

Resume Writing Part 2

00:00

Now I'm going to be jumping into some resume examples, more more resume examples, that highlight the format and layout that I just outlined for you. Now here is those core competencies flipped around. This is going wide. If you remember, the other format was the three boxes going across. I will say that typically, when I'm working with people, in executive management, managing directors, this is also a very common format that I use. I'm going down instead of across. And mainly, the only decision, if you will, that drives this is based on length. If it's a full breadth of experience that you just can't fit into those three boxes, then we go wide, and it's still part of the top third, and it's still very much part of your sales sheet. And notice all those metrics! Notice all those percentage increases, and dollars and cents, and timeframes. We really went for broke over here to really make sure that we highlighted. And what are the three main stakes in the ground? Construction enforcement and inspection leadership, ops planning and prioritization, and oh, by the way, I happen to love people, I have a great staff, I motivate people. And not many, not everybody would want to do that, but he wanted to do that. He wants to really show that I'm not just a really great manager, I'm a leader, and I know how to motivate people. And I could take and motivate anybody to do their jobs and be productive and be part of a team. So that's something that was important to him.

00:38

Now, let's jump the line over here quickly, and go to LinkedIn. So I took some screen snapshots of people that are here in the Gutsy Village, and resumes that I've worked on and coached them on. So this is a resume. Remember that mission statement that I showed you in the very beginning? A couple of sentences of who I am, what's my Why. Well, this is actually a copy and paste from her resume, on her LinkedIn profile. So right in the About box, this is exactly what you see on her resume at the very top, in that first paragraph. Lifetime learner, intellectually curious, intuitive, trusted advisor. This is really... she's in a sales leadership role. She's running a new business practice, and one of the things that she really wants to bring home... Notice, it really wasn't her technical and what she does for her clients. That's not what she led with in her gut. Whenever I sit down with someone, I said, "What is your gut telling you?" She says, "If I'm going to meet with someone for the first time, I really want them to understand that I'm intuitive. That I take a step back and I value culture. I value environment. That's really important to me, these are my core values." So if those are our core values, before she starts talking about client success, and team and all that other stuff, lead with that. And so that's what we did. And so you see that mission statement that you have in your resume, it's just a copy and paste right underneath the About section in your LinkedIn profile. So that's how you go from the resume to the LinkedIn. I'm going to show you some more examples of that. This is someone in the education space. She is a very, very well known well known literacy leader in Hawaii, and she basically wanted to... her soft skill that she wanted to highlight was empathy. And I think empathy, if there was one word for this year, if we were going to give this whole year a word, I would say empathy would probably be up there in terms of the word that we would want to give ourselves just getting through this year. We have to

have more empathy, more listening, more mindfulness. And so this was something that was really important to her. So we went with that, and that's at the top of her resume. And it's at the top of her LinkedIn profile. Purpose driven, empowers people, and then expertise. I'm in child education. That's my field, professional learning. I'm a coach. I'm a trainer. I like helping other teachers. So again, mission statements, one to one right on the LinkedIn profile. Now, let's also go a little bit deeper on the LinkedIn profile. Remember the core competencies and those three stakes in the ground? That's your LinkedIn profile, copy and paste. This is those three boxes, the ones we saw going across. Copy and paste right on the LinkedIn profile. Have your bullets right there straight in front and center. So her boxes were literacy leadership, professional coaching, and school transformation planning. And, yeah, so it's really about this is a no brainer, you just copy and paste and make sure you get the subheads to really make yourself stand out. Another way to show it on LinkedIn... Again, you're About. This is the mission statement at the top of your resume. And then right underneath, you have the core competency. And this is exactly what... Let me just read this. I'm not sure who this was now. Um, okay, so this was a tech. This was tech. Okay, so what he said was he decided to have, instead of going... So let's go back to hers. You see what she did? She decided to do some major heads, and then work vertical. He decided to go across to make it a little bit more readable. So notice the three boxes: product management, customer relationship management, and product design and implementation. So again, all of the core competencies front and center on the LinkedIn profile. So what is the good news here? The good news is that you are not rewriting your resume for LinkedIn. You're tweaking it. You're massaging it. But I would encourage you to take your why, put that right up front, and then make sure you hit the beats, make sure you land the plane with the core competencies. And that's pretty much it for the format. I'm going to be sending you the layout. But, why don't we open up for questions? And also, if anybody wants to share their screen or you want some feedback, let me know how I can support you.

05:21

The floor is yours.

05:25

And I'm going to take a sip of water as you're watching here. So does anyone have any questions?

05:42

I have a lot of thoughts going through my head, Marisa. I'm trying to figure out where to start, I guess.

05:57

That's okay. Go ahead.

06:00

The thought of working... I've worked in my resume off and on for a while now, and it's a pretty intimidating process. To me, at least, although this gives me a lot of structure, and some ways to really approach it. So I definitely appreciate that. I guess what I'm struggling with is figuring out what I do every day. As silly as that sounds. Oh, someone's saying that you can't hear them.

06:28

Oh.

06:28

I'm looking over someone just came up in the chat.

06:32

Okay, hold on one second. Um, I'm trying to see the chat and this at the same time.

06:41

Okay, hold on.

06:42

I'll go on mute for a second.

06:46

Ah, no, I was not able to hear you. Well, if... Yeah, I'm not sure what's going on there, but if you want to just type in your question, and then I'll answer or respond there. But I see you, but I'm not hearing you. And actually on the call, I see that your mic is on. So I'm not sure, it might be something maybe with your phone. So you go ahead and type that or if you want to disconnect the audio only. Let me just... I lost my place here with the presentation. Well, I guess when I unplug my headphones, it does something. Yeah. Yeah. Well, why don't you reset that, and in the meantime, I'm just gonna loop back to Lenore. Okay. So you're basically... the challenge is, Lenore, is where do you start? Is that right?

07:55

Yeah, yeah, and I love the filtration piece. And I know you gave us the prompts and stuff, so I'm gonna work my way through those. And I was taking good notes as you were speaking, but it is an intimidating prospect, I have to say, Marissa. So I'm just gonna have to spend some time with it, I think.

08:09

Yeah. Yeah, no, this isn't an overnight exercise. That's for sure. It's definitely not an overnight exercise. What I would say is, the mind mapping would definitely help. But, start with leadership. That might be... go with the low hanging fruit, what you really feel would be... what you could just wrap your head around. All you're really doing is taking all of your buckets and putting them into three major categories. If you were to go with your gut, if you will, what would you say you would want to highlight in the leadership space? Because I know we've spoken on these calls. What would you want to highlight? If I was interviewing you for your ideal job? What is something you're proud of? What would you want to lead with in the leadership space?

08:58

I think that as a leader, it's important to me that everyone, one, feels like a part of the team. Because I think we're a lot stronger when people actually are invested and engaged and feel like they're part of the team, but also figuring out what it is people are good at, and what to do. Like that's really important to me, not just throwing an assignment at someone because they're there in a body, but finding things that really get them engaged. And I think that is the most important part to me about being a leader, is

helping people find that engagement. I know I can't do it for them, but I definitely like to, wherever I see it. And helping them get that satisfaction. So that's one of my favorite parts about leading. And then setting a strategy. Having a vision, setting a strategy, and communicating that strategy and getting them excited about it.

09:45

Hmm, okay. Okay, so team engagement, strategic thinking, strategic analysis that however you want to, there's lots of different areas of strategy. Those are things that you'd want to lead with. Okay. Well, just off the top, I'm just taking those two things that you mentioned, the team engagement, team motivation, helping others think through those critical thinking skills on their own. I would say probably go in their own bucket, which remember... let me go back to this guy here, when I was talking about staff development and employee management. That's exactly, what you're describing is exactly what he wanted to focus on. So I would have... if you have more of those things, like in this case, he actually was very heavily involved with the training and development of his staff. He had 30 inspectors that, while he wasn't going for the training, he was overseeing it, and making sure they walked away with enough material that they were actually implementing it and putting it in use. So if you have more of that, which you think would substantiate something that would either be a bullet, team development and engagement under a core competency, such as staff development or however you want to say it, then that would be a stake in the ground. So that could be a core competence. That could be a whole bucket. Or maybe even engagement. Maybe, if engagement is really key that you want to highlight, then that could be something. If you're more in a customer service type of role, engagement is important. Employee engagement and client service, client engagement. There's also that. Now for the strategy, I would say, I wouldn't want strategy and strategic thinking and engagement of getting others engaged with strategy, I wouldn't put that in that category. I would put that... I've seen that in like a business development area. I've seen that in operations, when... it's really got to pertain to something, a bigger picture, but I would separate that.

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I wouldn't put strategy underneath the same category of things that talk about staff and engagement, if that makes sense. So yeah, that's just a start. But you have to get it all on paper. And that's really why the mind map is so important. Mind maps, emulates the brain, it's really how our brains think. I can give you I can say think of a purple elephant and what are the things that are going to trigger from the purple elephant, you might think of Africa, you might think of, you know, a vacation, you might think of an airplane, this class of things, like, that's how mindmaps really stimulate those ideas. So, I would say, don't get caught up in overwhelm because that's a really easy place. You have to get it out on paper, you have to map it all out. And then what happens is, is that once you have it on paper, you take a step back. And I do this even when I'm writing when I wrote my book, I had to think about well, what is the Table of Contents? What are the chapters going to look like? I didn't have that up front, the Table of Contents is the last thing that you write, right? You have to get it all laid out on the page. And then you say, Okay, what are the themes? What's popping off the page, right, and that's how you come up with your core competencies. So there was no expectation tonight, to knock this out in one sitting. But when I give you this video, I'm going to give you the the templates for you to plug in. You just got to take the time, and it's recursive, and it just has to simmer.

13:34

Okay, so thank you for sharing that. If anyone's not familiar, I mean, there's a lot of people and believe it or not, a lot of people who don't use this format, they start using it. I've seen a lot of cosmetic and aesthetically pleasing resumes with lots of bells and whistles in color. And that's not really what I advocate for. I advocate for any sales sheet that highlights your results. And that's why really why this works. So if this is not a format that you're familiar with, I really invite you to lean into it and see how you feel about it.

14:19

Okay, so it looks like she's going to try again, or he's going to try again. I know Megan had joined in a little bit as we started if you're still on the call. Megan, do you have any questions?

14:37

Okay,

14:38

that might be something that's going on with the audio here. Okay, she's gonna she's going to try again. It didn't work. Okay, so let me type out. Let me ask you to type in,

15:10

I guess, because they can hear me. Sure. Okay, so she wants to present. Okay, so we can use this as an example and take a look. By the way, I didn't ask you this, Nora, do you really have something to work off of? Do you have a resume that you can say you're starting from scratch?

15:41

I have something I can work off of, yeah. Okay, good. Oh, thank you. I'm glad that that's supported you. This is, I tell everybody, you might be an analyst, you might be a lawyer, you might be a marketing officer, whatever you are in, you're a marketer, before any of those things. You're a marketer, you have to sell it. And so I always go into programs and training.

16:17

16:21

Yeah, trust me, I, I really just scratched the surface here. I go a lot more deeper when I'm in a full day, but I really gave you everything you guys need to get started. And just really, I guess my best piece of advice for you is, go back to what I said earlier, where are you now? And where do you want to be? What is the story you want to tell? And what are the themes you want to tell? So like, when Nora was just saying, if you had heard her, team engagement, engaging people to build their strategy, partnering with them to come up with their vision, that's what moves me. If that's what moves you Nora, then you have to lead with that use the words you're passionate about. I'm an empathic listener, to what my clients really need and what they're not saying, as well as what they're saying really lead with more of the human and not as much, not necessarily all about the functional and technical. Like we're looking at

this one right here. Adept at storytelling and articulating the benefits and risks. Storytelling is so key in leadership, right. Good stories.

17:44

I'm sorry. I don't mean to interrupt you. It really just resonated when you said that's why I was agreeing. Yes, it really does. I say it twice a day, at least. What story are we trying to tell here? What are we trying to convince? Yes. So that's the same questions, you're going to ask yourself, what do you do in this resume? What is the story I want to tell here? And, what are they looking for, and work backwards from that ideal job description. Because when you pull that out, , as a reminder, if you feel stuck with your own experience, then go find that ideal job that's out there floating around, doesn't matter where it is, if it's in Australia, and London doesn't matter, just pull it out. And, really think about what is it about this role that really, resonates? You know, I've also told people to go on LinkedIn and go look up people where you really want their job. And go look at their LinkedIn profile and see what they're talking about. And they're talking about something that you want to talk about, you want to do, that also can be part of your job description. And so you can work backwards from there and carve out your resume based on those desires that you have.

19:03

So, so, viewer2 has said, my resume was so long, it was like four pages. I've been working since 1987. Okay, so this is a really good question. I'm so glad that you asked this. I will say for anyone in that category working with executive management working, for senior senior leaders, it doesn't matter what you're doing, if you have that much experience, by hook or by crook, you've got to get it down to three pages. Do not I repeat, do not submit a four and five page resume. You've got to do the haircut. So how do you do the haircut? So here's how it works, you land the plane with the three core competencies, and you put everything in there have fun, and don't worry about how it looks just throw it in there, because that's how the brain needs to process. It has to go somewhere to get started, right, you're just warming up, then you lay out your professional experience and let it flow. If it goes four or five pages, that's fine. Once you're comfortable with the core competencies, and once you're comfortable with landing those planes, I want you to go into the professional experience because that's where the bread and butter is right? If you can't afford five pages, I guarantee you it's in the professional experience, right? It's not in your education, you don't have five pages of education, right? It's in the professional experience section, I want you to revisit this section, and I want you to ask yourself one question, and this is how you're going to do the haircut, I want you to ask yourself, does any of this experience on page three and a half resonate with my core competencies above? What has to stay and what has to go? If it doesn't hit the beats, It goes right, you just chuck it. If it hits the beats and it lands, the plane, somehow in shape or form it resonates? Then you keep it. That also applies to your past life. If you've had previous roles, and they're not really relevant, and they're way, way back, are they going to take away from your present experience? Are they going to dilute you? And if the answer is yes, if you can say, by hook or by crook, Marisa, I have to keep those in because I worked really, really hard. That was like the most growth, the highest growth area I've ever had in my career, that might very well be true. But if it doesn't align with the themes, then it has to go, and don't kill the messenger here, but it's gotta go. So now if you have promotions in those previous roles, that's not to say you remove the promotions. Remember when I talked about the professional achievements and recognition, those can stand on their own in their own section. So you can have a whole other section for awards for titles that you've

gotten being keynote speaker, whatever that may be, just because they're tied to a job you might have had 20 years ago doesn't mean you have to keep the job from 20 years ago on the resume. You do the haircut, but you keep the achievements and the awards in the awards and recognition section. help.

22:36

23:00

It's something that I actually I forgot to mention earlier. You know, you really shouldn't go past three pages. It's just, especially if you want to avoid the slush pile. That's a great question. And I know, it's a lot of years of experience. But, you don't want people to drink from a firehose, you just want them to know, what are your experiences really all about? Right? When you think about it this way, when you walk in an interview, or when you show someone your resume, you're basically saying, These are the promises, these are the results that I've made, right? Success leaves clues, right? Past performance predicts future results. So they're looking at that resume, and they're seeing the results. And the only thing they're saying is, I want him or her to create those same results for me, I want them to replicate them for me. You're engaging with your team, you motivate people, you can get my sales leaders to sell. I want you on my team, I want you to give me the results. So that's why, that's all it is. And so don't make it about you make it about them. Remember that WII FM radio station, right? So we have a bit of a haircut to go with this one with the four pages. But I also don't know what those four pages look like. I don't know what the format looks like. So maybe, maybe if you take those four pages and put them in my format, you might even go shorter, change the font a little bit.

24:48

You can go as many as three if you'd like. Yeah, three is okay. And I'm honestly, I rarely work with anyone that doesn't have a three page resume. You know, unless you're a millennial, you know?

25:02

Yeah, I mean, I still have it. I, I have my four page still, you know. But recently I just cut it down because I'm like, I'm not going anywhere with these four pages, they're just not going to even bother to look at it. Like.

25:21

Exactly. Well, I think I mentioned before I'm transitioning Well, I may be transitioning back, I'm not sure yet. I've practiced law for 20 years. And now I'm in a business role in real estate. And I'm thinking I'd like to be a general counsel of a midsize corporation. I'm at a very large corporation right now. So and that's probably one of the reasons I find it a little bit overwhelming is trying to pull out the skills that translate from what I've been doing for the last two and a half years, and put it into, and try to go from a specialist legal role to business role to then being more of a generalist and running the entire legal department. This my future role, but I'm looking for, so I think that's one of the reasons I keep getting stuck.

26:08

Okay, well,

26:09

here's what's coming up for me when you said that, and this was just kind of like a, I call them divine downloads, it just kind of hit me. It sounds like what you're really looking to sell. And land in is more of a role where you have domain leadership, right? Yes. Is that right? Like more of a domain or subdomain leader? Yes. lawyer. So to being the head lawyer for a company, right, which, I mean, what I've done for the last two years, two years is building towards it, even though I haven't built any technical skills in the process. So I'm not practicing law right now. So I'm a little concerned in the back of my head that maybe they'll think I'm Rusty or whatever, but it's only been two and a half years. So hopefully, that shouldn't be a big deal. But now I have leadership experience that would help me get that general role, that domain role, and I think you're calling it right to say, hey, I'd led now with over 800-\$900 million in my portfolio, my annual budget every year that I manage, actually, it's more than that. But so hopefully, that'll help me transition from being like someone who was really a subject matter expert practice in one type of law to then leading an entire legal department where I may not know this other subjects as well. But I can problem-solve and I mean, it sounds kind of trite to say it now. But that really is the skill, the skill that I need to try to sell right now that I can solve problems. I can work with people. Hmm. I can identify. Yeah, so Okay, well, that's how you pretty much work backwards with,, you take the skills, irrespective of moving between industries, or moving between functions, and you take the skills that you've done, in this case, leadership, team building, motivation, budget, managing a budget, critical thinking skills, helping people what I like to call frame up that problem solution map, to come up with solutions on their own when you're not giving it to them, but you're helping them think smarter and better. And I'll also add to that, just kind of listening to what you what you said. And what I heard you say on previous calls is, you you sound like because you're very tuned in with people that you're, you're, you're considered more of like a multiplier. You know, a multiplier is someone who has a team loves to engage and motivate the team and also encourages their team to plus their own ideas and to plus the concepts and thoughts that are coming out to to improve and impact and to create great productivity. So, you know, you can speak to some of those things on an interview, of course, but

29:03

And, I would like to address Nora here, you know, you're such an inspiration. My brain and my heart does not go that way. It doesn't go into the business aspects. And maybe because I've been with the DOT for so long that it's just kind of like broken me and the things that I've endured there. However, I still have 15 more years to go. So it might as well go up in it. And until I get out of there, and then really embrace my dream. It's not like I'm not pursuing my dream already. I have been on Off Broadway. I am pursuing my dreams. And I do have a separate resume for that. However, my city job is my retirement. I have to get to a place where I'm happier than I am now.

29:03

I wouldn't, hold back, I would absolutely put some of the things you just shared with me right up there in your banner ad that you feel would map, you know, that would map from, where you are now to where you want to be, and just the commonalities, you know, the skills that you feel like, would be commonalities, but definitely focus on the domain, like coming from a domain leadership perspective. Which makes a lot of sense, actually, now that we're talking because I remember you had said that you were like this knowledge store for everybody, right. And that's something that you enjoyed that you

enjoyed being a knowledge store, which is sort of what the main leaders do, like they know their domain, right? They're the, King and Queen of the domains speak and that's why the other knowledge stores that's why they're so relied on where all roads lead to them and and you need engagement in that type of scenario. You need to be engaging, you can't just, dole out information and advice and guidance without having engagement. So it sounds like you have a lot to pull out there does that, does that support you to Jackie, in your role when you think about engagement and leadership? And perhaps a Absolutely, I mean, as an office manager for years now, it's like, one of those things, where I'm constantly encouraging people to step up and stand out and to what you feel as well, and help us to work together.

32:01

Well, you know, if this offers you any inspiration, if I had not followed that inkling of a dream, over 10 years ago, I would still be sitting in corporate America right now in tech. And, you know, the things that envision for yourself are possible, I wouldn't even be here talking with you tonight. So, you don't have to give up your day dream, I promise you that. And, just keep those things present. And keep moving your feet and staying in motion. There's really nothing that's not possible. And I totally get, I totally get the paycheck and the, the need to keep just keep things coming in. I have thought of and considered the possibility of just retiring from the OT and going after, a different job, which also some of the things that I just get it the rest of it, like, what will happen with my pension? And how will it affect right? How much will it affect me financially? And am I willing to stop it here where it is right now? And just go for whatever else that that is? That is? Yeah, that's right. We'll still follow my dreams and my heart.

33:31

Right, that next chapter? It's not like I'm totally shut off to that. Cuz I daydreamed about it too. Yeah, what environment is everything, I will just share a story that I'm going to be highlighting on the newsletter and probably next week, she is working in an environment that, you know, she's a star in her environment, very proud leader and in her area of expertise, and well recognized.

34:06

But, you know, her environment is not really supporting her. And when we first started talking, she really didn't give her herself permission to see beyond the walls of where she's currently working to, to consider something else, you know, maybe consulting or maybe starting a side business or whatever, you know, she's not even sure what that looks like. And so, you know, until you start opening up and talking about things as if, acting as if they are present, and they are real, that's when all of a sudden opportunities and people and resources start to come into your orb. But that can't happen unless you really start mentally. And I say this, you know, literally really mentally removing yourself from your existing environment if you have to be in your environment. And really, being physically in that environment, but mentally, really projecting yourself in a place where you want to be on and visualization and affirmations are really just the stepping stones to do that. But it's, it's really asking for what you want and giving yourself permission.

35:10

You know, what has been the trigger to that was that I've gone into my LinkedIn once or twice. And my LinkedIn is not information about the job I do now. It's about what I'm pursuing, which is theater. And

I've seen job offers. And, I've seen that people have been looking for me for job offers. And I'm like, right, wondering, Can I really leave this city job after 28 years? And you know, so I'm considering it. I'm seriously considering it,

35:57

Yeah, and I also just want to say, you know, a lot of people think that you have to take the cliff side jumps. And, you know, I really don't advocate for that, that's not what I did. You know, I didn't take a cliffjump when I left Wall Street, I, ydid it in increments, like you take small levels of risk, small level, that's what gutsy leadership is at small levels. And then those little levels of little jumps of risk, build confidence, where you are confident now to take on more risks, and then that smaller risk become big risks, and then eventually, you exit. So that's kind of how it works. There's really no, I, I don't really believe in any success story, which, you know, we just kind of quit and, and do whatever you want to do. It's not what I did. It's not what I believe, and I don't advocate, but I do, I do believe in following the impulses and really putting that energy out there. Whether you're moving into a brand new space, or even like what Nora said, in a way, she's, she's kind of pivoting, right, she's making a pivot, wherever your pivot leaves you, you have to really, really put yourself in those shoes of where you want to be. And then all of a sudden, you know, you do start to attract those things in your life. You know, it's not magic, it is based on science, a lot of this is based on the brain. And that's why I spent a little time on the reticular activating system of our brain. Because we are we are made up our brains are made up to, to focus and set a target and, and then make a commitment. And I will say if there's any, if there's any magic pill to making this whole thing work, it really lies in the commitment and sticking your neck out just a little bit, taking those small levels of risk. To really, to really make sure that you that you're sort of showing up in a way which says, You know what, I believe that this is possible for me. And I believe that this is something worth following. And the person, one of the people that I highlighted on the newsletter a few months ago, he actually, you know, signed the lease and a new department a new city, before actually getting the job that he wanted. Then he got the job that he wanted, exactly, when I asked him to write the resignation letter and sign it, you know, three months earlier. So you know, all of this, it really, all of these little things really do add up to, to doing and getting getting from where you are to where you want to be. And that's why I led with that in the very beginning. But you really have to really have to trust yourself that self trust and that self awareness, and move from there. So, so baby steps, you know, and just as a result of sitting here tonight, I'm going to give you the materials, you jump right in and you go at your own pace. But this is going to be a nice exercise for you to unpack everything, lay it all out and you start to get excited about it, you know, as you're doing it, you really do. So thank you, you know, I mean, I don't know if Nora would agree with me, but

38:59

it's really great to come into a session like this, a class like this, and no matter how tired or how exhausted you may have been prior to coming in, you're still stimulated, you're still you've got so much out of it. And now you're such a great inspirational person that I mean, I love your teachings. I love just hearing your voice and looking at your little face on this monitor.

39:30

Thank you. Yeah, you excite me to you know, want to participate more and more and more each time in my life.

39:42

Yeah, and I absolutely agree, it is an inspiration. So I know I'm quiet but I really I need this shot of adrenaline just because you know, trying to get out of a situation that may not be ideal is tough, right? And so coming here and having these conversations and looking towards the future that you know kind of as you mentioned as well Jackie kind of gives you hope and that you really want is exactly what I need right now. So thank you.

40:08

You're welcome and in the spirit of compliments because we talked about that, right, if you don't own a compliment, you're not owning your value, you're not owning your authority. So I will, I will embrace those compliments and maybe I'll take them tomorrow and I'll go a little deeper with them. So I appreciate that and that's really why I'm in this work. You are my WHY the professionals I work with, are really my why. So I'm glad you guys got a lot out of this.