

Lenox Powell: Hello, welcome to Outperform, the Acceleration Partners' podcast. As you may know from listening to past episodes, we cover a lot of ground on this podcast. Everything from performance marketing and entrepreneurship, to company culture, leadership, and remote work. The quote leading us into today's topic is 'The phrase working mother is redundant', a very germane statement from James Selman. I'm Lenox Powell, content marketing manager here at Acceleration Partners and your host on today's episode. With me is Sarah Johnson, AP's vice president of client services, esteemed leader and working mother. Welcome Sarah.

Sarah Johnson: Hi, Lenox. Thanks for having me. I'm really excited to be here today.

Lenox Powell: Our topic today was inspired by a really candid TED Talk style presentation you gave at our recent AP summit titled 'How I manage to manage it all or not. A real talk from a working parent'. You started off your presentation with a very strong statement and while you used more colorful language, you essentially said, "Look, it's hard. Being a working parent is far from an easy, uncomplicated endeavor." Share a bit about why you chose this topic for your AP Summit TED Talk.

Sarah Johnson: So ever since I became a mom, which was just a little over three years ago, I've talked to so many people at both at Acceleration Partners and just sort of in general in life who are working parents, and everyone who I talked to is really challenged by this. And it was sort of interesting I think after ... I don't know, a year or so, or maybe it was when I had my second child, which is when you start to feel like you're kind of old hat at this. But I started to realize that everyone who I talked to about this was really feeling like they were kind of falling down and not meeting their goals I guess as a working parent. And especially with overachievers are high achievers I should say, a lot of people aren't used to not having full control of their world and being able to check everything off of their to do list whether it's literally or figuratively. But when you have kids and when you are a working mom or a working parent, it's just not possible anymore.

Kids don't really care about to do lists and all of that kind of thing. I guess I wanted to normalize this because I felt like everyone who I talked to seemed to think whether they said it or I was just picking up on it, almost everybody seemed to feel like they were the exception I guess. And then everyone else was kind of managing this and that they were almost alone in their struggle. And so again, I wanted to normalize it and kind of open the conversation that this is not easy for any of us, no matter

what your circumstances are. It's hard and then obviously also to start to discuss some strategies that I've figured out along the way, and I'm definitely a believer, everyone's got to figure it out for themselves. But I wanted to start to kind of bring up some things I figured out and kind of how I've managed this and sort of gotten to a point where I feel like I'm my best self all around as a mom, as an employee, as a working mom. And kind of getting to the point where now I enjoy the chaos more than feel overwhelmed by it.

Lenox Powell: I think you bring up a really interesting point because I think women especially feel even if they don't have kids, but there's a lot on their plate. And they kind of feel like they can't talk candidly about it because they'll be accused of not having good time management or not managing their life well or it's almost like they're, um, they're kind of talked down to or they're kind of patronized.

Sarah Johnson: Yeah, I think and ... Right. I think that it's not fully normalized to me is what it comes down to. And you're right, I think everyone has an opinion and here in our world today ... And I know we'll probably talk a little bit about social media 'cause I feel pretty strongly about how that can kind of impact all of this. But I think that there's a lot of false perception that it is possible to "Have it all.", which is the phrase that probably drives me the most crazy. But having it all doesn't mean that everything is perfect, I guess is what I want to say. And I think that there is a little bit of a misperception that's kinda painted in the media, whether it's looking at the cover of a magazine or an Instagram influencer or wherever it is that you can, "Have it all.", and it's all perfect all the time. And that's just ... It's so far from the reality.

Lenox Powell: You actually brought that up in your talk about the role social media plays in not helping-

Sarah Johnson: Yeah.

Lenox Powell: The plight of working parents. Talk a bit about that.

Sarah Johnson: Yeah, sure. So I think it's interesting, right? And I'm as guilty of it as anyone else. I post ... When they post on Instagram or Facebook ... I'm not fully up on Snapchat or whatever is next. But the ones that I post on, I post the pictures of these wonderful family moments and my kid's doing adorable things. It's kind of like the top ... I don't know, it's probably not even 5%, it's probably 2% . The most beautiful 2%, of our lives. Most of us don't post about the reality, which is the 95 or 98% of the time, which is chaos at least for me with the two toddlers. It's pretty chaotic and especially when you are a working parent and especially when you have younger kids because of just the time

requirements and lifestyle requirements. The way that a majority of us interact with our friends that our fellow parents and colleagues even personally is online.

And so I think it can be really easy when you are in your home, in your bubble, you're not out there having play dates every day with your friends and watching ... Their three year old is totally out of control the same way yours is sometimes and all you see is that social media layer and everybody posting their most beautiful two to 5%. It can really start to feel like that's what's normal and real, versus the chaotic 95%, which I think is what's actually normal. But the more that we start to have most of our interaction happening online, the more that we are at risk that we think that what we see online is reality and it's really not. But it can be really hard to remember that in the moment when you're scrolling your Instagram feed and you see your old friend from high school with her beautiful picture of her kids frolicking. Or much less influencers who it's the same situation but amplified because they're also Photoshopping and they've got free product placement and all of that kind of thing. So I think just in general, it's about the perception of what is normal and real, versus what the reality is and how that can get so distorted when all you see is what's on social media.

Lenox Powell: One of the things I'm loving right now is that you hear your kids ... I hear your kids and your background and that's reality. Right? You ...

Sarah Johnson: That is reality especially when we are on our second snow day. And so nobody has left the house-

Lenox Powell: Oh, no.

Sarah Johnson: In over 48 hours and I live in an apartment in New York City. That's a ... Sometimes that ... Exactly. That's the reality. It is not staged. It's real life.

Lenox Powell: You shared the five things that work for you in terms of managing your personal and professional life as a working parent. Walk us through what those are.

Sarah Johnson: Sure. So the first is to pick three every day. And you know what I mean by that ... And it's funny, this is a concept that I had been sort of practicing for a while, but I didn't have a great sort of framework to put it in. And I heard Randy Zuckerberg speak I guess a few months ago, and this was her framework. And first, I also want to make the point that this was coming from Randy Zuckerberg who has whatever millions of dollars and I'm sure lots of help and support.

Lenox Powell: Right.

Sarah Johnson: And she was still talking to you about this struggle, right?

Lenox Powell: Yeah.

Sarah Johnson: And ... But the concept is time is finite. That is a limited resource for all of us and that's our starting point and especially when you have children, they just naturally will take some chunk of your time and you don't have a choice about that. But the pick three everyday concept is basically that your time can kind of go into five buckets, fitness, family, sleep, work and friends. And you can't successfully and adequately get do all of those things really well every day. So you can't have a day where you are spot on in your fitness, you got all your workouts in, eat everything you want. Family, you spend that quality family time, sleep, you get enough sleep. Work, you put in a full work day and friends, you see and have some time with friends. It's just not possible to do all five of those things at once.

And so the idea is that you kind of picked three every day and you pick three that you want to do well that day and then you're okay letting the other slide, which I think is the most important thing. It's kind of giving yourself permission that you can't do it all and so you focus on what you want to focus on for that day, and then allow yourself kind of a pass on the other two. And one other just interesting comment I thought after I gave this presentation and kind of presented this idea, is that I was talking to another colleague at AP whose children are much older in their late teens and early twenties. And she said to me, "I agree you pick each ... three every day. There is also kind of a stage of life element there too." And she said ... We were laughing. I was saying that usually the one that I don't pick as friends, it's just hard for me to prioritize that. And she said, "I think that's kind of a stage of life thing." She said, "That's how all my friends were when we had very young kids. We didn't see each other that much." And then as your stage of life evolves where which ones of those five things that you pick are probably going to skew a little bit in more of a macro way too, depending on where you are in your life.

Lenox Powell: Yeah, that's a good point.

Sarah Johnson: So that's the first and then the second, which is related to the first is to consider what I think of as a bank account. And basically what I mean is that in each of those buckets of time ... Again, fitness, family, sleep, work, friends, you kind of have a bank account of each of them and you can fill it up, you can spend lots of time kind of investing in one of them, and time is always going to deplete that bank account. But the concept is

and what's been really important for me is you can kind of overinvest or overfill one of those buckets when you have the opportunity, and then time will deplete it more slowly.

So to kind of illustrate this and one thing I do all the time is around fitness. And so for me, fitness is hard. I've gotten a lot better, but it's hard to prioritize and kind of make that one of my top three every day in sort of my regular work life. So when I travel for work, which I do quite a bit, when I travel, family is not gonna be one of my buckets. Right? It's just not possible 'cause I'm away from my family. So I pretty much always overinvest in fitness when I'm traveling, I work out every day. I try to even sometimes workout in the morning and a little at night. So I overinvest there, so that then when I'm home and I want to make sure family is a dominant one of my top three, but I still have to work and sleep or see my friends and sleep or whatever. I've over invested in fitness so I can more easily take a couple days off there when I get home without feeling like, "I haven't worked out or eating well in weeks."

The third one of kind of my personal strategies here is to ... I say check one thing off every day. And basically what this means and to me this is more about mental kind of decluttering a than anything else, but I think that's actually very important. And this concept is we all have a million things on our to do list and this isn't just parents by the way, but I think it can be amplified when you're a parent. But we've got all these things on our to do list or kind of nagging items that are bugging us. So it might be a door that squeaks every time that you open it or I have a painting in my hall ... Actually, I should make this one of my things this week. I have a painting that's been sitting in my hall for months and I just haven't figured out exactly where I want to put it on the wall and put it up there. Every time that I walked by that painting, I look at it and I scold myself and think, "I really need to put that painting on the wall.", and it kind of drives me a little bit crazy everyday that I see it.

So the idea about checking one thing off every day is just do one of those things. Most of them take less than 10 minutes, some of them take five minutes. It might be cleaning that shelf in your refrigerator where something has spilled and again, you open it every day and it bugs you. Commit to doing one of those things every day and I think over time, it really adds up to kind of a less cluttered mind, which is really valuable, especially when you don't have that much time and you kind of wanna be really efficient with everything you do.

Lenox Powell: And it feels so much less overwhelming.

Sarah Johnson: Totally. And it's funny, before ... For me anyway, the way I used to do it before I had kids I could on a weekend to just ... I might wake up one morning and feel super motivated and go through my house and do 25 of those things in a day and clean my whole house and then I could sit on the couch starting at five because I'm exhausted. And that kind of a method was really satisfying, but it's not really an option for me anymore. So it feels much better and much less overwhelming to your point, to kind of just check them off slowly as I go. The next one which maybe it should be the first one, I don't know, but it's super, super important is to give up on the guilt. And I do think this one is probably worse from the people who I've talked to, it's probably worse for moms, but I think it's true for any parent. And there is just ... Everyone has an opinion. Once ... As soon as you are even expecting a child, you learn that everyone's got an opinion about everything.

Should the kids sleep in your bed or in their crib or do they were disposable diapers or cloth diapers? How much screen time should they ... It just goes on and on and on, and it can be really easy to start to feel guilty no matter what choices you make, because no matter what choices you make as a parent, somebody is going to disagree with them. And if you do enough googling or reading mommy blogs or talking to judgmental people in your life or whatever it is, it can be really easy to start to feel guilty about whatever your choices are and start to think, "Am I screwing up my kid by feeding them formula starting at six months?", or whatever it is. And I think it's really important to figure out what works for you and for your family and whatever that is, the fact that it works for you and your family is what's most important. And you kind of have to get comfortable with that and you do you and don't feel bad about it.

So one of my examples is TV and I was always finding ... So my usual schedule is I work until five, I have a nanny who's at home, that you're hearing taking care of my screaming kids today. And she leaves at five and I go downstairs and I work up in my room all day and the kids don't really see me or bug me and I go downstairs and they see me and they get so over excited. And it's really cute for like a minute and then it's really not cute and it's really ... they get really wild usually from about five to six. And I started to turn on TV because they were so wild, but if I would turn on TV, then they would just sit and chill out and calm down a little bit while I'm making dinner and kind of preparing for our night. And this is something at first when I started doing it, I did it really for my sanity and I felt totally guilty and terrible about it.

Like my kid's two, I'm sure I can look up many things online that will tell me that giving them an hour of TV at age two is not a

great idea and kinda over screen time them or whatever. And I felt really guilty about it for awhile, but then I sort of realized, you know what? Like this works for us and the alternative is okay, I don't turn on the TV. I spend that time chasing my kids around, trying to calm them down while I'm trying to make dinner and get ready for the night. We all end up frazzled, dinner is off track, our timing for trying to get kids in bed is off track. And the alternative I guess for me to the hour of TV that some people would say is toxic, the alternative I think it's actually more toxic to me and my family because of sort of where it would leave us all emotionally at that time of day. And so like that's an example of something where I sort of realized, you know what? Yeah, maybe there are people who disagree with this and can tell me how terrible it is, but it really works for me and for us, and I don't really think it's so terrible-

Lenox Powell: Yeah. [crosstalk 00:18:11].

Sarah Johnson: So I'm just gonna give up on the guilt and go ahead and do it 'cause it works-

Lenox Powell: That is very true.

Sarah Johnson: And I think we all have things like that. So ... And then my last one, which for me I sort of need to do the previous four in order to kind of get to my fifth, is to really be present. And I think again, this is something that not only working parents struggle with everyone struggles with and the idea though is again, thinking about those three buckets that I started ... or those five buckets that we started with, fitness families, sleep, work, and friends. Whichever one you're working on at that moment or engaged in, be there, be all in. So don't ... When you're working out and I've been guilty of this and obviously no one's perfect. I still struggle with all of these things. If I'm working out, sometimes I'm still tempted to have my phone in the little caddy on my exercise bike. And then all that's going to happen is some alert that doesn't really matter from work or whatever is going to come in, but I'm going to look at it and I'm going to get distracted from whatever I'm ... from my workout. Obviously the same when you're spending time with your family. It's not time to be also trying to juggle work. If you do that, you're not going to do either of them effectively.

Lenox Powell: You are what I'd consider a high performer here at AP.

Sarah Johnson: Thank you.

Lenox Powell: Share a bit about how these five tips have also helped you outperform in your career.



Sarah Johnson: Sure. So for me, I think it's been about finding my balance and again, kind of going back to what I was talking about, being present. I have had to both in terms of managing my time efficiently but also kind of mentally decluttering so that I can be all in on whatever I'm doing. I've had to kind of figure all of the above things out in order to get there and what that's meant at work is it's allowed me to get to the place where I can focus most efficiently and effectively, and to really, I think get a lot accomplished in a pretty short period of time. I have a job where I probably ... I could certainly fill 60 hours a week with work if I wanted to or have the option to ... Not that I would want to even if I had the option, but I don't have that choice at this stage of my life. I only have so many hours in the day and I have to be really efficient and really productive in order to outperform as you would say. And so I couldn't ... I just couldn't do that if I wasn't able to be fully present professionally. And so kind of doing all of the things I just talked about has allowed me to prioritize my time and kind of declutter mentally, which has really facilitated all of that.

Lenox Powell: What I find fascinating as well as these five elements, these five tips that you've talked about apply to so much of our core values here at AP as well. Like you talk about picking three every day, we have something called commit to three, like the three most important things that you want to accomplish that day. I think so many of the things that you talk about of how you do work to manage it and manage your life and have that work life integration, apply so much to people who might not even be parents yet or just are trying to be successful in their life in general. And I ... 'Cause that's one of the first things you did before your presentation. You said, "Everybody here in the room at AP summit, raise your hand if you're a parent." And I was not one to raise my hand because I'm not a parent, but I found every single thing that you talked about applicable to both my role and my personal life.

Sarah Johnson: Yeah. It's interesting because I think at AP and in this is chicken and egg, right? It's our culture and the people who are attracted to it, but so many of us have and are encouraged and I think as a culture we really want to encourage people to have outside interests and time commitments and things that we are passionate about. So whether that's family, which by default we're ... is a time commitment and we're passionate about. So whether it's kids, whether it's other family, whether it's athletics or whatever it is that each of us is involved in, I do ... I think you're totally right. A lot of the folks who work really well in our culture and in a culture that is really outcome based versus sort of input based and a culture that encourages balance. All of these things are really applicable because really what it's about is balancing time in order to get the most out of every individual



day, and ultimately out of life in general. Right? It's kind of like life is short, how can you be all in on as many things that you're passionate about as possible. And that's what this all feeds and you're absolutely right. It's not just about being a parent.

Lenox Powell: A lot of people got very excited when you shared your bonus tips. You had some really good bonus tips. Talk about what those were.

Sarah Johnson: Absolutely. So two of them involve at Amazon, which I'm not an affiliate of, although maybe I should be. But I do a lot through Amazon, especially again, I live in the city, so going to Costco and bringing big boxes of stuff back is just really challenging for me. So I do a lot of my ordering and my household stuff over Amazon. So the first is Amazon Subscribe and Save. So basically what this is, any household stuff and there's millions of things on their list that you just go through regularly and you always need to restock on. So whether it's paper towels or toilet paper, diapers, or crackers, shampoo and anything that's sort of a dry good that you need to replenish regularly, which we all have tons of those things that are life, you can subscribe to on Amazon. You set the exact frequency of what you want, when you want it and it just comes in and you save 15 to 20% depending on how much you're ordering just by having the subscription in place. Obviously guaranteed revenue for them, but it just kind of checks one thing off of the list. Nobody wants to have to deal with, "Oh my gosh. There's only one roll of toilet paper left and now it's 10:00 at night and I got to run it out to the store." So it solves for that.

The second, also Amazon related, which I absolutely love. Again, I don't have a ton of space where I live, is the Amazon give back box. And so with this is the ... Amazon has a partnership with Goodwill and anytime that you get an Amazon order, when you get the big box, you can fill that box back up with anything that you want to donate and tape it up, print out a free label from the Amazon site and they will send somebody from I think it's us postal to just come pick it up, take it to Goodwill and you're done. And you can actually get your tax deduction receipts as well if you fill out a little form online. So what I try to do and it's still a little aspirational right now, but I'm getting there, is every time I get an Amazon box that comes in, I try to send a box out with stuff that I want to donate. We ... Kids grow fast and I still have closets of stuff that I don't use. There's plenty to sort of prune and this is such an easy, easy way to do it.

And then the last one, which is especially applicable I think for us at AP where we're able to work remotely and flex in a sort of ... with a flexible work environment, but is to find ... It can be a lot of different things for a lot of different people, salon, a gym,

Whatever the ... those little things that you weren't to do for yourself, but it is challenging to find time to do, find one that has really good wifi and kind of make that your go to. And so I sort of used the example, I think when I presented that for me, I get, I get my hair highlighted and any woman who's listening to this who's getting her hair highlighted or colored, knows that it can take a really long time. So-

Lenox Powell: A ridiculous amount of time. I'm like, "Really? Do I need to be [crosstalk 00:26:24]?"

Sarah Johnson: Right. And you're sitting there thinking about all of the things you could be doing with that time.

Lenox Powell: Yep.

Sarah Johnson: And, yeah. So for me, the only way I will actually get my hair highlighted, which makes me feel much better about myself, which is also I think important. I don't ... Yeah, a whole separate topic, but I don't think a little vanity is a bad thing for any of us and ... But what I've done, I found a salon that has wifi where the stylists don't feel the need to talk to me the whole time and I block off my calendar. I usually do it a month or month and a half in advance. I'll block my calendar for literally four or five hours so that don't have any meetings or calls or appointments and I will just go to the salon and I will work from the salon with their strong Wifi. And that's kinda how I can get that done without sitting in the chair thinking of all the things that I have to do or without getting a babysitter because it's on the weekend. I can kind of work it into my work life and we have people who do that.

There's one woman on our team who I always will catch on an internal conference call calling in from the gym, because that's how she makes it to the gym is that she could just kind of go, and she can work from there and then hop on the treadmill for a half hour or whatever it is. So yeah, that, that one has been an important tip for me and kind of squeezing in some stuff that I otherwise probably wouldn't be able to make time for.

Lenox Powell: I forget about that one all the time because we have our company wide calls and we have them every week and it's usually on Zoom and I always feel guilty calling in. But there are plenty of calls that I'm like I can be out on a hike right now and as long as I have good reception, as long as I could listen and ... 'Cause if I don't need to say anything, I actually need to take that. That's going to be on my 2018 list is to do more of that.

Sarah Johnson: Good. I'll hold you accountable to that one.

Lenox Powell: Thank you.

Sarah Johnson: I'll check in [crosstalk 00:28:10].

Lenox Powell: I hope you do.

Sarah Johnson: But, no. It absolutely ... And we're really lucky at AP. Again, we kind of have that culture where that's okay and acceptable and if you are on a company call and we see that there's a beautiful mountain in the backdrop it, it's going to be, "Whoa, Lenox, where are you? That's amazing." Not, "Lenox, where are you?" We're lucky to have that and we should take advantage of it.

Lenox Powell: Yeah. Reflecting back a bit. What would you say is the mistake that you made as a working parent that you learned the most from?

Sarah Johnson: I think it was really at the beginning, which I would bet a lot of people probably make this mistake, which was sort of trying to do things and live my life "the old way". Really the way I'd always done things before, but just trying to sort of slot in managing my child at the same time and it certainly is a little different when you're dealing with a young baby versus a toddler versus a bigger kid. But in general, as we sort of talked about and alluded to, I think with kids, you lose a few hours of your day and in a wonderful way, and I don't want to sound ... anything different. But you want to spend an hour, a couple hours playing with your kids. You ... Yeah, you spend some time getting their food ready every day and then getting them to eat or trying to get them to go to bed. Right now that's an hour and a half, sort of driving me crazy every day. But the idea is you have this new time commitment and it's this wonderful thing, but it takes a lot of time. And it means that if you had full days before, you can't have the same kind of a full day and then just squeeze it and extra four hours. That's just not how it works.

So you kinda have to evolve and change and adapt and figure out sort of your new routine and your new way. One ... I think an example I was sort of thinking about around this is again with fitness, with going to the gym. So before I had kids, I used to workout at the gym. I always have hated working out at home, just not really my thing, but I would work out at the gym and what that meant is probably 20 to 30 minutes before I worked out, walking to the gym. I would get there early if I had a class and maybe I'd talk to somebody who's there, whatever, and then 20 or 30 minutes heading home afterward.

So it was call it an hour just as sort of travel time before and after I went to the gym, not to mention childcare, which is sort of

a whole other challenge. But even when ... I tried to go to the gym after I had my first kid. I tried to go in the mornings, which I'd always done before and I would wake up a little earlier and it would go and just that extra time, it don't have it anymore. So I couldn't ... It doesn't work for me anymore to go to the gym. I've had to learn and figure out how to work out at home and to enjoy that and make that work because realistically, if I'm actually gonna work out and prioritize fitness, that's the way it works in my life right now. And that'll change, I'm sure at some point and I think that's ... As my kids get older and I think that's another kind of piece of this, which is that with kids, your schedule, your needs, your time, all of these things are gonna change and evolve, both when you go from not being a parent to becoming a parent. And then as your kids go from being a baby, to a toddler, to a big kid and as they grow up, it's just sort of a constant flow of making adjustments as kind of needs and routines and things change.

And my biggest mistake initially was really not recognizing that and trying to kind of squeeze things in on my old patterns, which ultimately didn't really work and kind of led to everything only getting partially done. And again, kind of going back to where we started, the goal is to kind of be all in on whatever thing that you're doing at that moment, and for me, being flexible and adaptable is kind of a critical part of that. And I have to say I'm really sorry because this mic seems to be picking up my children from downstairs in a way that I have never experienced before.

Lenox Powell: It's actually pretty awesome, I must say. It's perfect-

Sarah Johnson: I'm hearing it as well and I'm not totally sure [crosstalk 00:32:37]-

Lenox Powell: It's like the ambient noise for this podcast. You talked about getting your kids to sleep and one of my favorite comedians-

Sarah Johnson: Oh, my goodness.

Lenox Powell: Is Jim Gaffigan and he talks about how it's like a hostage negotiation trying to get kids to sleep. Like the lights are out and it's like inmate [inaudible 00:32:57] clanging their tin cups on cell bars. Like "Why are you making me go to sleep?"

Sarah Johnson: Yeah, that's a ... I'm gonna have to watch that 'cause I think I need some ... I'm at a point where I need a little humor in that situation because yeah, that's about how it is. I will say I'm very impressed with the creativity with which my ... especially my older kid who's three and who's in a big boy bed so he can come out of his bed. But the creativity with which he comes up with

reasons that he needs to get out of bed or needs me to come back in the room and ... Yeah, it's ... You gotta to find the humor and that actually should be bonus tip number four, which is that you've gotta find the humor and all this stuff, otherwise you will absolutely and unequivocally go crazy.

Lenox Powell: Yeah. Well your AP summit TED Talk really resonated with a lot of AP employees and as we talked about, not just those who are parents, and I'm sure it'll do the same with our Outperform listeners. So thank you so much for taking the time to share those insights and those perspectives.

Sarah Johnson: Thank you very much for having me. I think this has been really fun. It's something I'm really passionate about and again, I hope that we'll all just start to normalize some of this stuff. And again, I'll use the kids screaming in the background as a good example of that, but it's certainly not how I would prefer to run it podcast. But hey, that's a real life and that's normal.

Lenox Powell: Yeah, it's real life. Well to our listeners, we will include links to some of the resources that Sarah mentioned and hopefully you'll find them as helpful as Sarah has and as we all have, who've implemented them in our personal lives. And speaking of helpful, if you enjoyed this episode or just our Outperform podcast in general, we'd love it if you'd take a few seconds to rate it on iTunes and better yet, give us a review. We really, really value your feedback. So with that, thanks for listening and until next time, keep outperforming.