

FINDING BRAVE

with Kathy Caprino

Transcript

Finding Brave Episode #18

Entrepreneurial You: How an Entrepreneurial Approach Catapults Your Success In Any Role, with Dorie Clark

- Kathy Caprino: Hello, everyone. This is Kathy Caprino, and welcome to my podcast, *Finding Brave*. I've created this show for everyone who longs to create something bold and brave in their life. To rise up, speak up, and stand up for who they are, and to reach their highest and biggest visions.
- Kathy Caprino: Each week, I'll be speaking with inspiring guests from all walks of business, leadership, entertainment, the creative arts, and the entrepreneurial world. And they'll be sharing their intimate stories of finding brave and offer their best strategies for building your most rewarding, joyful, and meaningful life, business, and career.
- Kathy Caprino: Hello, everybody. Welcome to *Finding Brave*. This is Kathy Caprino, and how's your week going? Is it brave? Again, I had a really bumpy one the other day, which I talked to you about, but things are smoothing out, and I think that's because you got to look at it all with that brave perspective. Right, Dorie?
- Kathy Caprino: Today, we have Dorie Clark, one of my most favorite people in the world joining us and, Dorie, before I tell everybody all about you? How are ya? How are ya from the Big Apple?
- Dorie Clark: I am awesome. I am so glad ... today, Kathy, you are not just finding brave, you are also finding Dorie, so it is a red-letter day.
- Kathy Caprino: Oh my gosh, I never put that together. That's it. Today's a special day. So, Dorie, let me tell everybody about you, but you know, even before I read your bio, I love to tell little personal stories about my guests. How they really impact me or inspire me, and Dorie is one of the most prolific people you're ever going to see. How many books do you have out now?
- Dorie Clark: Just three. Three and an e-book.

- Kathy Caprino: There you go. But your newsletters and everywhere you write, you're just so inspiring. And, on top of that, you have these things that I think are just the most amazing. You have, what do you call them? They're dinner peeps networking get-togethers, where you get together some of your favorite folk, so that they can meet each other. And I went a few years ago, and it was so beautiful. How do you find time to do all that?
- Dorie Clark: Well, you know I recently, Kathy, wrote an article for the Harvard Business Review about a time-tracking experiment that I did during the month of February, and I had been kind of wanting to do it for a while. I thought it would be interesting to actually get hard data on how I was really spending my time, and one of the things that I learned that I thought was really interesting was that I basically have a huge amount of overlap. Not 100%, but kind of getting close to there. Between my social circle and my business circle, the amount of time that I spent with friends was almost the same as the amount of time I spent networking, because in my time-tracking I counted an activity twice if it legitimately fulfilled both categories.
- Dorie Clark: And so, when I'm hanging out with friends, they're business contacts, and when I'm hanging out with business contacts, they're friends, so it makes it very easy for me because it's very fun and very gratifying to do networking if you're just hanging out with your pals.
- Kathy Caprino: So does that imply that you choose your business partners and colleagues really carefully based on your values, so that they actually can be friends?
- Dorie Clark: Absolutely. I don't really see a point in doing business with people that you don't enjoy. I just would rather not have that engagement, I would rather not make that money. I want my life to be fun, and that means surrounding myself with people where it's just joyful to be around them.
- Kathy Caprino: Oh, Dorie. You know, lesson number one of about a hundred we're going to hear. I need to take that in a little more, you know? Well, that's another story, but thank you for sharing, but everybody, I want to share more about Dorie so you know just where to find her and follow her and learn more. Dorie Clark is the author of the new book, *Entrepreneurial You*, which came out in October, but is a top read for anyone who wants to adopt an entrepreneurial mindset and have more success in everything they do, right?
- Kathy Caprino: Her past books include *Reinventing You*, which was so good, and *Standout*, which was named the number one leadership book of 2015 by Inc. Magazine. Wow. That's a big honor.
- Kathy Caprino: A former presidential campaign spokeswoman, can't wait to talk to you about that. She teaches at Duke University and writes frequently for the Harvard Business Review. There we go, Dorie. Thank you for being here.
- Kathy Caprino: Let us start with *Entrepreneurial You*. You know, we've talked about it a little, but what would you say is the biggest take away that you want readers to get from that book?

Dorie Clark: Well, I think the most important thing, Kathy, is understanding that it is rather perilous to rely on one income stream. Whether that is just a day job, or even if you're self-employed, doing one type of thing for your clients. If you really want to be able to mitigate risk, and also dramatically increase your ability to earn more money, seeking out proactively multiple income streams and how to strategically develop that for your business can be transformative. And if you do it the right way, each way that you earn money actually helps you earn even more money because it brings in new clients who want different things from you at different price points. It enables you to reach larger and larger audiences who might create essentially cross-selling and cross-promotional opportunities.

Kathy Caprino: Wow. We hear all the time, and I have my own business, and I have to say I struggle with this sometimes. I'll have ... lots of us can do a lot of things, so I'll have this idea like, "Gosh, I've had narcissism in my life, I think, and I'm a trained therapist, let me work with adult children of narcissists." And off I go, in one second, creating a Facebook group and programs for healing from narcissism. And then what happens to me frequently, Dorie, is I'll do it for the year, and then some major thing will happen that I'll say, "Wow, okay. Mm-mmm (negative) that isn't really sustainable for me," or "That's not joyful."

Kathy Caprino: How do we do what you just said but be kind of wise and mindful about how we pivot or how we expand and extend without just going like, people used to call me a hummingbird. "Kathy, please, you're just everywhere. Slow it down." How do you do that?

Dorie Clark: Yeah, so I think that one way to think about it and essentially sort of pacing yourself, right? The first principle is I advise people to only think about creating one new revenue stream per year. If you're trying to do five different things at once, odds are it's probably not going to go that well, because you just, you can't devote the sufficient time to really understanding the process, and understanding how people actually make money doing it.

Dorie Clark: So think about it as a project where you add one thing a year, and then once you've kind of got it mastered, once you sort of have the parameters figured out, then the next year you can add another thing onto it. So the first rule is not to overextend yourself at the same time.

Dorie Clark: The second thing, to your point about sort of switching focus areas and things like that, is that what I actually counsel people to think about, if we're thinking about multiple revenue streams, is to focus in on offering different things to a similar audience. Because if you're thinking about a totally different market, that's actually not so much a different revenue stream. I mean, it is, but what it really is, is a reinvention. It's like, "Oh, I'll just do this totally other thing. Oh, I'll be a windsurfing instructor. Oh, I'm going to be a dog breeder." And it's like, whoa. There is just such a learning curve of like, who are you selling this to? And how do you even do this thing? And it sets you back, because you have to learn all these things.

Dorie Clark: Now, if you're truly passionate about it, then by all means great, do it. But don't think of it as like, "Oh, it's just an extra income stream."

Dorie Clark: No, it's like a whole new deal. When I'm talking about an additional revenue stream, it is fundamentally serving a similar audience. So meaning, it is either a new service or product for the same people you're already talking to, so you know them pretty well. You know that if you've been offering coaching services, like one-on-one coaching services for a certain group of people, then you say, "You know what? I wonder if there's some people who might like group coaching since they've been having this one-on-one service." And lo and behold, you can survey them, you can test it out. Pretty low risk because you already know the marketplace. That's one variation.

Dorie Clark: The other is people who, again not necessarily the exact same people, but similar people. They might be people who you're not serving currently, but they would like to do business with you, they just haven't been able to. Maybe you have only been doing one-on-one coaching. Maybe it's too expensive for some people. So you think, "Well, they want to work with me. How can I give them an opportunity to work with me?"

Dorie Clark: "Oh, maybe I can do an online course, and that would be cheaper. Or maybe I could write a book, and they could buy the book. That would be a way that they could interact with me and still be my customer."

Dorie Clark: So these are kind of low-hanging fruit, but ways that you can expand your reach strategically without having to just go crazy and learn tons of new things. It's symbiotic, once you do that.

Kathy Caprino: Wow. It's fantastic. And I see you do this in ways that other people don't. For instance, tell me if I'm wrong, but I'll see you write about how to get known as a public speaker, then I'll see you write about how to become an expert in your field and say something different, then it'll be about how to be an entrepreneur. It seems to me like you are writing in different niches. How do you do that so well? Do you just leverage? I'm dying to know how you leverage having been a presidential spokeswoman. I don't really know about that side of you, but I'm interested in how you've leveraged that. I'm sure you agree with me when we say, "Nothing is lost. Nothing is wasted. Everything you've ever done informs the next step." But that was like five questions in one, but how do you do that where you're talking about becoming an expert in several different niches? How do you determine what you're going to branch off into?

Dorie Clark: Well, I think a lot of it is personal interest, right? I write articles largely based on things that I want to learn about. And it gives me an excuse to learn about them. I have a very clear avatar in my head of my ideal customer. It's someone who's probably relatively similar to me. They're looking for answers on things. I feel like if it's something that I'm legitimately curious about, odds are there's at least a decent number of people that have similar questions and concerns. And so I'm able to not just keep myself entertained, but hopefully help other people in the process. So I think whoever your target audience is, whether it starts with you, or whether it's a totally different group, just having a very clear picture of who is this person that I'm serving? What do they want to know? What are their problems? Where are they at in general? And how can I provide help to them?

Dorie Clark: But to your question about how I leverage having been a presidential campaign spokesperson, it's interesting the ways that it persists. I mean, certainly a lot of it was around messaging and positioning, which is something that I do all the time with my executive coaching clients, and helping people with, for instance, my online course about becoming a recognized expert. And also in terms of presentation skills themselves. That's something that's carried through. I do a course for Duke University's Fuqua School of Business called Communication for Leaders, and a big part of it is, we have a day long session about public presentations. We have a day long session about answering difficult questions and dealing with crisis communication. Those things are very relevant and come from my experience on the campaign trail. And I also do some private coaching for clients. For instance, I was just hired, this is something I'm doing over the next couple of weeks, I'm going down to North Carolina a couple of times because there is a private equity company that has hired me to help with presentation skills for their top staff members.

Kathy Caprino: Wow. You're marrying it all up and doing it in all different ways.

Dorie Clark: Yeah, absolutely.

Kathy Caprino: You mention in the book you feel there's been a transition from making money from something to making money because of something. Can you tell us more about that?

Dorie Clark: Yeah. Absolutely. This is an insight that I quote from a conversation that I had with a gentleman named Doc Searls, who is an internet theorist. I think that it's very apt in today's society because it used to be relatively simple how folks made money. You did a thing, you got paid for the thing, right? Easy. By way of example, because this is my own background, I was a journalist. And so as a journalist, surprise. You write an article, you get paid for the articles you write, you know? Everybody can understand that.

Dorie Clark: But things have gotten a little bit more complicated now, because by and large, news has become commoditized, unfortunately. Massive numbers, including myself, this is how I got my start, of journalists have gotten laid off. People are paying either very little money, or no money whatsoever for the content that you create. If that was where the story ended, that would be pretty sad. It's like, "Oh, look that's terrible. You used to get paid for doing this, and now you don't get paid for it. How awful."

Dorie Clark: And it is awful. It's terrible, but if you are smart about it, there are ways that you can leverage it and actually make it even better. Case in point, when I was a journalist, my first year, which was 2000, I got hired. I got paid, I believe it was ... I can't remember if it was either 26 or \$28,000 per year as a journalist. It was under \$30,000 for full-time work. Nowadays, I still write a ton. I still in many ways fulfill the function of a journalist, which I know you do as well, Kathy. We blog for publications, whether it's Forbes or Harvard Business Review or whatever, you get paid either nothing or frankly very close to nothing for doing that. But, if you're strategic about it, you can leverage those opportunities into speaking gigs, into consulting gigs, into coaching gigs, and you're able to make far more money. Exponentially more money than you would have if you got paid 200 bucks for an article.

Kathy Caprino: That's right, and in many ways, it's so much more fulfilling because of this because piece. When you know where I thought you might be going, I'd love for you to talk about it. I'm like you in that I write about what agitates me, what confuses me, what inspires me, and what angers me. I mean, those are ... I think, and what piques my interest. So there's a because behind all of it that it's not just, "Oh gosh, I've got this assignment, and I don't even care about it."

Kathy Caprino: It's, "Wow, let me interview this person who makes me feel alive by reading his or her work." So to me, there can be more of a because. Does that sound like what you're talking about? The because of what we do?

Dorie Clark: Absolutely. Well put, well put.

Kathy Caprino: Oh good. So now, tell us, we all know, anyone who's done anything entrepreneurial, even for a second, and those of us who live and breathe with entrepreneurs who've been doing it since they were 20. And I've interviewed, do you know Jared Kleinert? Oh my gosh, 22 in New York? He's so fascinating.

Dorie Clark: I do know Jared, yes.

Kathy Caprino: You know, wow. We don't have to be old and gray, do we? To have an incredible bay of experience? But here's the question. So much of this work takes us into a new territory where it's hard. It's unknown. So we all know, and we've all read this a million times, it's not easy to be an entrepreneur. It's just not. It's fun. It's exciting. It's invigorating. But so many people get discouraged. They get to the point where, "I think I really just have to throw in the towel."

Kathy Caprino: What do you say to us about when to know when to throw in the towel? When to, on the other hand go, "Yeah, you're having a rough patch." And what to do to make sure that, to really discern the difference between, "It's time for you to let this go," and "No, it's just time for you to pivot or learn something different." What do we need to know?

Dorie Clark: Yeah, it's an important question, Kathy. I think there's a few points that we should keep in mind. The first one is that we need to distinguish between somebody getting discouraged and quitting and somebody essentially needing to quit because they go bankrupt or something. I think that something that I would urge people who are considering entrepreneurship to think about and be aware of is that a lot of times, the discourse around entrepreneurship is about, "Oh, you got to go all in. You got to just quit your job and go do it." And so a lot of people hesitate to ever get started for obvious reasons, because they're like, "Oh my God. I need money. I can't just take some risk."

Kathy Caprino: Yeah.

Dorie Clark: And so I think what gets lost is that oftentimes the best strategy is not to do that at all, but instead to nurture and entrepreneurial side venture while you have a day job. Incubate it. Test it. And then, only then when you have validation that it is going well, that you can pursue it and start to spend more time on it.

- Dorie Clark: This is something, when I talk about multiple income streams, this is something that you can be testing while you have a day job. It really de-risks the enterprise. You're able to make a lot of mistakes where it's not going to cripple you. Because you have your job to fall back on.
- Dorie Clark: I think that's the first part, is that there are things that you can do to make it so that you don't have to give up. Now, if we turn to the question about you get discouraged, you feel like it's not working, something like that, this is a place where it is very useful oftentimes to write out predictions in advance about what your hypotheses are, and how things actually come out, because sometimes we have two different tendencies. One, is where you might actually be achieving reasonably good success, but it doesn't ever feel like enough because you're like, "Well, yeah. But I haven't sold a million copies." Or, "Yeah, but Tim Ferriss is still more famous than me." Or whatever, and you can't appreciate what it is you're doing or what it is you have.
- Dorie Clark: The other side of it is that sometimes something isn't working, but you get the kind of gambler's mentality where it's like, "Oh, but one more hand. One more hand, and I'm going to get a hot streak." And you just keep throwing your chips down. That's not good, either. You need to try when you are rational, which is before you get into the heat of it. You need to be able to lay out some parameters for yourself so you can say, "All right, really did I think is going to happen?" So I think before somebody starts something to actually write down, "All right, I predict that in three months whatever, our Twitter account's going to have 5,000 followers, and we're going to be making this much money, and we're going to have this many clients. And at six months, it's going to look like this, and at a year, it's going to look like that."
- Dorie Clark: You're able to test it, and you're able to interrogate it, and you can see, "All right, am I on track with what I predicted? Or are my predictions wildly off? And is that because I just didn't know what I was doing at first? I was like making up numbers because I didn't do my homework? Or is it because actually it should have been going well, but for some reason, it's not connecting with the audience, and then I need to look a little bit more carefully at that?"
- Dorie Clark: I think that it gives you the guidance you need to be able to make smarter decisions about how to adapt if you are feeling a bit discouraged.
- Kathy Caprino: I love it. I have to say, everyone who follows my work knows I do a number of things. Private coaching, group coaching, courses, speaking, writing. And I will, at the beginning of the year, do financial and otherwise projections for each of those, including that one new thing I'm going to launch. And my gosh, looking at that regularly as you say, it's incredibly eye-opening. It's so important to do, and it also grounds you in more of a reality than, "Hey, I'm going to sell a million books." It's very rare to do that. Not that you can't, but it does ground you in a sense of you have some control to shape what you're doing, and it's not just random what's happening. There are many factors that are within our shaping. I love that. Love it.

- Kathy Caprino: You also talk about when people hear the word entrepreneur, they think of these illustrious people like Richard Branson, or Elon Musk, or even Arianna Huffington. Tell us what you think is a bit wrong with only having that as your model. What does that do for us, and how does that not help us actually?
- Dorie Clark: Yeah. I find it so ironic. I mean, actually I've seen plenty of personal examples of this, because, and I had to re-word it because people got so confused. I have in my email sequence that goes out to subscribers for my email list, I have a message that in a certain point goes out where, because I want to make sure that people are getting relevant information for them, and so I have a message that goes out and I say, "Hey, I want to make sure I'm sending you articles that are relevant to what you're interested in. Could you just take a minute, click here if you're an employee at a company, or click here if you are an entrepreneur, or click in this other one if you are working at a company now, but you want to start, at some point, an entrepreneurial venture." It sort of sends people down three paths of different articles and things like that, so that they can get useful information. I can't even tell you before I made this change, how many people wrote back, and they were like, "Oh, none of the categories fit me."
- Dorie Clark: And I'm like, "How is that possible? Because the categories cover every instance." And so they write their description, and they're like, "Oh, well what I do is blah, blah, blah, blah, blah." And they're all entrepreneurs. They're like, "Oh, I'm a career coach, and I'm a professor, and I do editing work, and blah, blah, blah."
- Dorie Clark: And they're like, "So none of them fit." And I'm just like, "Are you on crack? You're an entrepreneur." Like what are you thinking? What's the problem? And I realized, it's like, oh, it is a terminology issue, because they don't think, "Oh, that's not an entrepreneur, they're not an entrepreneur," and it's like, "No, it is not just Elon Musk, I'm afraid it's also you."
- Kathy Caprino: Did that excite them to think that they are? Or do they stay away from it because they're scared to death of that?
- Dorie Clark: You know? I have not done a systematic survey of it, but I personally think that it is a form of disempowerment that they are not thinking of themselves as an entrepreneur, because a lot of times, it's just like, "Oh, well I'm just a freelancer. I'm just a ..." whatever it is, and if you're an entrepreneur, fundamentally that means you're driving your train. You are taking control of your future, you are building a business. And I think that a lot of times folks just identify themselves as like, "Oh, I do this task."
- Dorie Clark: And it's like, "No, you are doing this task, but if you want to do it well, you have to build a business to be able to do this task and create a sustainable thriving business for yourself. And so you better start thinking of yourself as an entrepreneur."
- Dorie Clark: And so I reworded it, just to really make it clear for people, but it was really a wake-up call for me that so many people who were entrepreneurs did not think of themselves that way.

Kathy Caprino: That's a blog post. I'm sure you've written about that. That's fascinating. And I want to offer a build on that, Dorie, if I can. You know, in my Amazing Career project, I'm working with a lot of corporate women as well as budding entrepreneurs, and I want to be really blunt here. I think the vast majority ... I had an 18 year corporate career, so I speak from that, but in what I see, the vast majority of corporate professionals have almost abdicated this idea of shaping your future. Shaping it. And I'll say to them, "You act as if you just show up and the job is what is given to you and you have no control, and that you can't shape your hours, and you can't shape the causes you work on, and you can't say I want to do this project, not this project."

Kathy Caprino: And their eyes get large, and I remember when I was young. It never occurred to me to go to my boss and say, "I want to be honest. These five tasks aren't really utilizing my skills. I'd love to delegate them over here, and take on this project." I never thought to do that. So I'm guessing your message is also pertaining to corporate professionals who should adopt an entrepreneurial approach, yeah?

Dorie Clark: Absolutely, and the really interesting part, I think it would be extremely valuable for individuals to adopt it. The thing that's kind of crazy is that their corporations desperately want them to do so. I think that they might think that it would be met with resistance, but a large percentage, in fact, of my corporate speaking that I get hired to do, I'll do a call with the organizers beforehand. I'm like, "Well, what are your goals? What do you want to accomplish?"

Dorie Clark: And they say, "We really want our employees to take control of their careers. So many employees are just waiting for something to happen. They're waiting to be promoted. They're waiting for the next thing. And it's not necessarily as clear as it used to be. We want the employees to say, "Hey, here's where I'm aiming. Here's where I want to go. What are the skills that I need to develop to get there? What are the assignments that I need in between now and then to be able to get to be an SVP or whatever it is? We want them to do it. They don't know that they can do it. They don't know that they're allowed to do it. Can you help give a talk that shows them that they can, and that the company wants them to?"

Dorie Clark: Everybody is behind this, and I think that if we adopt this and embrace it, it can actually be quite transformative.

Kathy Caprino: Oh I love it. A lot of tweetables going on here. I know what I was going to ask you finally, then I'm aware of our time, I'll let you go, but as a campaign spokesperson, leveraging that, what do you think is the most important thing that we all need to understand in terms of how we communicate our personal brand? And I know you've written books about this. But what do you think ... let's play it on the controversial side. What do you think so many people who are touting their personal brand are getting wrong? What's the mistake you see in all of these entrepreneurs or even corporate professionals? They're not really understanding how to stand out. What are they doing wrong, do you think?

- Dorie Clark: Well, I think that one of the biggest mistakes that I see, Kathy, is that the way I describe it is that people are failing to connect the dots for other people. Meaning, that if you think about your professional arc, how you sort of shape things and make sense of things. Most people are pretty good, when push comes to shove, they're pretty good at explaining what they've done. Literally like, "Okay, here's my background. Here's what I've been up to."
- Dorie Clark: A smaller percentage, but still a decent percentage are pretty good at saying where they want to go, "Oh, my ambition is to do this, blah, blah, blah, blah, blah."
- Dorie Clark: What most people however, are terrible at is connecting those two things. Connecting the dots. Making the connective tissue that explains why the things that you've done in the past, your previous experience, actually qualifies you for and makes you uniquely suited to do the things that you want to do in the future. And they just kind of assume that it's going to make logical intuitive sense to everybody else, and almost never is that the case. Other people do not have the time, the attention, the bandwidth to make that connection. You have to do it for them. Otherwise, they're either just not going to think about it. They're not going to get it. It's not going to make sense to them. Or they're going to come up with some sort of ridiculous explanation that is probably not that favorable. So you need to create the narrative arc and share that with people.
- Kathy Caprino: Gosh, that's a winner. And you know, in working with all these professionals, I think that they have a hard time doing it themselves. I think they don't really know themselves what that ... that's a beautiful term, that connective tissue is. The very first thing is sit down this weekend, and write what are the reasons that you're drawn to this new direction, and why from ... you know this, in my TEDx talk about time to brave up, I talk about the 20 facts of you, and also figuring out what makes you you? And what have you done that no one can argue with, that's unequivocal? But also, what has shaped you, that makes you uniquely perfect for this new direction, even though it's a leap?
- Kathy Caprino: That's a fantastic tip, Dorie, holy cow. Everybody's got to read *Entrepreneurial You*. I think it'll change everybody. No matter what bucket they fall in, where ever they see themselves. I love it.
- Kathy Caprino: So where do we learn about you more? Where do we take advantage of all your incredible resources?
- Dorie Clark: Yeah, well thank you so much, Kathy. If folks are interested in checking out my stuff, and in particular getting a free resource that I have, if you're interested in becoming more entrepreneurial, thinking about how to create multiple income streams in your own life, you can download that for free at DorieClark.com/entrepreneur. It's D-O-R-I-E-C-L-A-R-K.com/entrepreneur, and if people are out and about as they're listening to this, and they're not at a computer, you can actually get it by text. You can text to 44222 and you just text one little phrase, it's DorieClark, all one word. D-O-R-I-E-C-L-A-R-K, and if you text that to 44222, you can get a download of my 88-question Entrepreneurial You self-assessment.

Kathy Caprino: Holy cow. I'm heading over there this minute. And we're going to have that posted under this, folks. So don't worry about that. Is that a new thing?

Dorie Clark: It's a new thing, yeah!

Kathy Caprino: You're on the cutting edge, Dorie.

Dorie Clark: Always.

Kathy Caprino: Making it happen. I cannot thank you enough, and I feel like your messages are so on point with *Finding Brave*. Let's face it, going out to the edge of who you are, and expanding, it requires bravery. We know that. We often feel very comfortable staying in what's uncomfortable, or uncomfortable, what is it? Yeah, that's it. You know. We think that, "No, no, no. I'm too scared to do that." But boy, life is a lot richer when you do push yourself and find brave, and find that entrepreneurial piece of you and expand it. Thank you, Dorie, for sharing all your amazing tips and strategies. It's so good to have you.

Dorie Clark: Kathy, it's awesome to be here, thanks for having me.

Kathy Caprino: Thank you, my dear, and everybody, I can't wait to hear what you think about this. Read Dorie's book, and give us a comment under this podcast, and also join us at [Finding Brave Today](#), the Finding Brave Facebook page, and tell us what you think, and ask your questions. Dorie's right there. She'll answer them for you, I'm sure. And so will I. Thank you, everybody. Have a brave week, and see you next time.

Kathy Caprino: Thanks so much for joining us today, and please don't forget to check out [FindingBrave.org](#) for more programs, resources, and tips. And tune in next time for your weekly dose of *Finding Brave*.