

Disrupt Yourself Podcast

EPISODE 303: SETH GODIN

Hello there, and welcome back to the Disrupt Yourself podcast. I'm your host, Whitney Johnson, CEO of Disruption Advisors, where we help you grow your people to grow your organization because organizations don't disrupt, people do. And the fundamental unit of that disruption of that growth is the individual. It's you. This week, I'm excited to share a portion of one of my recent LinkedIn live sessions. If you follow me on LinkedIn, you know that I love having casual and fun conversations there with people that are inspiring. Today, that person is Seth Godin, marketer extraordinaire *New York Times* bestselling author many times over, his most famous books being *This is Marketing* and *Linchpin*. In this episode, we talked about one of his latest projects, *The Carbon Almanac*, as well as this idea of impostor syndrome. Of course, we'll also talk about marketing. Seth says If you help people become better versions of themselves, the ones they seek to be, you're a marketer. I guess that includes me and probably you as well. Enjoy.

Whitney Johnson: Welcome to Disrupt Yourself live on LinkedIn. I am Whitney Johnson. I am the CEO of Disruption Advisors, where we help you grow your people to grow your company. I'm also the host of the Disrupt Yourself podcast, and I am delighted today to welcome our special guest, Seth Godin. Let me tell you a little bit about him. He is a marketer extraordinaire, a *New York Times* bestselling author, many times over. Some of his most famous books are *This is Marketing* and *Linchpin*, which you can kind of see in the background behind his face. He is one of those. There you go. It's not even in the background anymore. He's one of those people that you just love his brain, and you will give him permission every single day of the week to market to you because, and which many of us do because, we read his daily blog. So, Seth, welcome.

Seth Godin: Thank you. Whitney, Thanks for the intro. Good to see you.

Whitney Johnson: Lots to cover. Seth, the very first thing I would love to ask you as you have a brand new course called *Creativity at Work*. Tell us at a high level what it's about. On LinkedIn, by the way, this very platform, people.

Seth Godin: I've done a few LinkedIn courses. I like working with Morty, and I think it's an interesting way to reach people. There's a lot going on in education right now, and there's a chance to actually do the interaction that causes

us to learn things. LinkedIn courses aren't necessarily that. They are more about how can we see in a cogent ad-free way the layout of what it would be like to go on this journey to get to the next place? So, about a year ago, I took the ideas from *The Practice* and turn them into a 40-minute rant about how we can think about learning. How we can think about innovating. How we can think about leaning into what we're doing and super proud of the response that the course has gotten.

Whitney Johnson: So, everyone who has not seen it, I've watched it. It is terrific, and I highly encourage you to watch it. So, one of the questions or the stories that you tell. Seth is very, very early in your career, the story at Spinnaker, and I'm not going to ask you to tell that story because I want people to watch the course. But I did find myself wondering, do you have a memory where you first discovered, Oh, I'm really good at this sort of marketing and persuading people to do things and to change. Any memory come to mind?

Seth Godin: Well, it's nice of you to say. I'm not good at marketing. I'm good at teaching. And what I have been able to do is change the definition of marketing to fit what I think marketing should be, which is teaching. And teaching requires, I think, two things. One, clarity of thought about what it is you're trying to teach. And two, the empathy to understand that the person you are teaching it to doesn't know what you know yet, that's why you're teaching it to them. And I was in a canoe in Algonquin Park, Canada, north of Toronto, where Tom Thompson used to paint. I remember teaching a young woman who was 12 years old some things that only ostensibly had to do with paddling a boat and a lot to do with being in the world. And I watched it land with her. I watched it have a transformative effect, and that's when I decided I was going to be a teacher for the rest of my life, not a teacher in this typical bureaucratic setting of following curriculum because I don't have the patience for that. But a teacher in the sense that if people can come to understand what it is you want to teach them, they will change their behavior.

Seth Godin: I think that's marketing. I don't think advertising and hype and hustle are important, and I don't think that they work anymore. So, fortunately for me, marketing and teaching are now the same thing. Basically, I think that teaching requires two things. One, you have to understand the thing that, the structure of it, the genre of it, the underlying systemic approach. And you have to have the empathy to realize that other people don't know it yet because if they did, you wouldn't need to teach it to them. So, don't show up in a room filled with people who don't speak English and prattle on about what you're sure is right because they won't understand a word you're saying. Don't go to people who have the water up to here and talk to them about the importance of doing something that isn't going to get them out of deep water. People have a noise in their heads. If we can go to them and help them find the confidence and the insight to move forward in a way that matches the way the world really works. That is what happens when teaching works, and it turns out that is the most effective form of marketing ever created.

Whitney Johnson: Is there an experience that you would describe as a crucible experience for Seth Godin that has made you a better human being that you would like to share?

Seth Godin: I want to highlight two things. The first one is just how many times I have failed. And I am super proud of those 800 rejections I got from the book business. Super proud of all those venture capitalists who turn me down. Super proud of all the blog posts that I've written that didn't resonate even though I was sure they were exactly what needed to be on the right day. That it's the failures that we learn from. We imitate ourselves to try to get the successes to happen again. And it rarely does. But it's the failures that help us gain the empathy to understand that this thing didn't work for those people. And then the other one was the realization, as I was growing up that I won the parent lottery, that I was born with an enormous amount of privilege, that there's a caste system in place that keeps other people from achieving what they can and deserve to achieve. And the humility and the empathy that comes from being able to realize that just because I can run up the stairs two at a time doesn't mean everybody else can. I think that that's largely missing from a lot of the discourse that's around us. And the best versions of me are versions of me that challenge and push people to get to where they know they want to go. But also acknowledge that it's never easy, and for some, it can't be done this way today. But there may be one day it can, and we need to figure out how to get better. We need to find better, and we need to have the patience and the persistence to get to better.

Whitney Johnson: I love the gratitude and the humility in that answer. And I also love what you said about you're proud of all the failures. That really landed with me, and I hope it did for the rest of you, who still we sometimes harbor a little bit of shame around things that don't work as opposed to, as Seth says, just be so proud. And there's one of your recent blog posts. I love this. You said it's far more thrilling and useful and fulfilling to be the one who

might mess up. Really powerful and gives me this sense of, okay, I'm going to go out there, and I'm going to try something, and it's okay if I mess up. In fact, I want to be proud of the fact that I messed up because I tried something new.

Seth Godin: As long as it's in service of better that there is no room for pride and arrogance when you're being selfish, that if you fail because you were being selfish because you were being impatient, you learned nothing. You were just annoying.

Whitney Johnson: Imposter syndrome shows up all the time. Do not try to feel like an imposter. I was talking to Natalie on my team before this conversation. She's like, I want you to ask him about this. Can you just talk about that quickly?

Seth Godin: Sure. So, imposter syndrome, which was named in the seventies by two social science researchers whose names always escape me. Forgive me. They pointed out that people, often women, but it turns out all people feel like an imposter. And this imposter syndrome is real. When we're working with ideas. And it's less real when you're digging a ditch. Because if you dig the ditch and it was there, you don't feel like an imposter. There's a ditch. But in so many other things in our lives, we feel like an imposter. And there's all this stuff online about how to make imposter syndrome go away. And what I write about in *The Practice* is don't try to make it go away because you're an imposter. And so am I. That if you are leading, making art, imagining a future, doing something that might not work, of course you have no proof because it hasn't been done yet. So, when you feel like an imposter, don't waste any time trying to make the feeling go away. Instead, say Good, good, because it means I'm leaning into possibility. Good, because it means that I'm truly showing up to lead, and I feel like an imposter every time I'm doing something important. If I don't feel like an imposter, then I'm wasting my time.

Whitney Johnson: So good. All right, let's talk about *The Carbon Almanac*, which I have one behind me, because Annette Mason was kind enough to send it to me. And you notice how my blouse matches in honor of your book. My, my blouse matches it. How did this book come about? Because from what I understand, it's been very collaborative, number one. And then, number two, you talk about things that you can do to make a small, medium, and large impact.

Seth Godin: I wrote my first blog post about the crisis in our climate 16 years ago, and it didn't solve the problem. Go figure. And I didn't write a lot about it over the last decade because I felt stupid. I felt under-informed. I felt confused. And I said, Well, if I feel this way, I bet other people do, too. And as we talked about a few minutes ago, teaching requires you to understand the system first. And I know how to make almanacs. I can show you some of the piles of almanacs I've made. The People Magazine Almanac, the Business Almanac back in the day when almanacs mattered. And it seemed to me that there was a body of work, an enormous amount of data, incontrovertible, all footnoted, that needed to be explained. And I could have made it myself. But that wasn't going to be a metaphor for what we need to do to solve this problem. So, I asked five or ten people I know, and that led to a couple of dozen people, and then we ended up with 300 people in 41 countries who I don't know, I've never met. And we worked fiendishly, all volunteers, including me. Not one of us gets a penny for five months to create a 97,000-word almanac that also has a free photo book, a free kid's book, a free teacher's guide translated into 18 languages, the kids' book, and on and on and on 40 podcasts, all to explain to people not our opinion just what is.

Seth Godin: Because if you know what is, then maybe you can do something about it. And the book's been a number-one bestseller in the US, in Italy, in the Netherlands, in the UK. It just came out in China, Korean editions right around the corner. You get the idea. But all volunteers. And so, the metaphor is simple, which is this isn't a me problem, it's a we problem. And that working in sync based on what is actually true, the physics is really clear. We can make an impact, and it turns out it's a marketing book. It's a marketing book, because we have been brainwashed. Brainwashed into believing our carbon footprint matters. British Petroleum and Ogilvy Advertising invented carbon footprint. Brainwashed into thinking that plastics recycling works. It doesn't. It's a myth and a fraud and mostly brainwashed into not speaking up because it's in the interests of the people who have \$1,000,000,000,000 worth of oil underground for us not to speak up. And so, the purpose of the almanac is simple for you to get four copies and give them to other people and have a conversation that if we have enough of these conversations every day over and over again, we will be able to build a resilient, powerful, and profitable future. But if we persist in hiding out and pretending, then it's going to get worse and worse and worse.

Whitney Johnson: All right. So, Seth, I'm going to take that invitation and I'm going to buy four copies and share that. And I hope that everybody else who is on here is going to take that as well. Now, I'd love for you to share a small, medium, large thing that you personally are doing. And then we're going to look at a few more comments and then take some questions from you all. So, what are some things that you specifically are doing?

Seth Godin: So, the small ones you shouldn't do. You shouldn't do things like turn off your car if it idles for 30 seconds or recycle your plastic bottles because they're just making you feel better while the boat has a huge leak in it. And if it actually makes you uncomfortable. To throw a plastic bottle in the trash. That's good because you should feel uncomfortable when you do that because you shouldn't buy the plastic bottle in the first place. That what matters are the medium and the large things, and what the medium and large things are, are all on the same spectrum. They are not, go live in a cave and eat nothing but temp. That's not what needs to happen. What needs to happen is systemic change. So, I'll give you a simple example. Leaf blowers in an hour. A gas-powered leaf blower generates as much carbon pollution as driving a car from New York to California in one hour, which means that if you've got a landscaping company that comes to your house once a week and deals with leaves, they are putting more carbon in the air at your house. Then you're driving a car for a year. Now, you could listen to that and say, I should replace my electric, my gas leaf blower with an electric one. That would be a small thing. I hope you do, but it doesn't really matter. What matters is for you to organize 12 people and make leaf blowers against the law in your town because it only takes 12 people.

Seth Godin: If 12 of you go to the village board with a petition saying we would like it so that leaf blowers aren't allowed unless they're electric, it'll get passed because no one's going to go vote against you. Now all of a sudden, instead of one person not using a leaf blower, it becomes normal to not use a leaf blower. Systemic change because we have a systemic problem. And all the people who are pushing you to buy some green backpack and throw out the backpack you've already got they're in the business of selling backpacks. They're not in the business of systemic change. And so, yeah, I haven't had meat in 30 years. I'm still a hypocrite. I'm a hypocrite because I live a privileged Western lifestyle, and I use 40 times as much carbon as somebody who lives in Bangladesh. Yeah, I know I'm a hypocrite, but I'm working as hard as I can to make systemic change happen. It turns out once the system changes, everything is going to go in the other direction in a really powerful way. That once we have free off the grid, power, electricity, all you want at no cost because you've got something on your roof. Suddenly, you're going to start putting stuff back into the grid, and other people are going to start doing that, and it's going to cycle and cycle and cycle. But that's not going to happen. If we try to conserve our way out of this, it's going to happen. Speak up and change the system. I'm ranting. I'm sorry.

Whitney Johnson: So. So, did you do the leaf blower law in your town?

Seth Godin: Yeah.

Whitney Johnson: Okay. All right. So, there is no hypocrisy there. I love it. And now you're inspiring me. My husband's been saying he wanted to get solar panels, and now I'm feeling a little bit more motivated to do something like that. But I will also buy the four books. All right, let's take a few comments, and then we're going to take some questions. I know many of you know that I had asked for questions in advance of this conversation, and I promised you that if I asked the question, I would call you out by name. So, we'll do that in just a minute. Tom says 100%, yes, Seth, Imposter is real, but embrace and lean in to move forward. Jenny says, Don't try to make it go away. And we're going to go to one of your questions in just a minute. Natalie, that was my colleague who mentioned it is she loves her perspective. Let's see. Heather says, I totally agree, Heather, I love to hear his brain out loud. You know what's amazing about you, Seth? And I know it's going to be a little bit embarrassing, but I remember reading *The Linchpin*. It's like every single sentence is something that you could put up in great big captions like a billboard. And the other thing that happens is that you feel so inspired. Like, do you? Did you? You had to practice to be able to write like that, right?

Seth Godin: My high school English teacher wrote in my yearbook, You are the bane of my existence, and you will never amount to anything.

Whitney Johnson: No. Are you serious?

Seth Godin: And I dedicated a book to her years later. And when I was in college, I took exactly one English class. Writing is a skill, and I just decided to write like I talk. Which means I needed to learn to talk better. So, I've been practicing my talking skills ever since.

Whitney Johnson: I want to call that out because I remember you saying that somewhere, and we have to learn how to talk better. And you mentioned that we need to just practice talking, and some of us are like, I just want to write. We need to be able to talk and write. So, that's a reminder for all of you who feel like an imposter when it comes to talking; you need to start talking. Let's go to a few questions. Jenny had a question which I want to share with you because I think this is important. How does a marketer balance the tension between building online communities to serve customers against demands for lead generation and sales? Do you have any tried or true language you use to help traditional marketers or sales leaders see the value in developing these online communities?

Seth Godin: The system that rewards companies for growth has pushed many of them to be mass marketers. Instead of being focused on serving their smallest viable audience. Which group of people would miss you if you were gone? Who are you providing something to that matters? And the thing about TV and radio, I came up with running. A lot of ads in the eighties is it was mass media that the last episode of MASH got seen by 70 million people in the United States. Today, a success on Netflix or CBS gets seen by two or 3 million people. 1/20 the number the Internet is not a mass medium. It's a micro medium. It is very good at reaching specific people. So, what I say back to people who are still believing that mass marketing is possible is you're not going to be Facebook, and you're probably not going to be Nike, but you might matter to somebody. So, let's start with that. Who do you want to matter to? And then the second thing I would say to those people is if you could figure out who you mattered to, would it be useful to you to create the conditions for those people to talk to one another, for those people to connect? And if you can be in that business, you're always going to do better than if you're constantly just trying to steal people's attention.

Whitney Johnson: So good. Samir asks the question, How can you help people make better decisions across all parts of our lives, given that our lizard brain is not up to the job of modern life?

Seth Godin: Yeah, all of us have this short-circuited wild animal in our head that's worried about survival and dominance and status and affiliation. And so, what we need to do is create the conditions for people to do the things that work, even if their short-term thinking doesn't want them to. And it's these systemic things that we call culture. So, if you think about philanthropy, philanthropy makes no sense from a short-term evolutionary perspective to take something out of your pocket and give it to a stranger. But, if we create the conditions where your status goes up when you are seen as a philanthropist, suddenly Mike Bloomberg, who is not necessarily a generous person, is given 50 million, \$100 million here and there. Why? Because it satisfies his short-term need to gain status. So, if we want people to, for example, eat a non-beef diet, charge more money for beef. Figure out how to put beef on the back shelf, not the front shelf. There are lots of ways, and Dan Ariely has written brilliantly of these to help people do what they should do by nudging them as opposed to just saying do whatever you want. In the short run, it will work itself out.

Whitney Johnson: So, Elizabeth asks the question, I'd like to hear more about developing talking skills. And then Al King said, I'm going to give you an opportunity to mash this up. He said, You've been a peak performer for more than two decades. And so, his question is, What is a key factor? Now, you might say you don't think you're a peak performer, but let's assume for a moment that everybody else thinks you are. What has been a key factor for your being able to just continue to perform at a very high level? And then, if you want to throw in the talking skills as well, you can.

Seth Godin: Let's do the talking skills first. When was the last time you persuaded somebody to change their mind about anything? And you don't have to do it from a lectern. You don't have to do it on the TEDx stage. You could start with a four-year-old. I find four-year-olds a great place to start. Eight-year-olds, Eight-year-olds are really a useful place to start. How do you explain something to an eight-year-old and get them to change your mind? Not by their mind, not by using authority, but by simply using words, stories that connect to somebody and then work your way up. Never try to control. Never try to persuade somebody whose hobby is disagreeing with you. That will not make me talking skills better. That will just make you another tool. But there are lots of places in our lives where we have

the chance to develop our time. I'll give you one short example, and then we'll go to the peak thing. Years and years ago, I was doing a project in Springfield, Illinois, and Springfield, Illinois. Even though it's the capital of Illinois, it's a surprisingly small town. And flying back, the woman ahead of me in line, checking in at the gate at United says to the United Gate agent, Here's my ID; I have a first-class ticket to Chicago, and the plane only has 20 seats on it. And the gate agent says, I'm sorry, there are no first-class seats on this flight.

Seth Godin: It's only got 20 seats on it. And the woman starts to vibrate and freak out. She's very upset. She says I have acrophobia; I have agoraphobia, I have claustrophobia. I explained to them when I bought this ticket; I need a first-class ticket, blah, blah, blah, blah, blah. And the woman from United did not miss a beat. She said, Oh, I'm sorry I made a mistake. Every seat on this plane is a first-class seat. And the problem went away because she used her talking skills to help this person find solace that she needed. Because the woman knew that she was going to take the flight, but she just needed something to hold on to. In terms of performance? No, I don't feel like a peak performer most days. What I have managed to do is eliminate so many things from my day that the people on this call are filling their days with. I don't use Twitter, Facebook, LinkedIn, I don't go to meetings. I don't have any employees. I don't watch much TV at all. I used to watch none. But, you know, so, when you add it all up, I have seven or eight or 9 hours a day that you don't have. To work on stuff. And then I only show my best 10 minutes of work to the world. And so, that makes me look like a peak performer. But it's mostly because I've eliminated all the stuff that made me feel busy but wasn't actually productive or helpful.

Whitney Johnson: Jenny says. Thank you. Love that story so good. All right. A fun, quick question. Talar Accorsi says, Do you have a dog?

Seth Godin: I have a mutt from the pound, Nathan Winograd, who started the No Kill Shelter movement, is a friend. It's one of the magic things of my day is spending time with Baxter. He's our third shelter dog in the last 22 years. And, yeah, I have a dog.

Whitney Johnson: Hmm. Okay. Anthony, I told you we were going to come back to Anthony, who I know is in the funeral business. So, his question, not surprisingly, is, what would you like to be said at your funeral? One or two things.

Seth Godin: You know, it was really a pleasure to talk at the funeral convention. Because almost everyone in that industry has come to understand how important the solace they offer people is. That, that might not be why they got into it. But over time, they've come to understand that in these moments of loss, you have a chance to help people get to where they want to go. That said, almost every funeral I've ever been to hasn't been a very good funeral. And it's not the funeral director's fault. It's that, as a culture, we're not particularly good at it. And when I think about the Tibetan traditions of celebrating the fact that somebody has moved to a new place or whatever the way you want to interpret it. That feels good to me. And so, I hope that no one will cry at my funeral because what we get every day is a chance to make something. And I'm thinking about the people that I have lost that I miss every day. And I was watching Mr. Rogers' Emmy acceptance speech just yesterday. When we think about somebody who has made a difference to us. I think it matters. And that's what I'm hoping I'll be able to do for the people I miss. And maybe they can do it for me.

Whitney Johnson: Hmm. That's beautiful. All right. Steve Arntz asks the question. Do you have a favorite book, and why?

Whitney Johnson: Which I know is like asking you if you have a favorite child. But why don't you just let's see what your answer is on this one.

Seth Godin: I recommend a handful of books over and over again. I recommend Steve Pressfield's *The War of Art*, and Ros Zander's *The Art of Possibility* as home runs. But I will tell you that I regularly reread *Linchpin* because I wrote it for me, and it makes me better when I especially when I listen to it or read it. Yeah.

Whitney Johnson: Interesting. And that's the one that Steve said was his favorite book as well that really influenced him. And that book just sings. It really does sing. What was useful for you today, Seth, in this conversation?

Seth Godin: I think that your persistent generosity in pushing me to be clear and to not just bounce from thing to thing. Because that's the way sometimes we feel when we're in a live setting, and there are lots of people present. I think that your empathy for the people who follow you and the comments that are coming through they're satisfying, they're gratifying, but also, they highlight for me that just because I know something doesn't mean other people know it. And it's worth taking a minute to say what would make things better for all of us and for the person I'm dealing with. And you're showing up here in this platform; you don't need to do this. And watching you do it is a good affirmation for me that it matters. Hmm.

Whitney Johnson: Thank you. And you know what that reminds me? I want to invite everybody who's listening today is to write in the comments. What's been useful for you today as you've listened to Seth? I know I've taken the invitation. The challenge to buy four books and also thinking more deeply about those solar panels that my husband's been agitating for us to invest in and do something bigger because my daughter pushes us to do that. And sometimes we don't listen to our children quite as much as we should. All right. So, my final comment to you, Seth, is that I made a goal to every day in the month of November to write a note of appreciation or gratitude. And so, today I'm actually going to use my talking skills and deliver a word of appreciation. I love what you said this in one of your books. You said, if you help people, I think in *This is Marketing*, if you help people become better versions of themselves, the ones they seek to be, you're a marketer. And so, I said at the beginning, you are a marketer extraordinaire. I have been a very big fan and follower of your work for many, many years. And I just want to say thank you to you today for helping me. And I think pretty much every single person on the chat today to become better versions of themselves. So, thank you very much. If you have any final thoughts, I will give you the final word, and then we will wrap up.

Seth Godin: Well, it's a mirror of what you just said, which is that you and the people on this call have made me a better version of myself, that I learn everything I learn from the people I interact with, watching them create things I could never imagine creating. And I guess the last thing I'll tell you is here in our country, we're just a few days away from an election. Is there are people who make a living making us feel insecure, making us feel panicked, and making us feel anxious. And just because someone can make a profit doing that to you doesn't mean you need to let them. And the alternative is not to watch more so that for one minute you'll feel better. The alternative is to actually make something that makes things better, to connect to other people, to share your appreciation, to coordinate, to find systemic solutions to systemic problems. It's all in our hands. We have more power than we have ever had in the history of humanity, and we shouldn't waste it.

Whitney Johnson: Thank you so much, Seth Godin. It has been a pleasure and a privilege.

Seth Godin: Thank you. Keep making a ruckus.

Thank you again to Seth Godin. I hope you took something away. Here are three things that I did. First, what he said about failure. He got 800 rejections for his book in a row. Can you imagine? But remember, like he said, it's fulfilling to be the one who might mess up. He says clear away the arrogance and pride when you're failing so that you can see the lesson of empathy underneath.

Then our sidebar about imposter syndrome. Of course, we feel like a phony when we're leading something new. It's never been done before. We've got to accept that there's no proof it will actually work. Thanks to the live chat on LinkedIn, we have Seth's words right here. When you feel imposter syndrome, don't try to make it go away. Say good. Imposter syndrome means you're trying to lead.

One last thing to touch on is *The Carbon Almanac*. I love this idea that you're not intended to buy one copy, but four, and give them out to your friends, to your colleagues. Four people, who now have a better idea of what is the

climate crisis, which allows you to start building empathy. What if buying two, three copies of a book was common, even expected?

For more on the topic of sustainability, listen to Wes Carter from Atlantic Packaging, [Episode 290](#). You can also listen to my solo episode, [Episode 100](#). *Take the Right Risks*. This is the first of seven growth accelerants that we measure in our S Curve Insight tool to help you think about how you move up that S Curve more quickly. And for an article I wrote titled [I Don't Have Impostor Syndrome. That's What I Said](#). We will include that in the show notes.

Thank you again to Seth Godin for being our guest. Thank you for listening. If you enjoyed this episode, hit subscribe so you don't miss a single episode. And of course, share this episode with one, two, or even four people you think would find this useful. Thank you to our producer Justin LeVrier, audio engineer, Whitney Jobe, production assistants Stephanie Brummel and Alexandre Turk, and production coordinator Nicole Pellegrino.

I'm Whitney Johnson.

And this is Disrupt Yourself.