

[music]

Kristina: Our next talk is given by one of my dear friends, actually a former Brain Traffic employee and the author of *The Content Strategy Toolkit*. Her name is Meghan Casey. She is now a consultant with her company, Do Better Content. Her session is extremely apropos for the content strategy community. It is called Tough Talks and How to Have Them. Taken away, Meghan.

Meghan Casey: I've been doing communications, marketing, content strategy for 20 years or so and I've had a lot of tough talks during that time. Not all of them have gone so well. When I was putting together this talk, I started thinking about the ones that did and what could have contributed to them turning out the way I had hoped. Those patterns, what I discovered, and reflected on are what we're going to talk about today. Let's get into it.

Some tough talks are proactive. Like this example, "That Microsoft you made before we had a strategy's going away." Sad trombone. "We're adding some stuff to your job description." "What?" "You can't do that thing you used to be able to do on the website." Some tough talks are reactive. Things like, "That thing you spent a lot of money on that I told you not to do isn't really performing." "That video you posted is offensive or inappropriate." "We're not putting that thing you produced without even talking to us on the website."

The thing about tough talks is that they're almost always hard, but they don't have to be horrible. What we're going to do right now is we're just going to take a second, think about maybe our last tough talk. Maybe it didn't go so well and we're just going to let that go. Let's just take a deep breath together. [deep breath] Okay, ready? The Daisy framework. This is the framework that I put together based on my kind of reflecting on the tough talks that have gone well in my life. In my work life, although personal life, could apply to that too. There's five aspects to it.

Daisy, which is a flower on this very bright slide, because I tried to do bright slides for this talk so that we could all be cheered up a little bit. Daisy is also the name of my dog that died a couple of years ago. She was a good dog. All right. Define. That's where we're thinking about what's the situation? What's happening? Why does it matter? Anticipate. We're thinking about the user or the person that we're going to be talking to during our tough talk. Introspect. We're going to look inward at ourselves to make sure that we're coming into the conversation in the right frame of mind. Speak. We're going to plan for and have the talk and yield, what's going to happen after the talk?

Let's jump into the first one. Define. Again, what's going on and why does it matter? The tool I'm recommending or offering for you to work through that define phase of the daisy framework is the iceberg model. It's a model that helps us look at the surface level event or issue or concern, first and foremost. Then underneath that or below the surface of the water, the substance that makes up sort of why that event likely happened?

What are some of the patterns? What are the structures that are in place? What are the mental models? The iceberg model can help us think about the situation from

both a micro and a macro level. It could also help us solve for how do we make sure this doesn't happen again? Or, how do we make this change we're proposing successful and effective? There are some questions that we could ask ourselves to help document or think about the situation. I'm going to go through these one by one, so you'll get a bigger picture of the questions there.

The first question or the what happened piece is, first questions, what's going on? Who was involved or affected? Why does that matter? Why does any of this matter? Below that, now we're getting below the surface. Why are we doing this thing that we're proposing or why did the bad thing that happened happen? Then we get into the structures, how are we going to support this change or recommendation we're making? How are we going to address some of those obstacles that might get in our way? If it's something bad that happened that you're reacting to, what could have caused or prevented it? We're kind of understanding structurally why might this have happened.

Then finally, the mental models. What attitudes, behaviors or aspects of organizational culture are at play here? For example, if it's a situation where you know what? Everybody in our organization, they don't get what they want, they're just going to go straight to their VP. Their VP is going to give them permission and then they created this microsite without talking to us. Or, we really haven't done any good conversations and dialogues around equity in the workplace, for people of color, women, whatever. That's why people treat people the way they do and maybe would allow something offensive and inappropriate to slide by.

Some of these questions that I've mentioned here, some are proactive questions. More like the, why are we doing this thing we're going to do? How will we support it? What are the obstacles? Those are for things that are more proactive. Then there's questions that are more related to the reactive or the, why did this happen? What could have caused it or prevented it? That is the iceberg model and a great way to think through the situation at hand.

Next, we get into anticipate. The A in Daisy. Here we want to think about what's going on with the person or people we need to have a conversation with? This tool should look very familiar to a lot of you, it's an empathy map. It's a way to think through this situation from the perspective of the person we're going to be talking with. Kind of like we do with users of our content or our tools or our apps or our websites. We want to think about what is it that they're thinking at the time or might be thinking at the time of the conversation? Even what might they be thinking feeling, seeing, doing when they did the thing that they did if this is a reactive sort of thing.

I think a lot of times when we go into these conversations, we forget what kind of pressures the person we're talking to might be feeling. If we're saying, "We're taking away your rights to publish, your permissions to publish on the website," this person might be feeling, "Oh my God, my business partners are going to be so upset. Now I'm going to have to deal with them." We'll talk a little bit more about that example a little bit later. Trying to get into the mindset of our users in this, which are people you need to talk to an organization or client perhaps. What are they thinking, feeling, seeing and doing so that we can be cognizant and compassionate? Maybe a little tender about their situation?

The I in the daisy framework is introspect. What do I need to consider about how I might show up? This one, I think, is actually maybe the most important of the entire framework. Because I think a lot of us go into things with very good intentions we think, but then some things get in the way in the way that we show up, the way that we communicate, the way we treat other people.

Here, I'm doing the, what's in my hand check? I will say that whenever I look at the slide, I start thinking of the song *Zombie* by The Cranberries and I pop into song about it. Do you really remember that song? [singing] It's in my head, in my head, zombie, zombie, zombie-ie-ie. Okay, sorry. Got a little-- Okay, moving on. What are some of the questions we want to ask? How's my ego? Or phrases like, "I told you so." Or, "I can't believe they did something so stupid," or "Our stakeholders are never going to understand why we need to do this." Or phrases like that popping into your head. If they are, that is definitely going to affect the way you approach the conversation.

Another question is, am I more concerned about the impact on me than I am about what happened or the impact on the people I'm communicating with or even our audiences going forward? Am I more concerned about, oh, well, they did this thing and now I look bad? Or if they're resistant to this change, then I'm going to have a lot to deal with. Am I focusing centering too much of myself?

Also, thinking about if I were in their position, how might I react to the conversation or information? Similar to an empathy map, but really making it personal. If this was me, why might I have done the thing I did if that's the case? Or how might I react to this new information that affects the way that I do my job?

Then finally, really kind of interrogating and taking some accountability and responsibility for anything that you could have done that led to this happening. Did you tell somebody, "I don't have time to look at that right now, just publish it," and then it got published and it should not have been published? There's a part of that, that's on me. Or what can I do to help facilitate the change that's needed going forward? Now, we're ready to plan for and have that talk we're going to have, so breathe one more time.

I think we can all agree that meetings or pretty much everything go better when they're planned. This tool might look like something you've done before too for content or a project in some way. Doing a mini brief that can help guide our conversation and helps us incorporate what we came up with from the last three steps in the Daisy framework. We can start to incorporate what we documented in the define phase, what we thought about in the anticipate phase, or step or keys or an introspect pieces. It's a way to put this all together so that we're ready to have the conversation and we're competent in what we need to say and what we want to happen.

It might look a little like this when it's filled out. Again, I'm going to go through each one of these with bigger text. The purpose, state why you're having the meeting or the conversation. For example, we need to communicate that we're getting a new CMS, content management system, and permissions will be limited so most authors can no longer publish to the site without a review by the content team.

Next, we're thinking about what is my frame of mind and reference coming into this? For example, I'm really worried about the resistance from stakeholders and getting defensive or preachy about why we're doing this. Their mindset might be, and I used this example earlier, not being able to publish is going to make things take longer, and my business partners are going to be cranky at me, and I'm not excited about it.

Then we move into the key messages that can help address some of those considerations that the person you'll be talking to might be having as well. The first one is the overview or the why we're doing this. Making this change can help us create a more consistent experience for our key audiences, very important. You'll get another set of eyes on your content to make sure that there are no errors before you publish. Turning it back on, what is the value to you in this change, even though you're not excited about it.

Then finally, based on their concern, our team will be reaching out to leadership in each business area to communicate the change and set expectations, which I think it's a great thing to be able to tell people like that thing you're worried about, we're going to help you out with that.

Then we get into the desired outcome of the meeting. What I want to happen at the end of the meeting is that the stakeholder I need to talk to understands why we are making this change and how it will impact them. I'd add as a bonus, they understand why we're making this change, how it will impact them, and that they'll be almost even excited to carry the message forward and galvanize it among the people so that we have advocates throughout the organization. That would be great.

Then finally, is the agenda or the approach to the meeting. I call it an agenda, it can also just be like if you're going to do this on Slack or in an email, how am I going to formulate the communication and to have the conversation go? Here, we're providing an overview of what's going on. We're providing feedback if it was a reactive thing or an explanation. If it's something more proactive.

We're allowing for discussion. We want to make sure that the people that we're talking to have opportunity to say what they want to say, vent if needed, explain if needed. This is a situation, which can be hard for me sometimes because we just want to listen. We really want to listen and understand where they're coming from and understand what you can do and maybe where you have some responsibility. We want to summarize and document next steps so that we can make sure everybody knows what we all agreed to and give people an idea of what's to come.

Another tool for the speak portion is just a little framework to decide, should I do this meeting in person or should I do this meeting via email or IM? As you can see from a matrix, I love a good matrix or quadrant, most of these conversations should be done in person, which can mean a phone call, it can be in a Zoom meeting, it can be actually across from each other at a table. Someday, someday we'll be able to have it. We're going to be so excited to have meetings again, even if they're tough talks, it will be like "Oh my god, a human."

As you can see, most of the time, we should be talking in person, but there are some conversations where it might make sense just to do an email or an IM. Those are the

ones where the severity of what happened or the priority of what's going on isn't really all that high, and where we're not really expecting a huge behavior change from the people that we're talking to. It might be a little bit more of an FYI but it's an FYI that could have some negative feelings attached to it. The higher the severity or priority and the higher the level of behavior change or resistance, I definitely want to do in person. Then there's some stuff that is totally fine to do through messages.

Let's take a look at this real quick. We are going to just walk through these scenarios and I'm going to tell you where I put each one and you can think for a second about where you might. The first one, "We're pausing the blog for a few months to evaluate the return on investment." I put that one down on, we might have some a little bit of resistance, but it's not necessarily terribly severe or maybe even not that big of a priority for the organization. We're just telling people we're doing this, people might be a little bit upset so we want to make sure we can have that conversation.

The second one, which I just told you where I put it, "We're changing permissions in the CMS so that all content has to be reviewed by the web team before publishing."¹ This is the one we went through before. This one is probably going to require a fair amount of behavior change or encounter a fair amount of resistance and it's a big priority for the organization to get a handle on who gets to publish and make sure that we're making the content is quality and on strategy as possible. Definitely, I want to have that one in person.

Or what about, "We needed to stop using corny clipart on your pages", that one can be an email or a Slack conversation. Not so much in need a behavior change, just basically like "No more clipart. Here's our asset library, use something from here." We can just do an IM or an email and take it from there. Then finally, "This redesign is the biggest priority right now so your team is going to need to shift its focus."

I put that one up in high priority, obviously, because it's a huge priority. Less on behavior change only because it is a shift in behavior, but it's not like they're going to be doing different things or having to change what the way that they do things, they're just going to be applying what they do to a different priority or project. That's what I would have done with these.

All right. Then we get into yield, the final one, which is where we're paving the path forward. Yield in this situation or in this context has a few meanings. One is, is there anything for me to concede or accept responsibility for? What might I yield? A second one is, what was the outcome of the conversation, or what did we agreed to? What did the conversation yield? Then finally, and similarly, do I need to produce something and writing to summarize the conversation and next steps to document or prosperity? That's also the yield of the conversation. Yes, usually, I think you do need to create something like that, there might be some exceptions.

What I've provided for you here are some sentence starters that can help you formulate the conversation summary, even if you don't need to produce one in writing. I'll just read through those sentences real quickly. One is, we discussed. We're summarizing what we discussed and why that information is helpful and important and why people need to care about that. The second is, I acknowledge that. Here is where we really want to make sure people understand that we hear

them, we acknowledge maybe what we could have done differently and what we need to do differently in order to make the change we want to change.

Similarly, we understand that. I understand that this is going to be really frustrating for your stakeholders and that you're going to bear the brunt of a lot of those complaints. Based on our discussion, it might make sense to. Here, we start to brainstorm or think about some things that we might try to do to ease the situation or to address what's happened. I commit to, making a commitment to the things that you can control and influence that you can do or either what you're reacting to, or what you're recommending or proposing for the future and then you said that you would do these things.

One thing I recommend is having the sentence starters, maybe next to you as you're having your conversation and you can actually just start jotting down some of the notes related to each of these things as you go, and then we'll be able to use that to write your summary later.

I am not suggesting that you format your summary in this way like we discussed, blah, blah, blah. I acknowledge that blah, blah, blah. I'm not suggesting that you do that but I am suggesting that you use it as an input source content if you will to creating your summary. I'm sure everybody listening is brilliant at creating great music summaries or summarizing meetings and next steps and those kinds of things on the fly because as content strategists, that is what we do.

All right next. Here, I made you something. I'm hoping that this worksheet that I put together for you will be a really helpful way for you to do the framework in practice. I definitely recommend if we weren't doing this talk live, I would have you practice while we were here. Recommend printing this out and just thinking through a situation in which you had to have a tough talk or one that's coming up and use this model.

I'm not saying that you actually need to answer every single question in detail. It's more of a way to think through things you don't even necessarily have to write on this thing. It's just more of a framework to help you think through what you need to do and plan for a really productive conversation. You can get this on the interwebs@www.dobettercontent.com/daisy-framework. Go ahead and get you a copy. There's also a link to the slide deck on there if you'd like that.

Finally, what I would like you to remember before, during, after all of these conversations, just take a second to breathe and smell the flowers. Thank you so much. I'm excited to take some questions.

Kristina: That Meghan Casey, I'll tell you what, let's have her. Let's just bring her, bring her to me. Meghan? There she is.

Meghan: Yes. I'm here [crosstalk]

Kristina: Hi Meghan.

Meghan: Hi Kristina.

Kristina: I truly wish you're going to have to go back and read Slack. People's brains are melting out of their ears. You have done the greater content strategy community a tremendous service today with your talk. Where are you right now Meghan?

Meghan: I'm at the Brain Traffic office. I'm so excited to be here. [inaudible 00:22:52]

Kristina: You're at the Brain Traffic office?

Meghan: No I don't work here but I work here.

Kristina: You do, you work here. That's how many times have you left Brain Traffic Meghan? Twice.

Meghan: Is it three?

Kristina: Twice, and you keep coming back. It's like the godfather that keep bringing me, I keep dragging you back in. [unintelligible 00:23:08]

Meghan: Yes I'm an auxiliary Brain Trafficker.

Kristina: You really are. You've got your own set of keys, who are we kidding. Meghan there are so many questions. I'm just going to jump right in, is that okay with you?

Meghan: Okay.

Kristina: I'm going to pick that pick the very hardest one, the very hardest one. I won't really, that's fine. I actually want to kick right in with this one. This is from Bridget Laro. Do you have any advice for folks who suffer from anxiety? Having difficult conversations can feel extremely overwhelming. How do you manage the unpleasant feelings that can accompany these tough conversations?

Meghan: That is a great question and I also suffer from anxiety sometimes having to have these tough conversations. For me, I think when I really started thinking about this, it is the planning piece that goes into it. So that and really thinking about anticipating how people might react and having your backup information handy. If you're saying you're not going to publish to the CMS anymore and someone says, well my boss is not going to be okay with that. Then having what is the response to that? Anticipating as many possible reactions as you can and having a plan to address them so that you don't feel like you're on the spot or backed into a corner.

Kristina: You know that's so smart. I think that some tough conversations that I've had, like okay, I've got to talk to this person about X. Okay we're going to go in, we're going to have a conversation about X, and like all you are really thinking about is the topic. If you just have that topic hanging over you, then that can really raise up your anxiety. If you're only worried about that person's reaction versus having those principles that you're grounded in with regard to what the outcome needs to be.

Meghan: Yes, and just thinking of the [inaudible 00:24:59] [crosstalk] We've probably had some cutbacks. I was just going to say we don't doing that empathy

map so that you're thinking of the other person or people as humans just like you can be helpful. One of the things I've said in other talks, and this is a little bit of an ableist statement so I'll apologize for this, that right away, but no one is stupid on purpose for the most part. People are doing the best they can at all times and then not at all times. For the most part, we're all just trying to do the right thing or what we think is the right thing and serving whoever it is that we're trying to get results for. If we just remember that, I think that can help as well.

Kristina: Yes for sure. I think I like to say it's important that we try to move through the world holding each other in warm regard and even entering into this conversation if someone has been shaming to you or threatening or you're worried about them undermining you or whatever. I think again just remembering that this person has their own stuff. I mean there is the thing about setting boundaries with employees, which is what Colleen talked about but yes I appreciate the idea of being able to move into these difficult conversations with a spirit of generosity. I think that that's really wise. You're so wise Meghan, are you the the Dalai Lama? Are you actually the Dalai Lama?

Meghan: No.

Kristina: No, okay. All right here is from oh this is from Lauren Sidel, sorry if I got that wrong Lauren Sidel. What if you find yourself needing to have the same tough talk multiple times?

Meghan: Yes that definitely happens. I think when that's happening regularly, there probably is something you need to concede that maybe you haven't done a good enough job communicating something or providing the right guidelines and tools and templates for people. In that case, I would really think about what can I do or what haven't I done that can prepare people to do better work and empower them to do better work.

Again, you're probably going to get really good at that talk. Then you'll have to just sort of refresh your memory but then also really think about what is the iceberg model, what are the systems and structures and mental models that are happening beneath the surface and figure out that's probably where you need to start focusing more than you currently are.

Kristina: Excellent what about people that are just not going to move? What if it's just a difficult conversation and people are just not going to budge?

Meghan: Yes, I was thinking about that actually yesterday when we were talking about the status quo thinking or this, what was it, the status quo, I can't remember exactly what it was. Cognition or cognitive and that happens so much and for all of us, I'm sure where it's just like people are just like we've always done it this way or we're worried about the, I having a situation right now where folks are just too worried about a squeaky stakeholder to really get beyond this is how we do it today. I think that it's yes, just important again to just keep grounding yourself in those practices.

Then sometimes, a couple of things, one is sometimes have you done what you can and we just need to move on. It depends in some ways at what power or influence

File name: Tough talks and how to have them.mp4

you have in this situation. If you are the one with most of the power and influence, then you can probably figure out ways to push things through without stepping on toes. If you're not, you might just have to say you know what, I did the best I could. This is where it stays and what can I do to mitigate any effects of not moving and just focus there, focus on what you can.

Kristina: Yes, I think something that I have found helpful when the difficult conversation happens over and over and you finally realize that this is not, you're not going to be able to move through and you're going to have to go around, is to actually articulate and document the assumptions and the risks that go along with okay, if we continue down this path and this is I hear and I respect that this is how it's going to be, I just want it to be clear that these are some of the potential outcomes and the risks that we're dealing with and those are going to need to be mitigated as well. Sometimes that's just simply not within our purview to be able to manage.

Meghan: Yes, and I think you're right about documenting it.

Kristina: Yes okay. Let's see. Here's a good one from Aaron Lillian Krantz. That is a great last name, Ms. Aaron. Varying personalities and the way the way we process information makes a big difference in these conversations. Have you implemented personality tests in your work? How might you integrate results into this like Myers-Briggs, DISC et cetera?

Meghan: I know we did that at Brain Traffic several years ago. I can't remember the name of that one, but I know that Angie King, is Angie King at Confab? She was the only one at Brain Traffic who had the personality trait of woo. I still remember that.

Kristina: [laughs] That's StrengthsFinder I think, right?

Meghan: Yes. I think it was StrengthsFinder. I think that those things are helpful in the way in which horoscopes and your sign can be helpful. I think anything like that, that just gives you a little bit more insight is great to think about. I don't necessarily think that you have to spend a ton of time on that, but I do think if you've done that kind of work to think about those things as part of your conversation planning, empathy mapping is really important.

The one thing that I always caution about some of that stuff is you don't want to necessarily pigeonhole anybody either. Use it as a reference and don't allow it. I've seen people allow like, "Oh, well, that's a Virgo thing." If somebody is doing something, some sort of bad behavior and just talking it up so that's a Virgo. I think, Virgo-- I don't know much about astrology, so I would just use that as an example.

I think we need to be careful about still making sure that we are taking personal accountability despite what our traits may say, and that the other person also is, so not letting that like let people off the hook for bad behavior.

Kristina: Of course, of course. I really think that the founders of Myers-Briggs and DISC would be thrilled to hear you compare that to a horoscope.

Meghan: I'm sure they would just love it.

[laughter]

Kristina: I'm a part of a small business owners group through the Bureau of digital, which if you are a business owner or a project manager or a design director, check out Bureauofdigital.com for extraordinary programming and Slack groups, and it's really great. Interestingly, a lot of those owners use and incorporate those tests as less of like a personality test and more of like a, how do I work?

How do I collaborate with people? What is scary for me? What is going to help me do better work? We actually at Brain Traffic did the DISC profiles, and it was funny because when I put them all on the main server, people were like, "Oh, I don't want people reading about that," but it's actually really very helpful or can be [crosstalk] into those conversations.

Meghan: [crosstalk] the point.

Kristina: Yes, exactly, exactly. That was a great question. Thank you. Oh, this is another good one from Jill Farley. Any advice for those of us who always take the blame on ourselves first?

Meghan: Should we start a channel for that?

[laughter]

That is definitely something I will often do. Just sort of like, it's all my fault, taking the blame. I think again, going through that planning and figuring out, I've done some of this work in my personal life too like figure out what is mine to own and what is not, and take it from there. Acknowledging these are the things that I could have done differently or better or can do in the future, and these are the things that are not within my power or agency and thinking about kind of ways to provide feedback in that case for what wasn't.

It's really easy to feel like you're getting defensive or other people perceiving defensiveness, so you have to practice it, like, "Yes, I own that this happened and," kind of that. "These other things are also at play that I don't have responsibility or power over."

Kristina: That's just good advice in life. I do want to say-- and this is something that we've talked about. I don't know how many times, for some reason, content, in particular, is an extraordinarily emotional, political, difficult kind of triggering thing to have tough talks about. I have thought about this so much over the years, and I think that people feel it's similar to being in a relationship where you're like, "I need to be heard or I need to be seen." I think that a lot of people think about content that way, especially on a website, right?

Meghan:: Yes.

Kristina: Like I need to be able to see myself or see my work publicly and so conversations around like, we need to change it. It needs to go. Even when we're not talking about roles and responsibilities or activities or decisions at the governance

level, just talking about the actual asset of content itself can be an incredibly difficult thing to navigate. Again, so useful, this conversation.

Meghan: Yes, it is. It really is. People are so attached in some ways to the content.

Kristina: For sure.

Meghan: It's like to kill your darlings. Our content for some of us is our darlings, for some of us stakeholders and business partners.

Kristina: For sure. I think too people are-- something I hear all the time is, but what if somebody is looking for this? What if somebody is looking for this and we don't have it here? That's a tough conversation to have because you just have to say no and nobody cares. No, I don't recommend- [crosstalk]

Meghan: Then you bring data. You bring in data about search and things like that and say, "I know you think they are and you want them to look for it, but they're not. I'm sorry."

Kristina: Well, Meghan, then why don't we put it on the homepage? Maybe they just don't know where it is. [crosstalk]

Meghan: That's right. Or another really great thing is an index of FAQs, a really great experience.

Kristina: Hey. All right. You know what? We're going to throw down about FAQs later. I would just like to say there are fantastic FAQs located on the Confab event site. Talk about that one. Hey, final question for you from Britney Wilkie. How to navigate tough talks when the person you're talking to outranks you by a lot?

I'm still pretty junior compared to a lot of my stakeholders and I've been in situations where a director or executive will talk me into something that I know won't work, and then it doesn't. At what point is it appropriate to say, I told you so? Don't say that.

Meghan: Right. That is a really great question. Again with that, it's really again, looking at the below the surface stuff, it's the mental models and the structure and the patterns. If we step it back a little bit, part of what needs to happen is more setting up some of your governance structure and somebody above you who needs to anoint you with the power to have those conversations.

Those conversations are never really going to go the way you need them to if you don't have any autonomy and aren't empowered to tell the CMO or whomever it is that we're not going to do this. One, you can have the conversation as best you can and explain the rationale and think about where they're coming from and all of those things, but it likely is not going to go the way you want it to go unless you've addressed some of the structural stuff underneath the surface so that you get to say no, and you get to say not, I told you so, but maybe prevent it from happening to begin with.

Kristina: I also want to say, I know you and I have had this question so many times from folks over the years, and This is just reality. It's a difficult reality to face right

File name: Tough talks and how to have them.mp4

now in the crashing economy but sometimes it's just not going to change. Again, no matter how many tough talks you have, you're just not going to get the ear of the person who outranks you.

Again, it's like list the assumptions, list the risks. If it is a constant, no, no, no, no, no, that might not be the right environment for you to be able to try to make that change or to move ahead in smarter ways.

Meghan: Yes, that's definitely true.

Kristina: All right. Meghan, this is all the time we have.

Meghan: Kristina. Oh.

Kristina: Yes, Meghan.

Meghan: Well, it's been lovely. Thank you.

Kristina: You're a delight and I simply cannot wait-

Meghan: I know.

Kristina: -until we can sit very closely across the table from another and breathe heavily upon one another while having a drink and talking about the stupid pandemic in our [crosstalk].

Meghan: Not for everything, but breathing heavily.

Kristina: Come on Meghan. all right, that's fine.

Meghan: Bye, Kristina.

Kristina: Bye, Meghan.

[00:39:04] [END OF AUDIO]