

# David Winegar

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## SUMMARY KEYWORDS

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00:16

My name is David winegar. And I'm the author of the elevator pitch of you using neuroscience to craft a unique and powerful brand statement. The book is a result of nearly 20 years of work in coaching and developing people and how to present themselves so people understand their unique value. For the last 10 years, I've been incorporating the research that comes from the field of neuroscience, neurosciences to study the brain and how our brains function. The field has exploded over the last 10 years and is providing hard evidence about how our brains work and process information. This research has resulted in powerful insights, that if we understand how to use can provide a distinct advantage in influencing others perceptions of us. Today, I hope to give you some practical insight that will help you to better brand yourself in a brain friendly manner. Let's get started. fact, it is impossible for human beings to look at anything objectively. We filter the world through our own past experiences, which provide the lens for how we view the world. Personal Branding is about controlling the focus of the lens of others. It's about influencing how people perceive you. Branding is all about perception. The world exists, it's just that we don't see it. We do not experience the world as it is because our brain didn't evolve to do so. Let me start with an explanation of how people get the wrong impressions and turn good intentions into something approaching an international incident. Here's george bush at the g8 summit in Russia in 2006. What was likely, Angela Merkel's perception of him, do you think it was the perception that he intended? herein lies the problem, it does not matter what our intentions are, it only matters what the perception is. And so much of what we perceive is wrong. Your brain gives you the impression that your perceptions are objectively real. Yet the sensory processes that make perception possible keep you from accessing directly that reality. our five senses sight hearing, taste, smell, and touch are the inputs that we use to gather information to our brains. But they are just in essence, mechanical media, and it is left to our brains to make

sense of that input. Just 10% of the information our brains used to see comes from our eyes. 90% comes from other parts of our brains. Think of the implications for how people perceive you. It's not just about what they see, hear, read or experience. It is how their brains process that information and try to make sense of it. Our brain has evolved and was shaped by the processes of natural selection, combined with our own experiences and those of our embedded culture. The result is we see only what has helped us to survive in the past and nothing else. All of our ancestors survival skills exist within us, with the result being that we prioritize experiences that have proven to aid us in our survival, and de-emphasize those that are risky and threatening. What we experienced is more result of how the brain processes and interprets the input we get than what is reality. Our brains desperately tried to fill missing information, it tries to link as quickly as possible our past experiences, which result in quick assumptions. The problem is assumptions are wrong. But does this all matter? We have survived for 10s of 1000s of years with our brains working as they do, who cares if we don't see reality, right? perception does matter as it shapes how we view the world deeply. We want to see what we expect. Even when we are presented with information that would contradict what we see, we tend to not believe it. Let's take an example of how our brains like to disregard information that we think is unimportant. Take a look at the following animation. Now focus just on the green.in the middle, what do you see? Do you notice that the yellow dots disappear? This is not the animation. The old dots are always there it is your brain disregarding what it believes to be not important. When you focus on something, then other information is soon disregarded. Again an example of how our brains are lazy and how we try to conserve energy. Most of us do not understand the role that our brains play in defining our perceptions and therefore, most people default to seeing only what they expect to see. How does this affect your personal branding? Your brand can be an integral part of how others perceive you, I say can because it must be created, or as I like to say crafted with the thought of how can I minimize the possibility of wrong perceptions as much as possible? And how can I be sure that what I want the viewer to understand about me is actually getting through. Keep in mind the brain's ability to misinterpret the reality when you're thinking of how you want to present yourself. Remember the example george bush in his friendly backrub the negativity bias. One of the most difficult tasks and creating your brand and connecting with others will be to overcome the negativity bias that we humans are so wired to. What is the negativity bias. Remember that our brains have evolved to look for threats above all else. We have five times more neurons looking for threats Then we have neurons looking for opportunities. For those trying to create a brand you must realize that the natural inclination of the brain is to look for something that is wrong. It is your job to make sure they can't find anything. How in practice, can you do this? First and foremost, it is important to focus your brand statement, the brain is not your friend. important to remember is that our brains have evolved to conserve energy at each and every possible point, our brain is just 1/12 of our body weight, but uses a whopping 20% of our energy. 10s

of 1000s of years ago, we struggled to get enough calories to survive. Trying to scrape a minimal 2000 calories a day from the earth is not an easy task, the brain has evolved to shut down energy uses to the minimal functions at every chance it gets. fear of not having enough calories to breathe or beat our hearts is paramount to our survival. Most of us now do not struggle to get enough calories each day. But this is a relatively recent change in the human condition. Our brains have yet to evolve to the point where we are not constantly shutting off brain functions, namely the prefrontal cortex, which is responsible for complex processing. We can say our brains are lazy. We do not want to think hard about things as it burns energy. And we hate that. Have you ever felt the big craving for food when you've been studying for a big exam? That is your brain begging for energy to be able to keep doing work?



06:20

What are the implications for branding? Keep it simple, stupid. When you write your statements and structure your resumes, be sure to consider how an overworked recruiter will view it. Will they look at it and cringe because of all the complexity when their brains want to go into shutdown mode because it's too difficult to process. This is the danger you have and the mistake many people make try to put too much. And this stress is the brains of those looking at you resulting in a rejection of you and a bad perception. You have to sacrifice the things you could be remembered for. to uncover the one thing you should be remembered for. Be sure to emphasize that one thing related back to the job you are applying for in several places in your resume and job application. And LinkedIn profile for the brain once is never enough. Repetition is what the brain needs to remember. And to connect. The average time a recruiter looks at your resume or LinkedIn profile before making a decision to move on or go deeper is six seconds. Yes, six seconds. Take a look at your profile on LinkedIn or your resume and put your phone timer on for six seconds. What stands out, then ask a friend or family member to do the same thing. Time them what stands out? Is it what you want to stand out 90% of all buying decisions are made in the subconscious. This means that you must consider several elements of your branding, and how each one will connect with people you wish to influence. This includes everything from the choice of font and your resume to the pictures you include on your LinkedIn profile, backgrounds, and wallpapers included. The information you choose to include and how you present it. Everything packaged together is what drives the personal perception of you. It's what your brand is comprised of strike a balance, there are two elements that you need to understand and branding that need to all the time be balanced. Those two elements are warmth and competence, we tend to focus too much on one at the expense of the other. And this results in people feeling not engaged with us. Let's look at the two elements closer. First competence. This is for many the easy one and the place where we put most of our efforts. competence is all about what we can do and have done. It's about

our degrees, our past jobs and our experiences is what we want to show people we can do. The problem is we believe that the more we put, the more likely we will be deemed as qualified for the job. But the problem is that emphasis on proving we are qualified oftentimes works against us, we make ourselves overly complex. And we push the brains of the people into saying, Hey, this is just too much stuff. I can't and won't process it. Let's move on to the next candidate. The other mistake that is made is not to organize and make a story of those past experiences. Too often, they end up being just random words on a paper or in a social media profile. The human brain loves stories, and this is what drives us together as social beings. Figure out how to weave your experiences and abilities into a story and you will better connect.



09:22

That brings us to the second element warmth. warmth can easily be thought of as why do we want to work with you every day. Once you get by the question, are you qualified for the job, you still have to convince people that you are the person they want to work with. These days job postings receive on average 250 applicants per job. Most of the time there are 10s that have the basic qualification to get to the next level. It's important to appeal to that emotional brain. What is it about you that makes you someone we want to see every day and work with? How will our organization be better with you than without you? What will you bring that will make us feel better? To be better with you, this is not a simple question to answer and something you have to think deeply about, but get this right and this is what will be key to setting you apart from the other applicants. Show your humaneness. So your likability show how you can demonstrate you are willing to help. Here's a simple example. I recall a profile where a guy put as his hobby that he was a weekend stand up comic. Now think one of the things that we all enjoy is laughing. It is one of the joys of life. Wouldn't you want to work every day with a guy that was really funny and could make you laugh? Most of us would. I'm not saying that you all have to be comedians. But finding that thing about you that is interesting, fun and desirable, will make you connect better in the warmth area. Let's look at a couple of examples for inspiration. Brand statements are not about what you can or have done, but they are an expression of who you are and what you value. One of my all time favorite brand statements is from former US Secretary of State under Bill Clinton, Madeleine Albright. She could easily just speak of her impressive political achievements and most would be entirely satisfied with this. But Miss Albright has a great sense of what warmth means and its importance to connecting with people. Take a look at her Twitter profile. Admittedly, Twitter's a tough place to get your branding just right due to the very limited space that you have. But her profile is a shining example of what can be accomplished. She writes grateful American check immigrant mother and grandmother, former Secretary of State passionate Democrat, author, Professor, businesswoman, pin collector and occasional

drummer. Let's break down her statement so you can see the elements of warmth and competence in it. First, the warm elements. Being grateful to be an American is for sure a statement meant to open our eyes to her views on what it means to be an American. As an immigrant, she found all the opportunities to reach the highest levels of success in the United States, something that certainly would not have been possible in communist controlled Czechoslovakia of the post World War Two era. Next, she focuses on the fact that she's a mother and grandmother, again, she is humanizing herself. We all have mothers and grandmothers and can relate to her in this very personal way. Now it's time for her to tell us a bit about her competencies. Former US Secretary of State author, professor and businesswoman. These all tell us a lot about who she is and what she's capable of doing. Not to mention that it makes us want to learn more about her and what she has done. Something we all would like to be able to successfully motivate people to do with our own statements. She throws in a quirky little side note within those accomplishments, which is meant also to humanize yourself and that his passionate Democrat. political affiliations are a bit risky for you to include in your statement unless you are purposely looking to work for an organization that is strongly politically affiliated. For Madeline, it's part of who she is, and her political life, so not a problem. Lastly, she focuses us back on her warmth, quite cleverly, she mentions that she is a pin collector and occasional drummer. Wow, sorry, but this just blows me away. Here's one of the most accomplished women in modern politics. And she is using the limited character space on her Twitter profile to tell us these two seemingly innocent facts, but think about it, doesn't it make her so much more approachable? Can you just picture her with a handful of pins at some pin collectors event, or her behind the kit knocking out a killer beat? I have to admit that I struggled with that image. But it is something that totally intrigued me. Being a drummer myself, it was something that so hit me close to the heart. It's an amazing example of the power of warmth and competency in balance. Let's now take a look at how to build a statement. If you're not a former Secretary of State, I'll use my profile as an example and show you how I would brand myself as a new graduate. First, the importance of your headline. The headline short text that is under your name on LinkedIn is vital to get right. This is where a lot of people make a mistake. They waste this valuable space by either putting nothing a huge mistake, or putting something in names such as a vague goal or list of potential jobs. For example, if you put something like media, professional graphic artists, visual designer, what actually does this say about you? Those are quite different things and the scope is too large for the brain to wrap itself around who you are. It's better to focus and tie who you are, with what your unique value is. On my profile. I use the following creatively helping people in organizations trainer, coach, speaker, author, applied neuroscience advocate. I hope that it conveys what I value, which is using my creativity to help people in organizations strive for something that is brief, but still powerful. I then added with separators the type of work I do to help people connect even further with who I am and what my work is. I hope that it gives people pause and

reason to dive deeper into who I am and what I do. I hope they ask the question How does he creatively help people in organization Since this is the hook to suck them into the rest of my profile, I've also used this on the top of my resume and CV as the very first thing people see. Again, the purpose is to get past the six seconds of review and open the brain to wanting to know more. This is your first challenge. I know many of you are looking for your first job, and do not have yet a lot of experience to work with. So let me show you how I would write my profile if I was just graduating from my undergraduate school at all of college with a BA in history and education. When I graduated in 1988, I was fortunate to have a friend that lived in Washington DC, who invited me to live with her while I search for a job. I thought that it would be great to work at the Smithsonian, a perfect place to put my love of history to work. It then became my mission to get a job at the Smithsonian, which I was able to fulfill starting work at the American History Museum in the fall of 1988. First, let me show you how it would make my brand for working at the Smithsonian. And at the same time how with a few modifications, it would also form the basis for other job types. First, my headline, I thought to make something that demonstrates my love of history, inspiring people through history, I believe that we can all learn a lot from history and take inspiration in our own lives from it to live better and be better short into the point but also with a bit of intrigue to force people's brains into thinking, what does he mean by that?



16:23

Next, my statement, I tried to analyze myself and create a few points of what skills my education has developed in me. This is where my online tool can help you. It's developed to help you understand some of your strengths and how to use them, you will get a link to access that for free at the end of this course, the things I thought would be important. First, the fact that I'm a liberal arts graduate. Did you know that more CEOs of companies come from a liberal arts background than any other degree, including Howard Schultz of Starbucks, Michael Eisner, formerly of Disney, John Mackey, of Whole Foods, and Alexa Hershfield, of Paperless Post. I believe that a liberal arts degree gives you a lifelong love of learning, and a dedication to knowledge, which is what I state. This can be very effectively used in the interview when they asked you about your lack of a specific skill. Turn it around and show them how your education has above all taught you how to learn and learn quickly. Next, I highlight my degrees and what was the key skill gained from each. For my education, I believe the most important skill is public speaking, something that is important for every job, and something that most people are not able to do well. Second, this skill I learned from history. Again, I chose one that is transferable across many jobs, critical thinking, being able to take in information and form a well thought out opinion. The key is to think of skills that are transferable across a wide spectrum of jobs, and ones that demonstrate your ability to learn, communicate and execute. I experience working

across the globe. These are skills that are time and again needed to be successful in organizations. Lastly, I highlight my volunteer experience. I was fortunate enough to work through my college for the a better chance Foundation, whose mission is to provide students of color with the chance to attend top college prep schools. I learned from that experience the importance of diversity of truly appreciating others for their differences and helping them to use those differences to be more successful. The next two bullets are optional based on the type of job I would be applying for. If I'm looking for a museum related job, then my experience as an intern at the Hennepin County Historical Society is relevant. I had this in my resume in 1988. And this experience was mentioned and discussed in my interviews at the Smithsonian. It demonstrated I knew already the fundamentals of archival preservation. The last sentence is also optional, and one that I would suggest trying on some of your applications, I would not include this on my LinkedIn profile. As at this time, it's generally advisable not to include an objective statement, especially one that is so specific, you might be instantly rejected by recruiters for jobs, not at the Smithsonian, I did myself make this mistake. When I first moved to Washington, DC. I was working as attempt to earn some money while I look for a job. And it was at one business firm that express that they had open positions and that's what kind of job I was looking for. I was so wrapped up in the idea of working for the Smithsonian, that I replied that I was looking for a job at the Smithsonian Institution. And that was the end of the conversation. Now looking back, it was a huge mistake. I closed the door and you should never do this. My advice to myself today would be to be open to every opportunity and present yourself as a person that is willing to consider all opportunities. In conclusion, I hope that this has given you some insight into how to brand yourself and how to use science to engage with those influential to your future success. Remember, it is important how you connect and how you build the perception of yourself. Be thoughtful and be economical in what you present and how you present it. show people you can help them to be successful and connect your personal values to their business and you'll be ready to fly. I wish you all great success in building your own personal brand.



20:03

What David, that was a great tale of information. It's almost a course on how to create an Introduce yourself through the use of an elevator pitch, and got in deep into the weeds. And in terms of the value, many of us don't take the idea of creating an elevator pitch seriously, and we just kind of wing it when we introduce ourselves to others. Can you give us a little bit more of reinforcement on the importance of the elevator pitch? why we should practice it? Why we should have invented it, written it down? and shared it with others?



20:43

Yes, of course. Yeah, well, as you said, a lot of people don't give too much thought to it, and tend to just wing wing it when they go into meeting people. And this is kind of a place where you can really make a difference and really set yourself apart from the from the competition, is if you really know what you're going to say and really know what your value is, and how to present it to other people. And that's all what an elevator pitch is, it's about presenting the value of you to other people. And it's really important to think about the brain related the brain related items in science, to craft your, your statement in a way that's brain friendly. And I think this is something that has come out of the research in the past 10 years about the brain and how we process information. Most of the time, we give too much. And this is a big mistake, and especially people who are new to the job market, they want to tell everything about themselves, they want to tell about all the things and all the all those skills that they have. And the problem is it just overwhelms the brain. And then the brain shuts down and doesn't want to listen, doesn't want to comprehend. So one of my main advices would be to really, really try to figure out what is the core of you? And why is it important to someone else into an organization that you're trying to get hired? By?



22:13

That makes a lot of sense. Should we focus on the benefits of what we do and how we instead of providing the fact of what we do in our elevator pitch?



22:26

Yeah, definitely, it's definitely about the benefits. And if you look at the benefits from the organization, and from the individual you're interviewing with, you know, what's important to them to know about you. And it's also important these days, especially to connect your own personal values. And that's something that I tried to help people do with the assessment, which which we're giving out to people for free, as part of this session, to help each try to identify, you know, what's important to you, and then how you can connect that to your own statement. And, and, and make a difference with with the people that you're interviewing with.



23:02

Makes sense. I'm a big believer in sending emails or letters or sales material using bullets. I had a mentor who shared that and pounded that into my head because people don't

have time to really Yes, turn the information in a paragraph. And so what's the value of in an elevator pitch to be able to say something like? Well, I do three things, one, two, and three, or I have three areas of focus? Is that a more powerful



23:34

elevator pitch?



23:36

It is definitely. And actually, the threes are something that the research shows that the brain loves. You know, we see a lot of this in presentations, that the three things for this, the three things for that. And, and actually it works, it's more powerful. So if you can think of three things, three reasons why a company should hire you three things, three skills that you have that are important. It's a number that's kind of a magic number. And something that works well. I'm also of the mind that you are of using bulleted points. I also use bold and underlining in italics sparingly, but I use it in order to highlight things because we have to understand all the time that our brains are programmed to save energy at every single point we possibly can. And that means we like to skip over stuff. We don't like to read long paragraphs of information we like to just get to the point and and get to it fast. And the danger quite often is that people skip important stuff or they make assumptions which are wrong. And so you know if you can highlight something that's really important that the people should know and should come away with. Definitely try to do that. Try to separate it out in some way or another. You can even use colored text. No, but just don't make it too crazy. Some people go a bit overboard.



25:00

You bring up an interesting point, can the elevator pitch be used in my email, follow up to interviews or part of my cover letter?



25:11

Well, one thing I talked about is the headline that you can use in your in your LinkedIn profile. And I quite much like to use this headline as a part of my signature. And so it's just a single sentence, which kind of describes who you are. And I think this is a very powerful thing that you can use to really reinforce, reinforce your brand with people. And you know, if you just make it a part of every single signature file that you'd have, I also put it at the

top of my CV so that people can see immediately who I am and what I stand for, what do I value?



25:50

It's a great idea. A lot of students have asked the question, or in the theme of questions, they really don't know what their elevator pitch should be right now, because they're a student, they haven't been in the business environment. So they don't have an idea on how to craft that elevator pitch based on what do they look back into in their educational and their athletic experiences, their clubs and organizations? How can they kind of tear that apart and build their elevator pitch that would interest? A hiring authority?



26:25

Yes, yeah, that's a little bit of something that I got into in my presentation. And the key thing to think about is, you know, what are the transferable skills? I think that's more important these days than actually, you know, what, what is the specifics of what you learned in your program, think about what are the transferable skills, you know, for example, for example, I was a education major, originally in my undergraduate. And so I think, the skill that has that has really transferred over to every single job that I've had, which has been something like 15 different jobs over the past 25 years. So quite a number of different jobs. But the one that I've used the most is, is the ability to speak in front of groups. And so you know, tried to find that skill that's transferable over to a lot of different jobs, especially when you don't have the experience because that's, you know, that's the thing that you can really use to reinforce, you know, why you and not somebody else. Another good one, of course, is critical thinking, these are skills that you need an every single job, you need to be able to demonstrate that you're able to look at something and form an opinion and form a judgement about it. So these kind of transferable skills, I think, are the number one thing that I would focus on trying to figure out what that is, what did I get from my studies? What did I get from, from the programs and experiences that I had? And how can I then transfer that over to an organization and use those skills, sporting things are great, it teaches you teamwork. Teams are such a powerful thing of now how organizations work. Almost all my work now, in the past couple of years, in the development organizations has been purely in helping teams to work better. This is really the future of work, collaboration and working better together. So you know, show that you can do that.



28:28

Well, that's an interesting point. So let's drill in a little bit more, and maybe you could help give us some actual examples. So Bob had asked how he could create his elevator pitch, he was the treasurer of his fraternity, how would you craft that bullet so that it would look in his elevator pitch, that he carries that expertise?



28:52

Yeah, well, that's a great one, because being Treasurer of your fraternity means that you have the the financial experience, you have that ability and that skill, to handle finances. And that's, that's a very valuable one in the business, you know, most of the positions you have and in businesses have something to do with numbers and something to do with the financial side of the business and making sense of those things. So definitely, that's a fantastic one. And, you know, it's, it's a little bit of an art to how you craft that into your into your statement. And I wouldn't want to just do it off the top of my head now, because how would probably give one that wouldn't be so. So fantastic, because I tell you, it's not easy, it takes a lot of work. It takes a lot of examination of each and every word. When when I coach people in developing their statements, we usually go through I would say on average, you know, between six and 10 different iterations of those of those statements before really the final one comes out and it's down to looking at everything. The word and what does it mean? Is it conveying the thing that I want it to meet, to convey to that person?



30:07

Interested? So another graduate, Sally has shared that she, she's been on the lacrosse team. She wasn't a leader. She wasn't the team leader. But she showed up. Every day, she was part of a winning team. She practice and she still did her studies. How could she emphasize it? in a general sense, not actually giving her that bullet? What she is capable of doing? Enter elevator pitch?



30:38

Yes, definitely, you want to highlight your your ability to work well, within a team, if your team succeeded in something No, for instance, give you a win loss record, hopefully you have more wins than losses. That's the first place to start, you know, if you went on and achieved even more as a team, you know, if you went to some, some state finals, or, or some conference championships or something like that, that's even better. But just being part of a team and and showing that you're able to work with people in and able to, to succeed together. That's something you can definitely highlight, but you have to figure out

okay, what is the key thing here? You know, just saying it, if you go as you introduced it, and just said that, well, I was a part of Team and I just showed up every day? Of course, that's not very powerful. You have to think of something a little bit deeper. Okay. You know, I was part of the lacrosse team for four years. And we achieve this, that and the other thing.



31:39

Nice. So for a creative person, like Andy, who wrote in, he's very creative. He doesn't like to do things the same way. Elevator Pitch seems confining. It's like, I don't want to be boxed into a formula or something like that, yet, we know that formula is what we have to share with the brain needs that formula to kind of process and, and to understand it. So Andy is very fluid is how can Ed kind of fit into that formula? To take advantage of the information you shared in your presentation today?



32:18

Yes, well, I would say that it's far from limiting. It's not just cut and paste kind of kind of exercise that you go through, there's a lot of creativity in formulating that elevator pitch. And I think that's really where you can stand apart from the others. The only thing that's kind of common about the elevator pitch is how can you make it short? Because we have to remember all the time, this limited capacity our brains have for, for looking at things. And you know, there's a statistic that the average recruiter spends no more than six seconds initially looking at somebody's CV or LinkedIn profile. So you've got to say, okay, in six seconds, what are they going to see? What's going to be the thing that stands out about me, and this is really where your creativity can come in. And, and I also say to people that, you know, it also very much depends on the job you're applying for. So, you know, the more creative the field, the more creative you can be. So you know, if you're, it's a difference if you're applying for an advertising agency, or an accounting firm as to how creative you can be, and how far you can kind of push the boundaries of things. But I think everybody can, in some ways, be creative in formulating their pitch, and that's the that's the place that will differentiate you, you know, how can you grab the attention?



33:50

David, all really good ideas. And we're definitely going to work on those. We've got a few minutes left, and I have two questions left for you. But maybe in a minute or so. You've shared with us what to do. One of the common mistakes that we need to avoid in creating and delivering our elevator pitch. I think



34:12

the main mistake people make is not thinking of it as a story. The brain really likes stories. And as social beings, that's what we're wired to. we're wired to listen to stories. That's why we love movies. We love a great song that tells a story. You know, we're also tied to stories. And you have to think of also you as a person as the story. This is what people buy into. So how can you craft your your brand statements in a way that conveys the story of you?



34:46

Great, great advice. And in wrapping up today, unfortunately, we're running out of time so quickly. You've got a story to tell a very interesting one, one, someone who left Wisconsin and now is out On the other side of the pond, where the sun barely sets in the evening, and you've had a lot of jobs can you share your transition for for students who probably didn't expect this kind of life for yourself?



35:14

Yeah, I think that's another thing to keep an open mind. And actually, I say this in my presentation, at one point that I made some mistakes along the way. I remember when I was first in Washington, DC, and I was camping before I got a job for this at the Smithsonian Institution. And I remember temping at a job in the people in the in the place saying that, hey, well, we have some job openings, what kind of job you're looking for. And I made the mistake of saying that, well, I'm looking for a job at the Smithsonian. Okay, I ended up working at the Smithsonian, which is a fantastic experience. But I kicked myself many times for that, because I kind of closed a door. And my advice to people would be always keep the door open to the possibilities, you know, don't try to limit yourself too much. And in what you're looking forward in the job, yeah, sure, you might have some, some, some goals that you want to accomplish, and some organizations that you would really like to work for. But in my experience, over the years, you know, I've had a lot of different jobs working in a lot of different places. And basically, I've had fantastic experiences in all of them. And so leaving yourself really open to explore new things, and to take whatever comes and make the best of it, is my advice to people.



36:32

Fantastic. Thank you so much, David, we appreciate you taking the time not only to share your philosophy, but for your commitment to help everyone develop a better elevator

pitch. Well, I



36:44

really appreciate the time. Thank you, Don. And I really hope that everyone finds this useful and is able to really go out and knock them dead with their brain statements.



36:57

And that's a take. Okay, that went quick. Thank you. Oh, well,



37:05

I hope it came out. Okay. You never know. So what's up the rest of this week for you?



37:13

I've been busy because I had a last minute customer request for proposal I'm working on with them to again, it's a team related things so I kind of got caught up in that at the last minute and but things are kind of winding down for the summer. Of course once it hits mid summer here, which is June 21. It's still in Northern Europe. It's kind of dead for about a month. Because people take vacations or Yeah, it's quite well it used to be law here that you had to have a vacation for one month in the summer time,



37:51

which