to put ourselves in the other person's shoes.

Katie: Yes, our ability to change point of view, to see something from another perspective, which is an indicator of not only emotional intelligence but intelligence in general.

Daphne: Yeah. Yes. So when we talk about mindfulness... I didn't give this definition at the beginning, but *mindfulness* at minimum is the ability to notice new things. That's how Ellen Langer would talk about it. From reading her work, I know she would say, "Look, it's just our ability to take ourselves off of autopilot for a minute (so often we're on autopilot) and notice new things, put our attention where we want to put it and then notice what's new about that." Then meditation... Do you think this might be helpful in business, Katie? What do you think? Hmm.

Katie: Hmm, let me think. Well, I just saw just the other day a blog going by that said, "Should meditation be required in the workplace?"

Daphne: Oh, really?

Katie: Yeah!

Daphne: Wow!

Katie: Also, I saw another recent article where there was a panel just this week of a bunch of meditation experts about the real secrets to mindfulness at work, and I wanted to say just a word about mindfulness and its connection to meditation.

Daphne: Yeah.

Katie: I think of mindfulness... I want to expand the definition of that and bring in again what we call presencing.

Daphne: Mmm.

Katie: I think mindfulness allows many people to locate themselves in their heads. I'd really like to see people realizing your mind and your brain cells exist all throughout your body, so we're really talking about increasing your body intelligence (that is, your ability to be aware of yourself, shifts inside, things you might need, actions you want to take, and how you're responding to your environment). It's just the awareness that it's a whole-person experience, not just your mind.

Daphne: Mmm.

Katie: Very often, people think of mindfulness and meditation as sitting and meditating practices.

Daphne: Right.

Katie: What I've seen and what the experts are now pointing to as well is that your awareness, your ability to use your attention by choice, your ability to give sensitive awareness to yourself, to be breathing easily when somebody else is sad or angry or bringing up something that's challenging or saying something to you that might be perceived as critical... Those are all aspects of mindfulness.

Daphne: Yeah. Great point. Great point. That's really what we're talking about. That does open us up to seeing opportunity, seeing the world in a new way, right? I loved what you said last week, Katie, about being able to be influenced by others.

Katie: Yes.

Daphne: Yeah.

Katie: It's really being able to be touched by life.

Daphne: Yeah.

Katie: I think that for so many people, what's going on now was pointed to... Gosh, there was a book (I forget who wrote it; it was Marilyn Ferguson, I think) about cocooning and what would be happening and the trends that would be happening over the next 10 to 15 years. So many people have removed themselves from social contact and social interaction and really being able to be touched, literally and figuratively, by other people.

It's really the great... Humans like to be around other humans and to just hang out together. In fact, that's one of the things that's recommended in the book *A General Theory of Love*. To really thrive, you need to be around people who you feel good around.

Daphne: Right.

Katie: You just need to hang out with them more. That was their big conclusion.

Daphne: Right. Right. Just hang out with people. Right. Exactly. The *R* in PERMA is *relationships*, right?

Katie: Well, there you go!

Daphne: There you go! Yeah, right. Yeah, just hang out with the people you like more. Boy, doesn't it feel good when you hang out with people who you just enjoy being around?

Katie: Yes!

Daphne: Yeah!

Katie: Everything flows. You get smarter. You have fun.

Daphne: Mm-hmm.

Katie: And you can actually be productive.

Daphne: Oh, right. Right. That's what we keep talking about, right? Again, Katie, this comes back to being effective and fun. We're not just making it up. We're backed up by science here.

Katie: Yeah, and boy, science is just coming around here. I'm so pleased.

Daphne: I am too. It really is. Some of the research that's being done on all of these things that I think were sort of dismissed for a long time... For a long time, they were looked at as sort of too Eastern or just against kind of what we were really up to.

Katie: Or the kiss of death: They're touchy-feely.

Daphne: Yeah.

Katie: Or New Age.

Daphne: Right. New Age, yeah. In fairness to that movement... I think people were catching on to things that were working. I also think people really took advantage of some of that and took things a little out of context, and we just didn't have a lot of science. We didn't have a lot of evidence to support many of these things, so then people could just kind of do what they wanted with it in a lot of ways too, you know? That became unhelpful to people, I think, at some point.

Katie: Oh, well, there were lots of roads.

Daphne: Many.

Katie: But eventually, it sounds like, we're all leading to the same place, which is that it's possible to create a thriving life in a very simple way.

Daphne: Yeah. Oh, perfect! Wait, this doesn't have to be complicated? Because...

Katie: No. In fact, the more complicated it is, the more I know I'm on the wrong track.

Daphne: Yeah. Yes. Me too. As few moving pieces as possible, right?

Katie: Yes.

Daphne: Yes. Absolutely. That's a big motto that I think I probably got from you. I think I got that from you.

Katie: Well, if you have any doubt at all, just credit me.

Daphne: I will. Okay. That is a quote from Katie Hendricks that I used right there. That would be where my motto came from. Right. So yeah, are all of these mindfulness and meditation pieces helpful in business? Yeah. Yeah, because they're helpful in people's lives. Since you are a person in a business, yes. Yes, it's probably very helpful.

All right, so let's move on to this idea of connection, specifically connection to nature, biophilia. I want to bring in this quote because I thought, Katie, that this just summed up this idea so perfectly. Here's what John Ratey says. This is from his book *Go Wild*. He says, "An apartment with a commanding view of Central Park or waterfront property costs more."

Katie: Yeah.

Daphne: Right? "This is the price tag on our genetically programmed preference for certain places." Isn't that fantastic?

Katie: Yeah, that's beautiful. I'm also thinking about the price tag of being on the hill or in the flatlands.

Daphne: Right. Yeah. Right. Yes. Say more about that.

Katie: Well, we're genetically programmed also to be able to see where unexpected things may be coming from. If you have a commanding view...

Daphne: Yes!

Katie: If you have a commanding view of the environment, that is more valued real estate.

Daphne: Yes. That's exactly what he was pointing to. It's just our genetically programmed desire to have that commanding view, to be where we can see more broadly what's sort of coming at us, if you will, right? It's our desire for sort of surveying the land, right?

Katie: Yeah. I think it's based on safety in part.

Daphne: Yep. Yes.

Katie: If there are any threats coming, I can see them. If you go to any "ruins" of forts in different countries... They're all on the hills.

Daphne: Right. Right. No one built one way down at sea level, did they?

Katie: Right.

Daphne: Right. Right.

Katie: Or if they did, it has been flattened by now.

Daphne: Right. Exactly. It was as high as they could make it without steel beams, right? No one has a one-level fort.

Katie: Right!

Daphne: That's not effective.

Katie: That's a great quote.

Daphne: Right. Right. Well, you know, you can quote me on that then.

Katie: I will, I will!

Daphne: Okay. All right. Good. I was just trying to pay it forward, you know, since I'm taking quotes from you. Yeah. Right. So being able to survey the land, to see it... The point he makes is that this is in our genetics. It is sort of in our hardwiring to be in nature this way, to want these wide open spaces (if you will), to connect with nature. I just love this, and it totally made sense to me how we need to spend time outside, right? We've been talking about that. I've actually had this thought, Katie. Even so much that when we don't get regular sunlight, our bodies suffer.

Katie: Yes. If we're listening, our bodies are going to give us cues.

Daphne: Yeah.

Katie: "Hey, you need more sun!"

Daphne: Yeah. "You have no Vitamin D!" Our body physiology starts to change without this exposure to the outdoors. So that's connection with nature. What about connection with each other? This was a big thing, and I think this came out years ago, but it was this whole thing about the hormone oxytocin.

Katie: Oh yeah, a big deal.

Daphne: Yeah, a big deal.

Katie: There's a very simple way that you can create a flow of oxytocin, and we call it the 20-second hug. There's a lot of research now about the value of hugs. I was just seeing an image in my mind. Down at our local farmer's market on Sunday mornings, we have a guy at the end who gives free hugs. He's standing there, available for hugs.

Daphne: Really?

Katie: Yeah!

Daphne: Oh, that's fantastic!

Katie: He's right there. But the thing is it actually takes 20 seconds of contact for oxytocin to be released, and oxytocin is the connection hormone. It's like the antidote to adrenaline.

Daphne: Yeah.

Katie: When you get oxytocin flowing, you're much more likely to see another person as your ally, to be able to team together, to move in the same direction. So on our Facebook page we even have a number of videos on hugs. We've also done our 20-second hugs in various places in the world, including Machu Pichu.

Daphne: Really? Is that on your website?

Katie: It is! No, it's on Facebook.

Daphne: It's on Facebook. Oh, that's so great. I love it. So 20 seconds?

Katie: Yeah. Twenty seconds is the timing. We actually have people count it just to be able to really go, "Oh, really? It's that long? Wow!" It's not just a *pat, pat*, you know?

Daphne: Right. Right. Right. "Thanks, man!" *Thump, thump.*

Katie: Yeah, you stick your head out and go *pat, pat.*

Daphne: Right, right, right.

Katie: "Good to see you!"

Daphne: Now if you're at work...

Katie: My recommendation is that you start those hugs with people who are already your friends and family with whom you want to get closer or just want to continue to be experiencing the oxytocin. And be selective about doing that one at work.

Daphne: Yeah. That's probably right. Hugging somebody for 20 seconds at work might get awkward, maybe. I don't know.

Katie: Yeah. In fact, in some of our workshops we demonstrate various kinds of hugs.

Daphne: Right. Right. Right.

Katie: You know, there's the A-shaped hug where no part of your body except the side of your cheek actually touches.

Daphne: Yes. Yes.

Katie: Then there's the sideways hug where you're sort of hugging them as you're moving through.

Daphne: Right. Right.

Katie: Yeah, so you don't really have a full-on hug.

Daphne: No.

Katie: But the hug that really releases the connection hormone is the open hug that's a full-body hug.

Daphne: Yeah.

Katie: Where you let yourself breathe.

Daphne: Mmm, so I keep breathing. I don't freak myself out when I'm hugging someone.

Katie: Yeah. I mean, ideally you hug people you want to hug, and it will deepen your breathing, and you'll get a flow of oxytocin, which also makes you feel more in flow with your life.

Daphne: Yeah. Okay, so that's some research on hugs for you. If you're a leader listening to this, do it with a significant other or a good friend...maybe not at work right off the bat. And there are other ways to connect with people too. You can be in connection with people. We talk about oxytocin. We're talking about a very specific hormone here, but also taking the time to connect with people... A really great way that I love to connect with people is by looking them in the eye.

Katie: Yes.

Daphne: Yeah, just looking someone right in the eye when they're talking to you.

Katie: Yes. I think that communicates such presence and respect. I like to turn my whole body toward the person I'm listening to.

Daphne: Yeah. Oh, yeah.

Katie: I keep my own body breathing and moving a little bit so I'm present in myself, and I'm giving my attention to them, and then I'm giving my attention to myself so I'm letting both of us be present. That will often open a new sense of connection, a deeper collaboration. Some new creative ideas will come up right after that.

Daphne: Mm-hmm.

Katie: It's really quite amazing what can happen from just that moment of giving your full attention and presence to another.

Daphne: Yeah. One thought I just had as you were saying that, Katie, is that this doesn't take a long time.

Katie: No.

Daphne: Right?

Katie: But you know, it will take a long time if you don't do it.

Daphne: Oh, right.

Katie: So if you're not connected, you can go around and around and feel at an impasse. You just can't quite get to the next confluence of what you're wanting to do together.

Daphne: Mm-hmm.

Katie: Because you're not connected.

Daphne: Yeah. I think that's an absolutely excellent point. You'll miss things you could have heard the first time. You'll miss the nuances of maybe how someone is feeling. You'll just skip over things, really, and then that is what causes things to take a lot longer. "We have to go back and rework the plan, and I didn't hear you when you said you said it..."

Katie: "I didn't hear you. I didn't like what you said, but I didn't want to say anything."

Daphne: Right.

Katie: Yeah. All of that.

Daphne: All of that yucky, crazy stuff goes on. Right. That actually is what causes more time. Okay, so invitations to mastery... These are not complicated things, really. For mindfulness, just notice some new things, you know? Take a different route to work instead of driving the same route. That can be kind of fun.

Or if you have a certain route you do drive because it takes you less time and you need to get there within a reasonable amount of time, just make it a point to notice the new things on the same route you've been taking. I like to ask people if they can tell me the colors that are in the ceiling tiles about their desks.

Katie: Yes, I love that. Look up!

Daphne: Yeah. Look up once in a while. I've done that. I live in Chicago, and looking up is a really fantastic thing to do.

Katie: It gets rewarded.

Daphne: It gets rewarded. There are so many cool things about the buildings that I never notice. There are cool gargoyles I never notice and just all of the cool things, right?

Katie: Right! Yeah.

Daphne: Yeah!

Katie: I know. I love to walk around Chicago for that reason.

Daphne: Yeah.

Katie: You can incorporate that in your office as well.

Daphne: Mm-hmm.

Katie: You can go to the window (hopefully you have a window) and look at the horizon.

Daphne: Yeah.

Katie: So you're not just looking within your own space. You can look for new things, like if you're in a big, open space with a lot of different people, you can look and see what's different about your coworkers today.

Daphne: Yeah. That's such a great idea. I do this exercise with groups where I have them face each other, and then they turn their backs to each other. They're in pairs. Then they change one thing.

Katie: Oh, I love that. That's such a cool thing to do.

Daphne: Yeah. Then they come back and have to guess what the one thing is that they've changed. It starts out with the really obvious things, but the more obvious things they do, the more they run out of options.

Katie: Right.

Daphne: Right, so the differences become tinier and they have to pay greater levels of attention. But yes.

Katie: Yes. Awareness and also scanning so you don't get caught on one thing... That's a great activity.

Daphne: Ahh. Oh, that's a great point too about not just getting caught on one thing, because that is what stops us from noticing new things. Yes.

Katie: Right. Like, "I know you already. You're the person who always has the smart comments to say. I know you."

Daphne: Yeah. Exactly.

Katie: "I dismiss you, and you disappear."

Daphne: Right. Right. Exactly. Then hug some people, you know? Get people who are intimate in your life and who are important to you. Practice this 20-second hug. It's pretty powerful, pretty amazing.

Katie: Very powerful. One of the things I want to celebrate is that I see more people hugging.

Daphne: Yeah. Yeah.

Katie: I see men hugging, which I really celebrate. I love that.

Daphne: Yeah. Well, it creates our connection, right?

Katie: Yeah.

Daphne: So yes, it is something to celebrate. Then I wanted to bring in this one. Pay attention to your breathing. This is a meditation technique as well, but I have found, Katie, in my own experience that I do it just when I'm just sitting. I can actually be answering an email, and I'm focusing on what I'm writing, but I can come back to my breathing and just put my attention on my breathing a little bit for a few seconds. How is my breathing pattern? Is it really shallow, or am I taking full inhales and exhales?

Katie: Mmm.

Daphne: I think that's a part of mindfulness as well: noticing your breath.

Katie: Yes. I love that because I'm connecting to myself at a very deep level, and giving myself that attention is really a loving kind of appreciation. Instead of always doing, doing, doing, I'm giving attention to my being.

Daphne: Yeah.

Katie: Your breathing is what carries your aliveness and vitality to all parts of your body.

Daphne: Yes, it is.

Katie: It's what carries the oxygen.

Daphne: That's right. Without that, we have other problems.

Katie: We have some big, big issues. We should talk about that.

Daphne: Yeah, we should. It would be a very short podcast.

Katie: Yes.

Daphne: All right, well, we're going to wrap it up, my friend. We hope that you enjoyed this podcast and that you remain more inspired than ever. If you dig the show, you can support us with ratings on iTunes if you feel so inclined after listening to the show. Don't forget to post any questions and comments you have. We're also open to hearing any ideas.

Katie: Oh, yeah.

Daphne: Yeah. If there's anything in particular you'd like to hear us do a podcast about and talk about, shoot us a message and say, "Hey, what about this? What do you guys think about this?" or, "I've heard that," or, "Hey, I don't agree with you guys at all. Talk about this."

Katie: Yeah, we like those especially.

Daphne: We do like those.

Katie: Yeah.

Daphne: Yeah, we do like those. It's really important to have all of these points of view in the conversation. All right, well, we hope you enjoyed the show. We just want to say this to you: Keep living a Super Fantastic Leadership life!

Katie: And thanks so much for connecting with us.