

Alright, hey Valerie, thanks for joining me. How are you doing this morning? I am doing wonderful. Thank you for having me and happy Monday everybody.

I don't know if But if this may not be broadcasted on the Monday, but hey, it doesn't matter. Happy Monday regardless. There we go. Every day could be a Monday if you look at it the right way. Unless you don't like Mondays then that's something you got to change too right? It's Jen. Oh, man. I tell you like at Mondays it's like it's a new beginning.

Yeah, it's new week, whatever was last week, no matter how hard, how try and scent new week, I get to do some new things and then a lot Let's of go. And usually find out on Monday we, you know, I'm rested, I'm ready, I'm prepared. Now things. change quite a bit as we move along the week. And Friday, I'm looking forward to Friday, but Friday always brings a lot of scrambling just to finish up. Everything I was supposed to do that week so yeah, I'm both in good day for me.

Yeah, yeah, I look at it the same way I think. Well, similarly, I should say. Now, I got to meet you through well, Jody Mayberry, who has introduced me to Lee Cockrell. Somebody might know named Dan Cockerl now you and I think we keep this trend up all three of your kids are adults now and is their careers grow we might get the whole coccoral family in here so in the car we all everywhere you can't get rid of us you know there's a lot The vlog was another couple to um both so we have three kids so beware. There you go. They are out there.

They are doing great things folks so you will hear about them if not now now well I guess now because we're gonna talk about them a little bit but yeah they're they're just Butting out and starting their new stuff now, so that's really cool to see. So you do have three kids. There's a Julian, Marco in the middle. and Tristan is the youngest is that right yes that's right did we we scattered all over uh as you say the world. because we have joinin in boston, maulgo in dendron that took far away from us because we lead right outside boulder, polo rato. and the youngest is finishing a studies in france in leo which happens to be my hometown oh wow and i thought that was really cool i used to work for a company called Christus Health, which is a Catholic faith-based organization in Texas.

They got their start in 1860. D3 so short history lesson guys and I'll get back on topic I promise So the Bishop of Texas at time Claude Marie DeBouy wrote A bunch of places saying hey, we need healthcare here in Texas. We need nurses. Of course, we're doing this Catholic style so we need sister. come on over and start the congregation, they'll start the hospital and three sisters got in a ship sailed to the US speaking zero English zero Spanish, I think one of them died almost immediately when they lay it in from I think cholera or dysentery and they came from a town called Leon France and he started yeah so Leon France has some big historical impact In the state of Texas, going back to the 1860s, starting essentially one of the biggest healthcare organizations.

at least africa care in texas you know that their story reminds me a little bit of my story because i and move to london when i was uh... just over 16 and as spoke five words of English, I would say my name is Valérie Amphrentch and that was it. And I knew when I was young that I wanted to travel the world that was really curious about the world and I knew that if I wanted to travel the world I had to. to learn English. So when I graduated from high school, I was fortunate to graduate early. And I decided I'd need to go and live in London. So I'll try to be an opair in London for Thamedi and that's how I ended up learning I was there for 18 months.

learning English and then went back to France to finish my studies and and that was I tell you the decision that set my entire higher career and really decided and steer my life in a whole new direction that did not exist. Yeah, talk about the leap of faith too because you applied to be an opair in a country spoke five words of the language and what did that do to. boost your learning of the language that the diverse that was incredible but i tell you i remember being you really confidence about myself and telling my parents i'm gonna I'm going to be an opair, I'm going to learn English, which my parents were supportive of. But then they put me in the train at the time you would take the train in the overcraft. to London across the channel. And you know, I was acting up like a big girl very confident. And as soon as the train left the station, I just started crying thinking what am I doing? And then things worked out for me. It was great. A great I learned English but also I learned about life, about being independent and figuring things out.

I've always told my kids I said, you know, eat at some point in your life it's important to do that. Go and face the elements, right? Go and... and try out things and even if it feels like a failure eventually down the line you will look back and extract and all the lessons that you've learned so it's never really a failure it's either a great opportunity or it's a good life lesson and that's what it. that was for me so it was a great way i think to stop my life in my career yeah and it's it's just a great way to to really go Lay down the foundation of how to live life too. I think you make that decision at a young age. Is it Henry David Thoreau, America's first hippie?

who had said you got a march to the beat if you're a drummer and if you really want to expand and grow as a person you gotta get away from all the things that hold your back. like all the things that keep you in normal or yeah, but list as we learn most when we are comfortable. That's the reality of life. And it ain't not pleasant but after the fact you realize how valuable it is and how much How many insights you've been able to extract and how much you've learned about yourself, not any other also boost yourself confident. So I think as a young adult, for me, that was really important. Yeah. Oh, huge. Yeah. Um, I remember taking off for the army of all places after I graduated college but I mean part of that was I wanted to travel the world I was flat broke and I needed to get some medical experience if I wanted to become a doctor.

This is before I realized I did not want to be a doctor. Yeah, I joined the army and listed and I found myself in Germany. right around the time just missed October Fest when I got there and then I deployed to this October Fest again and then 9 -11 happened and getting it chance to go docked over fast. But fast forwarding for you though, just quite a few of you. So you took this leap of faith when you're around 16, 17 years. old. Now you fast forward quite a few years starting your motherhood journey, which I think began technically sort of in a laundromat. So tell us about that. I said it that way specifically for the guys listening in, because if you were starting to tone out, you're like, wait, what? She didn't want it's not that kind of show guys, but what happened in a laundromat that started this journey towards motherhood?

Well, to tie it back to what we were saying, the fact that I spoke English landed me a job with Disney. which has been obviously big part of the the carpool family life. And so I'm First work for Disney because my English was so good at work for Disney in 1987, 88. I had a one year visa. I came to the US working all and add the French pabillon à la carte. And then in one back to France, work for Bank for a while.

Little did I know that that Disney experience would again bring a whole new set of opportunities for me so one day what I was working at the bank. I got a phone call from Disney. They said we are going to open a parking Paris in 92. We'd like to prior you because you understand not only you speak english you understand american culture and you understand the Disney culture so it took me literally three seconds to say sure i I will. What do I have to, where do I have to sign?

What do I have to do?" And they said, one of the things you have to do is you have to go back to Orlando and trained for six months. So twist my arm, right? And your young French woman and you being told that you got to go and lead in Florida, four, six months is like sure, you know, no hesitation there. So when I went there, I started training. My background was in retail with Disney. So I started working in training in retail sorry for these now but there and one day we were living in this.

Popman complex that's a Linda where these they put sub the internationals and I want to do my laundry downstairs and I met this guy. was also doing this laundry and we started you know we were all sorting dirty suds and stuff and we started chatting And nice guy and then one thing led to another and we we bumped into each other a couple more times after that and started dating and. And the rest is history and we've been married 30 years and is then his Dan Cockrole and he's had also a great career with Disney. So. A chance happening over doing my chores, doing my laundry, that was kind of fun. and we both went back he actually then was part of the opening task force for Disney and Paris so we were Both went back to France.

I went back in late 91. He came in early 92. We kept dating and eventually his visa was exact. Parring, we would have gotten married regardless, but that kind of made the engagement. We had a five weeks engagement, so we got married real quickly. to solve the visa situation.

We opened the park in 92 and then our older son Julian was born in Paris in 93. We ended up leaving in Paris and working at Disneyland. over the effort five years until 97 when we relocated back toward Disney World in Florida. So yeah, you never know when you go to your lounge or you never know what's going to happen. That's why sometimes you need to print charming. So folks, if you're like using those dating apps, you're getting zero luck, just get dirty laundry together, go to a laundromat, you never know. But I mean, have a conversation with the person.

I mean, so that you did with Dan was he started talking and you're like, say, This the guy's pretty cool, then you met some more and then did some dating and then yeah, 30, 30 plus years later, full family. great legacy coming together and that's just been amazing. So from this meeting with you and Dan and a marriage, you already mentioned Julian the oldest and then Margo and Tristan come along. Now, every parent's gonna laugh when I ask this question because I also know the answer. are all three kids exactly the same. Not at all. And you know, you have one and you learn on the job like Like most, like every single parent, I guess. And then the second one comes around and you shall really confident, really good about yourself.

Only to realize that that second child does not respond to the same thing has an entirely different set of leads. and you need to approach parenting in a whole different way and then the third one comes around and yet again has a It's a totally different personality and I would assume, you know, we start that three, but I would assume that we could have had six or 10 kids that all would have been very different. And that's the beauty of parenting. That's also the challenge of parenting is having to adapt to your children and to the different. dictations. Yeah, and one of the lessons that you mentioned in your book managed like a mother and folks if you

hadn't got your copy of it, Go get one now as it's managed like a mother leadership lessons drawn from the wisdom of mom and the reason why we brought this up is as a leader.

Our employees are also not identical and I'm not saying that your employees are children. That's one of my biggest pet peeves when a leader calls their employees children it's almost a regulatory but the parallel you make is that everybody has a different style everybody has a different personality. And how I just seen that motherhood experience transfer over into leadership around this. Well, I think for me the most obvious one was when I started thinking about training and I realized how good differently it was.

my children learned in the book I give the example of how they learn how to write that bikes and in July anner we we devised a technique where we removed the training wheels and he started, it was really tight so he would relax a little bit, he realized if he And I don't know if I came up with it or he did himself, he would start singing. And that would give him the confidence and it would be so focused on the lyrics or whatever he was singing that it would relax and in that helped manage to learn how to to write his bike without training well. Margot was screaming she just had a cream the whole time I had to be behind her and pretend I was holding her and that was enough to give her the confidence to to a bike and to ride straight and then Tristan was literally decided i don't want to learn without the training world so he refused to get on the bike. And then one day, by himself got on it and took off and I never understood why how the child managed to learn that. But my Point is here, you know, with that just that one little example I realize how you know, they're all on a different pace They learn at a different in a different way And there's another similarity that I think is something that leaders need to think about.

Think about when you teach a child how to walk. What is happening there? You hold the hand until the baby has the balance of the components to walk by itself or herself. And then you let go of the hand and the baby's gonna fall on his on his rear end right so what's gonna happen at this point in time a mom is not gonna say Look honey, you're your old, you should be walking by now, what is wrong with you, right? Man will say, good job, well done!

Let's try that again and she will comfort the baby if need be. But and then she will hold the baby's hand again until he has the balance in the confidence to walk by himself. So when you think about training, you know, you need to think about all of that. You need to be there for support. You need to make sure that's It's okay to make mistakes and therefore you need to make that very clear with your new hires. You need to support them and encourage them. You need to be there for questions.

You need to extend the trading period if need be. because some you know much like some kids right a bike at four years old others will wait until they see it's the same in training some people will learn something in in the days some will lead two or three days and there is this positive encouraging thing that parents do mothers. do with their kids. So take all that learning and bring it to the workplace and think about this when you put together a training. Program adapt to their needs and their personalities.

Yeah, I love that because you're You're not saying great leadership as I do can it one way and it's applicable to everybody. I know we talk a lot about systems and how systems are important in business. Yet when it comes to leadership, we're talking about people now and the vast diversity that comes from that and I remember talking with Lee Cockrole about the three E's, an exposure was one of the three E's where the more you can expose yourself to all the differences out there, the better of a leader you can... be because now you're equipped to handle those differences and it sounds like motherhood in a way gave you also that the aha moment of Wait, each three of these kids is different from the other, like Tristan, but no way I'm not training without training wheels to Mr. Parkour. Yeah, I like jumping off of buildings and stuff.

Somewhere in there he got his confidence, but you had to meet him where he was and the same thing. Leadership. being able to recognize where your people are. What's that difference between where they are where they need to be and then how do you get them there how do you lead them there how do you. help set the stage for them to get there on their own and and I love that that you brought those things up.

It's very different from the do it my way or the. highway kind of leadership. Yeah, absolutely. And you know, this is this is one of many similarities between you know, raising kids. and leading a team not only adapting to them but also you know it's a long -term commitment prize of you to be flexible and requires of you to learn on the job because there is not a perfect book Anywhere, you know, what to expect when you're expecting, okay, this is great, but you know it only gets you Half the way there At the end of the day, much of what you're going to do as a leader or what you're going to do as a mother or as a parent is you're going to have to figure it out on your own. and you learn on the job there is not a bible anywhere that tells you this is if this scenario happens this is what you need to do. It doesn't exist is always something new something that catches you and by surprise and you have to react to so that that's To me, the more I thought about the relationship of the analogy between raising children and being a leader, I thought, you know what, this is a good way to go back to basic and think about, you know, what?

What does a mother do or a kid what does what did my mom do for me that's worked and what did it work because You know, mothers are perfect or imperfect most of the time they do

something's right and something, you know, not so right, but you remember by virtue of being a kid, you remember what felt good and what did not feel good. So you can extract the learnings from that and look Why that to your leadership approach and I think it's a good basic sound way to do things where you adapt to people you adjust to customize your approach and you're there for encouragement and feedback and they're just so many things. I mean, I have 21 chapters in the book and I talk about every single one of these. as similar days between the two. Yes. And something I love that you brought up was, you know, there is no manual it like, you know, what to expect when you're in expecting kind of thing uh...

there's a ton of books out there now leaders like your first leadership job is what a good one uh... but when it comes to actually applying these things like the other theory sounds great you know even my own framework tent it's like sounds great uh but it's like Mozart easy to start Very easy to also mess up. It's a challenge to find the concrete examples and learn from those mistakes and the best way to learn is to make those mistakes quickly recover from them. One of the things I love about your book, manage like a mother is all throughout the book. You have what looks like these quotes from a mother to daughter. Is that the case? And yeah, absolutely. I wanted to the initial idea behind this.

was to show that mothers regardless of where they come from, what culture they're from, what country or nationality they're from. They all have their own unique way to pass on their values and insights to their children. So I... Peel to about 50 of my friends from all over the world and I asked them what is one court one thing your mom would be. Keep telling you all the time that it has stayed with you and that you use in your leadership or in your job every day that you think of often and what came back was really funny and it's some are very funny some are very profound some are classic Mothers, you know, quotes and I decided to put them in the book just to you know, they don't always tie with the content of the book but it kind of fun and it shows you that uh in their unique way mums always have a lot of wisdom to share and they never failed to do that. Yeah. And that's what I felt.

That's what I took away from seeing that. Like, uh, it was that they're running theme managed like a mother and here's a mother passing on wisdom to a child. But It almost sounded like this was the child who's now grown up, recalling something that mom would say all the time and maybe it especially when I took me while to get there because it wasn't until I got to the chapter where you share about the stories that your mom shared with you. about life about her upbringing and how this left an impression on you how important is storytelling. for either a parent to their child but also from a leader to their team. Storytelling what we. Obviously coming from, you know, 16 years of experience working with Disney and obviously between my husband and I, we have 41 years working for the Disney company, which is renowned for its storytelling ability.

We know And that's when you tell a story you connect emotionally with people. And when people are connected emotionally, they remember it. It makes it more relatable and makes it more memorable and then you can extract a learning remember the learnings and when when you remember you can apply. Quiet and you can remember those lessons. So in ends it is more entertaining and in my mama tell us Sorry, in the book of her childhood and how she grew up and my mind was born in 1932.

She's now 91 years old. and she is a personality, she's a character and she is behind most of the reasons why I rose that book. Because when I started thinking about the analogy between being a mom and being a leader, and I started reflecting upon what I've learned from my mother. And her sharing those stories of a childhood growing up during World War II, I mean, it was just For me it gives me the the impulse I needed to write the book and I grew up the other thing too is I grew up hearing my mom saying I wish I was 20 and I knew what I know, Nat. And I've been revolving my eyes, you know, I was a teenager going, oh great. And then Now she still says it today by the way and now i feel like her and i'm i feel that you know in my 50's i've learned a lot.

I've had a lot of failures, some success, in any case I've learned a lot of lessons and you know, boy, I wish I was 20 and I knew how to be a leader in my 20s. I became a leader. I had no idea what I was doing. None whatsoever. If not, I could share what I've run through, you know, a 30 -year career and share it with maybe young professionals, whether men or women, by the way. Because like I said earlier, even if you're not a mom, even if you're not a woman, you can reflect back on what your mother has taught you.

you and what's your mother, your mother would handle situations and sometimes she did well, sometimes that's the well, but you can take those earnings with you and think about what fell right. You know, if your mother was holding you accountable for something, But she had not said the expectations clearly. You remember how it felt. And therefore that should... well, If you remember to set expectations clearly for the people who work with you on your team, so that there's no misunderstandings, so that the outcome it turns out to be the way you want it to be. So those are all really important and low -nice, they're very basic by the way.

You know, I did not reinvent the wheel. All I'm saying is here's a different way, a lens through which you can look at management at leadership. and then you can learn from that and it's something everybody relates to because we all have a mom so there we go. Yeah and. you know just for me to take a moment to nerd out everybody.



The reason why story telling is so impactful is this this nerdy little phrase called nerd. coupling. I just learned about it a couple of weeks ago, which is why I'm excited about it. So it turns out when you're telling a story and some scientists have done narrow mapping, like, you know, they put those scanners on your brain to see what parts of the brain are activating when you tell a story and it turns out there are certain areas of your brain they get active. If they don't need to tell a certain type of story. Well, if you tell that story long enough and it connects and resonates with your audience, it turns out the brain scans a the audience, their brain has the same areas activated as the speaker and it's in that moment when both speaker, the storyteller and the audience have clicked and one of the great things about stories is they add that human slash emotional element.

to the facts of the situation. And so I know there's some leadership consultants out at better than say, like when it comes to conflict, Do you want to separate the facts from the story? Yes, that has a role. However, if you want to also drive people to a place, a common area, a common place, come and go the stories do that and then also as you were talking you brought a great point of you know your mom didn't just share all the things that she did well or that her parents did well she also shared all the things that didn't go so well and i i it made me think about the times when a leader was vulnerable with Like I made a mistake, I was expected to get lamb based in trouble and instead of the leaders that you know what I can see your beat yourself up about this. I made the same mistake when I was at your.

point in your career and it cost us three times as much and so I learned from it. and you're learning from it now and we look at this as tuition you know our company just spent some tuition on you and you've. You're going to learn from it and we're going to learn from it. We're all going to grow and this will be fine. And when they share that with me like, you made that mistake.

two and it wasn't like a permission to always go back and make this mistake was this we got some commonality here and I love that about storytelling and And then you take it a step further even sharing how you know tell me stories help start to build a culture like it built a culture within your family. Then when you took that and applied it in the workplace, he also started to build like a team culture upon the Disney culture as well. I think you know that again storytelling is just something that's and maybe that I'd be curious to go back to my kids and said you know what other things you. You remember one of the things you think you've learned from from me and actually did ask my daughter and visit quick. Sorry, when I asked, what have you learned from me? And she said, well, I learned that if I put my bare feet on the lap of my boyfriend or husband, Then I wait long enough, I will get a food massage. Are you kidding? This is what you're doing.

Anyway, but also I taught you We we have not had that conversation with my sons and and I need to go there and find out what do they remember the most that'd be interesting but but rejecting you know this is something an exercise that maybe parents should do. You know what is it to you what is it to remember what what stuck with you so it gives you some ideas of where you need. to change things and adapt and customize a little bit more. I think there's one chapter in there I talk about communication in general. And I say, uh, mothers always say, what did I just say? You've ever had your mom tell you what did I just say? So usually they say this because They've been repeating the same thing a couple of times and then it kind of lost in space. Nobody's responded. And the mom gets his exasperated and then she says, I don't get what did I just said, but there's actually a reason behind it.

Mom wants to to make sure that not only you heard her but you understood what she said. And I think that's a great learning for leaders, because often we brought Cast communication in which us to sue because we've sent out a message that is being received. Unfortunately, sometimes it's not received the way it was in time. pin it, sometimes it's not understood. So the only way you're going to make sure that the cycle, because communication is a loop, So the only time you got to remember how, you know, if the communication as as indeed been receiving understood the way you wanted to. The is to go and ask people what did I just say? What did you understand from this? And we don't do that enough as leaders, we don't go into talk to the person who is at the other end of the pipeline and say, what did you, you know, understand from this new procedure, this new initiative.

what we you know why did you understand why we trying to do this getting that back and forth that two -way communication is extremely valuable. to be does and it's unfortunately not something that has a kpi attached to it so we kind of push it aside. But this if you can do that regularly you're going to find how many communication breakdowns I'll take in place and then you can fix it you can you know make sure you provide Context or you provide interpretation to the message so that you get the right kind of communication and I think that's That's something that leaders can't do enough of. Yeah, yeah, and they almost rely on why I sent you an email. It's like, what? But when? Two minutes ago, you expect me to read that already?

I was working on this. The military we called the back brief. It's where the leader of the mission has briefed everybody and then they'll just ask blood random. What are we doing at this time? What are we doing at this? What happens after this step? And that's to make sure everybody is tracking that they know all the steps The mission, healthcare started doing this much more regularly as part of what they call the patient discharge.

So, before but the patient goes home and the care provider is about to send them home. You know, care providers, you should just say, well, here's a sheet on this and I know how Those in clinics that still do this and it's like, if you want to do it right, don't skip over the step because it Boosts, patient safety and outcomes so much more and that is after you've provided all the information you have to patient. tell you and return. Hey, so tell me again, what do you understand about taking that medication and just be quiet. Let them tell you. And they'll tell you like yeah, I was supposed to take it like four times in one day and you're like oh Uh, no, you take a four tablets once a day. And so you're able to of course correct them. And so how many tablets again? Four tablets. How many times once a day?

I don't know if any medication that you have to do that, but if you did, that would be the example. Or, you know, what are you supposed to come in to get checked up? Oh, two and weeks, I call this number and I ask for Johnny Ray, then the nurse up front and he'll take care of me. Yes. Yeah, it's so just having them tell to you back what what is the step what is that step and it's turned out that that has helped improve patient outcome.

you know, in parents, it helps understand, okay, my child does understand what needs to happen. So there's much more accountability there like that child knows. that my mom knows that I know that's that so I need to go get that done. Yeah same with their teams if we take the time to just let them tell you what what is it you understand. stand that we need to do at this point and let them oh yeah and I think they take on a greater sense of ownership too and that happened.

I love that you mentioned that in your book. It's one of the many tips that are provided in this book. There's you know there's another thing around this is The more you tell the story around you and you feel in the gaps during communication and you said great expectations, the more you, you explain the why. And there is a chapter around this where you know making sure the people will work on your team understand the context or the value of what they do.

It's always said that leadership is like having you deliver a Product or service and it's like a big puzzle. And every single person on your team owns a piece of the puzzle. And when you do puzzles, and the piece is missing, it's plaring, right? There's that big hole in the middle, and it shows that it doesn't matter what piece it is, it can run the whole product, the whole experience. So making sure that people understand the value of what they do, how you portant it is and no person has a bigger piece of the puzzle than another one that all matter and that is part of the responsibilities of the mother, you need to make sure when you ask something of your kids, they understand the context, so the reason behind that. or the same with a team that's what they do or what they're being asked to do, but it contributes to the big picture to the big puzzle. And

when you can do that effectively and storytelling helps you do that, communicating effectively helps you do that. um setting expectation clearly helps you do that and now people understand the value of what to do and people in life you know they they want to work. for money. We all want to pay the bills, but they all want to be relevant and they want to be part of the cheap. And when you do all this, now you convene that. and now you have people were motivated to engage the loyal to your organization because they feel the matter. Yes. Exactly. That sense of ownership goes a long way when it comes to engaging employees.

They want to feel that connection to what the greater purpose is to the company. As well as connection to the leader a connection with their co-workers and feel that growth, you know like as they're trusted with more responsive. abilities they feel like they're growing and like I'm ready for the next level of my career I don't know what that is but I know I can go to to get more advice and maybe that's my leader um, you know, like any other Cockrolyze spoken with so far, I could do this forever, but we're running out of time. I had the book.

again is manage like a mother uh... and it's uh... leadership lessons drawn from the wisdom of mom uh... now guys this doesn't mean this didn't apply to you i said it's beginning in the intro. I'm saying it here now. We've said it all throughout the episode.

This could also be the wisdom of dad, you know, that the more connected you are with your family, kids, you'll draw these same lessons too. And if you don't have that go down right now, now's the time to start planning. How do you get to spend more time kids during the work week. So any final words of wisdom before we go Valerie?

No, I hope I'm glad you brought that up about You know, the book is not I was really concerned that it would be perceived as a woman's book or mother's book and I called him and managed like a mother because obviously the reality is in our generation of best majority of us have been brought up. not exclusively but primarily by our mothers. Now things are changing for the better. I'm really happy to see that more men are more directly involved. and in the parenting their kids. The idea here is to make sure that you know you can learn either from your own experience as a mother or you learn from from your experience as a child. And all these are very basic yet fundamental leadership competencies that You need to think about if you can get all of that done well, you're on the road to success. So I think because we were human, it's all about human connection, human nature. And that's what this book is all about. how to build those connection in those relationships effectively. Awesome, Valerie. It was great to connect with you and have you on this show. look for it having you want again uh... and then a jordan is going to get pet it up so that they have him on the show i suppose and and i have been at that time twice i've had leon twice so Okay, yeah, and then of course as your kids get older and start doing their

things I'll have to get them on to Well, send you the rest of the family May as well. They're all doing great things. Thank you, Jerry. I really thoroughly enjoyed the conversation and thank you for having me on Beyond the RET.