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Dr. Michele Borba

Thrivers: Why Some Kids Struggle and Others Shine

Welcome to Happily Family I'm Cecilia Hilkey Jason Hilkey. And we're delighted today to have Dr. Michele Borba with us. Michele is an internationally recognized educational psychologist and expert in bullying, social, emotional learning, and character development. Michele has spoken to over 1 million participants on five continents. She has appeared today. Dateline view, Dr. Phil CNN, MSNBC,

Dr. Oz, Dr. Drew, and the early show among others. And she's the author of 24 four, maybe 25 books. Dr. Barbara, his latest book is called Thrivers. The surprising reason why some kids struggle and others shine. Welcome, Michele. It's great to have you. I am so glad to be back. Thank You. Absolutely glad to have you here.

I wanted to ask you just to frame our conversation here. Why did you need to write one more book? What is this book for This book is for all of us educators and parents to realize our kids are turning out a little differently than we hoped and dreamed. I know it's not your kids. It's probably the neighbors, but I thinking that we're looking at an unprecedented rise in stress rise and anxiety,

we're certainly raising the most educated. They're very smart, but I think what I began to see is they're not prepared for real life. And I think part of it is that these are uncertain times B, it was a pandemic. Then there were fire evacuations, then there's tornadoes, and there were mass shootings. We can't help our kids in terms of protect them from adversity,

but we can help prepare them because it will be an uncertain, You know, it's real interesting. You say that. Cause I think, you know, we've talked over the number of years and in your previous books about building resilience, being prepared for the unpredictable and here we've had like all this stuff happening. That's very unpredictable and we really want our kids to be ready for whatever comes in the future,

right. To be ready for that unpredictability. So how does, how does that happen? How do we help our kids be prepared for it and also deal with it when they're in the middle of it? Thank you

for that question because it's a really long-term process. But if that's what parenting is, right, it's not like all of a sudden we're going to talk about it and then tomorrow they're going to be ready.

The first thing I think is we need to get a new mindset as a group of parents, that this is doable. So many parents think that this is all part of a kid's DNA or it's locked into their IQ, or it's a temperament. When in reality, I started writing the book when I came upon this amazing woman, her name is Amy Warner,

and she's been studying kids who thrive and survive for 40 years. What she did was she started by tracking 700 kids that were all growing up in the Island of Kauai. Now there's a huge team of social workers and psychologists and pediatricians. So it's not just her, they're all tracking children. And some of them she realized were suffering from some real adversity.

Like we're talking the worst of the worst schizophrenia parents or extreme poverty or abuse, but about maybe 10 years into the study, she's shocked because a third of the kids are making it despite the adversity. And now her study turned into the why factor. What she realized is that resilience building is a process. It's not a program. And the commonality of all of those children who made it were really two things.

First, they had protective factors that they've learned along the way, like how to cope or how to take a pessimistic time and flip it and be more optimistic in my thinking or how to calm down and self-regulate. And then the second thing is what we already have us parents who refuse to give up on our kids who believe desperately in them and wanted them to know that I'm here for you.

You put those two things together, what EMI Warner, and now scores of other researchers have discovered resilient. Children are made not born. And that means we can do amazing stuff for our kids. That's helpful. It's helpful to hear. I mean, it's nice. It's nice to hear that rather than it being born that way. And I, and I wanted to ask,

cause you, I identified in your book, some different character or the character strengths, Their character strengths. And what I discovered is okay, now with Amy Warner and all these other researchers are saying, this stuff is teachable. Then what are the things that our kids really need? I mean, you can't overwhelm yourself with too much. So I looked at all the best of the best.

And I came up with, I'm like, gosh, they're seven. And they're seven that every kid's going to need from sandbox to prom and then the rest of their lives. So this is a womb to tomb scenario. It's not too late for us either. The first one is self-confidence they need, we need to start raising them of who they are,

not what you want them to be. And if we follow their path, we actually help them from a very early age, discover their own strengths and those strengths, whatever they may be actually help you become more resilient. One of the simplest ways to boost self-confidence is actually giving

a kid a hobby hobby. What makes you throw? I don't care if it's knitting or woodwork or art or whatever.

What we've discovered is resilient. Children have something to occupy their own time. So when they're stressed out, they can go to those picking up those knitting needles or picking up that book or listening to the music. I mean, it was really clear that that was simple. The second thing we discovered along the way is that they're socially competent because they have others.

Who'd kind of cheer them on. They have that empathy. Then the third one is they have self-control that's teachable. They learn how to regulate. So when they can feel their stress levels getting too high, they can go, I can do this to calm myself. Then integrity. When you have that ability to know what you stand for, you're less likely to be so stressed because you can make that split-second decision of no,

no, no, no. That isn't what my moral compass is. Or that is what my belief systems are that isn't going to take overnight. That's a long-term process. And then what you can come up with curiosity and openness to whatever in anything perseverance, don't give up, keep on going. And the final one that I think is the most critical one that we,

as well as our kids need is hope optimism. We've got that we can get through it. So don't go thinking that this is doom and gloom out. Nope, Nope. Let's flip it. But what I also discovered is those seven traits not only are they're teachable, there was three or four little abilities in each one of those that are simple, that we can start teaching our kids little as well as they get older and wow.

What a difference that's going to make on their lives. Neat. So I'd like to talk a little bit about the self-confidence in particular, when you started with there and you mentioned hobbies. Yeah. But before you go into self-confidence like the details I wanted to ask you one, one question. So you talked about like a multiplier effect in the book, and I wanted you to talk about this because I think it's,

it adds like even more kind of hope for parents to know that means. And it's also going to alleviate your guilt because I discovered you don't need all seven of those. So don't go overwhelming. You're going, Oh my gosh, I'm already behind the scenes. No, you're not. What you do is you figure out, first of all, little,

take a moment, take a journal and just watch your kids for the next couple of weeks, write down, you know, what, which of those traits do they already have Pat yourself on the back and say, I got that one covered. Which one do they need? And then maybe pick up on, this is the one I'm going to work on for the next 18 years.

So most of our kids come back and live with us till around the age of 26. So we've got more time, keep on working on that, but no something that one's trade alone is great. But if you add,

for instance, empathy, plus self-control, that's even better because it creates what's called a multiplier effect. Your, you, each one multiplies the other,

if you add perseverance to it and empathy and self-control, Oh my gosh, that kid doesn't give up. He's going to be new. The new social agent, that's going to change the world. It isn't one trait in resilience. It's several, but you choose the one that you think your kids need, which ones do they already have. There's also a test in there that you can do a little checklist on what does my kid's strengths are?

What is he good at? And then it'll help, you know, where your parenting plan is going to go. Okay. Excellent. So now, Well, and like what you just said there, it's really interesting because first of all, you said you don't need to do all seven. Which was for me, was like a big relief. Cause I was like,

Oh my God. So you don't need to all seven. And also the way you described, like taking a journal and just noting, what is it our kids are doing well. And yes, totally. Is that great for us as parents. But I think that also helps us, you know, we many speakers talk about this, like being able to focus on what is going well and seeing what they're being successful in rather than what are they,

what are the deficits? What are the problems we do that all the time. I think I really liked how you, you pointed out like, what are the things they're doing really well at? Is the joy too. What do they gravitate towards? It may not be something you love, but where are they gravitating towards? The fascinating thing is that's what gives our kids a sense of purpose?

That's what gives their life a sense of meaning. Very often that they'll use that same hobby, the rest of their life though at age 40, 50, 60, 70, they're still going to be back logging on that and going, that's what I can do in my spare time. But a lot of your vocational strengths later on end up that. So it's just taking up an index card,

figuring out what your child's strengths are when you go to the teacher conference. The great question is what do you see my child's strengths as being asking other people who love and care about your child, because that's going to give your child real. Self-confidence, that's what the self-esteem comes from. I liked that. I liked that a lot, especially bringing in other perspectives,

especially as kids get older, but even when they're younger, I, one of the things we noticed as teachers is that we see a different kid than the parents see at home. Like what you're saying. There is like asking other people who know our kids, what do they see? What did they see as their strengths? That's super helpful for us and getting a different perspective.

And so it, back to the self-confidence you were talking about you, you mentioned hobbies and you talked about how to build self confidence. Could you say some more about that? Yeah. The first thing is you've got to figure out again, is your, what kind of a learner is he? What does he

enjoy doing? And it's just watching your child a little more intentionally without them knowing you're doing so.

So does he like to pick up the crayons in his spare time? Does he like to pick up the book? Is he more likely to when he starts to get stressed home to himself, that means he's a more musical child, which we'll begin to see is what he loves. What makes him passionate about life? And then what you can do is kind of figure out,

okay. Maybe if she really is a more drawer, kind of a kid, that's the child that I can help her find a little extra trips to the museum or find some extra books that we can read about drawing or put a little more time and energy into that particular activity. One of the things I think that we've done too much are kids tell me,

because when I was writing this book, I interviewed a hundred teens across the country. One-on-one for an hour each, Oh my gosh, where they're mind boggling. They said, what the problem is when I asked them what your hobbies are. They all left with their mouth open. Who's got time for hobbies because our activities are so scheduled that they don't have that relief time.

And one of the things we're discovering that any Warner would say, you find a hobby that gives you downtime, that it helps you restore. And there's that multiplier effect. Not only is it a build your self-confidence, but it's also going to build your self control. So now you can reduce the stress. You can enjoy life together. Some families do family hobbies to figure out what their,

what their child's family is or poverty is each month. Let's try one little thing differently. Let's out to the tennis court or let's go get some crayons or let's just go figure out if we all liked music and then go, that didn't work or this works, or didn't realize that about that particular child keep journals about each kid is going to be wonderful for you.

I like that. I like the Family hobby. I really, I want to, we can, we can do that. Well. And I've also because I want to explore new hobbies. Like, it'd be great for me as well. Right? I want to underscore something. You said that you said so many great things and one of the things you said again was that focus.

I don't know why I keep coming back to this because you say it, but it's something that I think it doesn't come naturally to parents. At least it didn't for me is to focus on what they're doing well and support that more. And I just want to point that out because so often we, as parents are looking at what, Oh, they're not doing much with crayons and much drawing.

Well, I need to get more drawing in there so that they will enjoy that. Not what you're saying, you're actually saying, identify what they're good at. What are the things that they're enjoying? What are the things that we can lift up and let's do that instead, which is a much easier thing to do as a parent. And I just,

I wanted to just point that out because I think that's a fantastic thing that you're saying there that builds that self-confidence. Yes. And it also creates a less stress to home environment because your kid goes, mom knows that. I love to do this. The whole secret to self-confidence is raise your kid based on who they are, not what you want them to be.

And too often, it's all about the, what what's your grade, you know, what did you get as opposed to what a wonderful things are you enjoying doing, watching that it's that who and that who creates their self-confidence that cool by the way, is the foundation for all those other thriving traits. So once you have it, you're going to have a happier camper.

You're going to have a child who's a little more confident in himself who doesn't need you to keep raising them. Pretty often, he's going to come up to you going mom, don't you think you're going to put this on the refrigerator, Bork and look how great I am at whatever it is when they come home, what did you enjoy doing today? You'll find more and more about that child and those wonderful learnings are what's going to help you just,

just propel that child in terms of your parenting, the rest of your life, because that's what you want to do. You want to help ground your child and help him thrive based on who he is. I love that. That's awesome. Yeah. Gosh, I, I wanna, I want to share a story that actually relates to what we're talking about here.

Our oldest daughter is super into horses and at one point about a semester ago and she's, she was a junior in high school at the time. So like colleges are a big deal. Grade point average is a big deal. And her grades and her grades were kind of like, eh, like kind of going down too much time studying. And I'm like,

Ilana, we gotta, we gotta do something about horses because like she's spending all this time at the barn and she's having to muck stalls to like help pay for her lessons and everything. Like, it's a very it's it was like a part-time job for her. We're like, let's cut out horses for a month or two, just to help you, like get caught up on our schoolwork.

And we thought that that would help. It actually made it worse. She didn't have her hobby and her belief. And we learned after that, like, Oh, let's not cut out the hobbies. Let's cut out the other things. Like what other things can we cut out? So you still have your stress relief and then the grades naturally went up again.

So it's just, if you're tempted parents, if you're tempted to cut out the hobbies, don't figure out what else you can cut out. I love that idea because one of the things that parents will say is I don't have time. And we rigidity don't because it's so many. So what you do with your sit down with your child's calendar, when they're a little older,

they can help you do it together. And you say, you have all of this. What's the one thing that's the non-negotiable that, you know, there are certain things that you have to keep in there that

are based on, you know, the school or your priorities in terms of a family or your values, maybe it's church, or maybe it's the violin,

because she's absolutely passionate about it. But is there something in there that one thing you can cut? It's amazing. Just cutting one thing, how much you'll free up that time and now you can devote it to her joy. And that joy is what lifts her up, keeps her confidence boosting and actually helps her what we now know, get into that flow state.

So it stretches that last or the one called perseverance. It's amazing. Most of this research was done with adults. It wasn't done with little kids later on the way. And we begin to see that, Oh my gosh, if it works for adults, what about kids? Do you know that the average child in the United States of America, the most talented kids we have,

we've tracked them the most talented give up their passion at the age of 13. And the reason that they give it up is because I don't have enough time to do it. Well, there goes that ability to what I would call thrive to flourish and keep on going and, and go over the bumps and the bruises because you know who you are and you can keep on you flourish.

That's what we're looking for. That's great. Yeah. So I'm imagining that there are parents listening to this. They're like, yeah. My 13 year old did that. They gave up their passion and maybe they don't feel like they have time because the pull of the screen or the phone or the social media or everything else is happening. How do when,

when we've gone over to the other side and our kids are struggling, what advice do you have for those parents to help get their kid back on track, To get back on track up? I do a lot in terms of psychology. You get back on track without again, figuring out your child's passion. If you're haven't figured it out, I would get on board with anybody else,

particularly one person who cares desperately about your child and knows your child. For instance, there may be a teacher. There may be a coach. There may be the grandparent and you share with exactly what you just said. How can I get him back on track? Or what does he need in order to thrive? Because it like he's going down to a downward spiral.

The interesting thing, one of the most one child told me is that, you know, I'm really feeling empty. The term I was hearing from so many kids empty because I don't have the stuff that gives me that holds me up. That lifts me up. And they said, I think it's because most of my friends feel like we're being raised as products,

not human beings, we're missing the human stuff. And one of the things that you've described is that when you also lack that we know that from the pandemic, the social distancing, it's created some really lonely kids. They need to be able to get on board together. One simple thing you can also do is track your kid and go, what is he plugging into?

So what's he plugging out of what did he need? And I'm not just talking about plugging into a Nintendo game or a video game or whatever. It could be. The part of life he's plugging into all of these activities, but there may be ones that we've set up for him that are going counter to who he really is. And a lot of times when you ask your child to have a little one-on-one and really have a serious conversation,

it's amazing how they will open up and thank you for listening and give you some advice. Yeah. I love that. Okay. So I wanted to come around and talk about optimism and hope, because that is something that you talk about in your book. And, and we, we all think it's something that's that's really needed today. So what do we need to know about that?

We need to know what's teachable. We need to know that we can counter negativity and we need to realize that there's some phenomenal research. In fact, coming out of Ivy league schools to tell you on this one are now doing prior to the pandemics. And afterwards, the first week, when kids go back to college, they're seeing the kids are so low in resilience and hope they're doing one week crash courses and helping them reframe their brains and thinking patterns so they can counter the negativity because it's,

it's reducing their focusing ability and it's boosting their mental stress. Now, when we realize that's happening at age 18, that also means you can rewind the time and started that at age two, three, four, five, and one of the simplest ways Navy seals taught me this one. We teach ourselves as Navy seals, positive affirmations, and they look at me and they go,

I know that sounds touchy, feely, and I'm going, my gosh, you, the most elite forces in the world, I'm going to buy into it. Tell me what you're talking about. They said, as soon as we start to hear ourselves say, I can't do it, or I can't get through it. We counter it. We immediately teach ourselves prior to the negative statement.

This is the key. You don't teach anything when your kid's in meltdown or when you hear them being negative. But in a calm moment, one positive phrase, like I got this, or I can get through it or it's going to be okay or it'll get better. And the fascinating thing is, if you keep saying over and over again, pretty soon,

it counters the negative. Now, how do you start that real easy? You do it yourself and make you say it so often around your kids. I got this. Okay. I got it. Don't worry. I got it. Pretty soon. Your voice becomes their voice. And the most amazing thing is they start saying what you're saying internally. Oh my gosh,

that's your aha parenting moment. And that's the first step to optimism or hope. Give them something that is a positive refrain. In fact, if you could do anything as a family, come up with some kind of a family mantra that you all say together. I mean, Rob, remember one kid saying over and over again, my whole family, you have to say,

and we got this. We're going to get through it. It was all during the pandemic. How wonderful if at a family reunion, 40 years from now, when you're eavesdropping on your kids and the kids are saying, my mom always used to say, we got this. We're strong together. And we did. I mean, that alone is glorious.

Another couple of things that isn't just one thing on optimism. Another thing is watch the doom and gloom it's dunes and glooms. But we do know from NYU that more kids are exposed as well as us to those dismal news reports. It creates what's called mean world syndrome. And they begin to just internalize and XE. The world is a mean scary place.

What that means is their coach, your hope. And you begin to say, why bother? There goes your confidence. There goes your perseverance. There it goes all the other seven thriving traits. And so what do you do first, if you really have to do the doom and gloom, read it from a newspaper and not from a visual, like a screen,

because we do know that the more graphic the image, it really does impact you. Second of all, I think as far better go to the back page of the newspaper. They're about this big they're paragraphs of incredible people who are doing extraordinary things. You cut those out, you paste them on index cards. You stock them on your dining room table.

And every night you read good news reports about people in the world, right before you could go to bed. By the way, that's the time our kids are most receptive to us. We wait all day for them to go to sleep, take those five minutes before they go to sleep. Cause they're kind of in zone moment, go let's review some really cool things that happened in the world today.

And after a while, kids began to see the world as good and they'll actually become good finders. So they'll start looking for it. You can also read children's literature, selections. I mean, wonder, you know, Charlotte's web stone box. Read those stories because not only do they activate empathy, they're also about hope and optimism. Kids who have worries.

Many of the teens I interviewed say, we're so good at catastrophizing. We just get one little worry and then we just keep blowing it and blowing it and blowing it up. So they create power statements, kind of like the Navy seals. They write statements about, you know, good stuff that they want to say. And remember they either it on their screensaver,

all over their mirrors. And after a while you said, we keep remembering I got this. I can do it. Or I take it. And I write my worry. I taught kids to do this. You write your worry, write it down. Because once you know what it is now, pull it up and get rid of it because, or at least carriage it a little or spots or figure out one little thing you're going to do differently to get rid of it.

You chunk the worry. Maybe seals told me one other thing. It said, other than we say a positive statement after we know our stress signs and we keep saying it to help us keep our cognitive focus. The other thing we do is we chunk our fear. So what do you mean? You chunk your fear? He said, well, you know,

the goal is to get through the battle, but that's pretty intimidating. So what we do is we chunk the fear into I'm going to get through the first 10 seconds. Then I'm going to get through the next 10 seconds. That's a great tip to tell a child. I know you're overwhelmed by tooling at all. So just get through the first minute.

Then you can get through the next minute. There's simple little things. What I wanted to do in Thrivers was give dozens. Don't do all dozens or your kid will never lead. You read, you read another book, but what you then do is find one that works for your child and you keep doing the same thing over and over. And you model.

It is also the best way to teach these showing a child, not telling them, Oh, that's so much better or pointing it out in somebody else. Increasing what happens is the child will be able to use it without you. And your incredible parenting moment is when you see your child doing it out on the playground or teaching another child or little ones,

teaching the dog doesn't make any difference who it is. That's your goal to finally get those internalized skills. So your kid can thrive. I like that. Like how you talked a lot about modeling. And what I find interesting about modeling is that we got to get our stuff together first. And that's great because we can control that we have total, the total ability to deal with that.

So it also helps teach us these skills. Like you were just saying this, what you wrote was for teens, but it's also for adults as well. And then we can all be applying this. And I get that. That's really fantastic. And I feel like I could take any one of these and just work on it for a while on myself,

let alone with our kids. Interesting. I think our, like our family mantra is adventure. We've, we've been in some funny situations as a family, we've looked at each other and we're like, we're not adventure. Right? And it's been like, some of them are tough and some of them are awesome and we're all like adventure. Right? And so it's been interesting to see how that's kind of like That.

I love that. And I love it because your kids will pick it up and do it. And I love that. You also said the key, you start with yourself. In fact, one of the best ways to teach, go through the book and find something that you want to learn in yourself and then keep practicing and practicing it pretty over it spills over.

For instance, when we look at self-control, one of the best ways to teach kids, help control is be the model of it. You know, even in your own home, when you try to learn self-control or self-regulate because that's a key to, if we don't, it overwhelms us and no matter any of these other self traits that you try to do for thriving or all going to relinquish,

because you don't have that ability to self-regulate. But a simple thing that parents telling me they do is you start by helping a child, learn their stress signs. Just point it out, put it out in

yourself, right before you start to get really upset. Do you notice, you always go like this to your hands. That's your stress sign. That's your body telling you a warning sign.

Now, at that point, they're not going to be able to take a stress reducer, but at least they're recognizing it and you can do it with each other. Some little guys, they moved their feet back and forth. Some little kids are start to feel their breath go up where they feel their cheeks start to flush. And then what you can do is a couple of things.

The simple one is as your own yourself is to just do a calm down signal. That means I need space. I need space. Don't say anything. Cause you've got some verbal kids who will get you into a verbal battle. Nope. This is quiet. And that means I just need to go to a space to calm myself down an other one,

to help your kids thrive is help them help you set up a calm down corner in your house. And it'll be wonderful because you'll figure out what your kids love to put in that calm down corner. Don't buy anything, but it could be, you know, beanbag chairs or it could be pillows. It could be glitter jars or bubble blowers or books.

Or most teens say it's music, music, that's on an iPad. And I said, okay, what kind of music? They say, well, your music is better than our generation. Cause you guys have less beats. And I went, Oh gosh, we finally got some points, but it's also Mozart said one girl because it's sues me. And then when I do something really,

really good, I crank up one song. I said, Oh, what is it? She goes, it's Elton John. I'm still standing. And I just keep marching around the house and I'm going all right. She knows what it is. But her mother put those in a calm down corner. And you child now, as a family gets to go use it after a while,

they can do the same thing in their bedroom. Guess what? They'll do the same thing in their dorm room. And they'll probably do the same thing. The rest of their lives. It's just modeling it, simple little things. And it helps kids learn. Agency. Part of resilience is not us always teaching the kid this stuff after a while, it's the kid saying I got it,

mom. And when you give them that sense of agency, it means they have control over their life when they have control of their life. Stress goes down because I got it. I got this one more. Oh, what a moment there. That's a great thing to be hearing from your kids, Michele, you know, we've got, I, I feel like,

you know, we've just touched on like three of them and we talked to her about them and there's, you know, four more in the book and this, we could talk about this for quite a while. I still love talking to you. You have so much insight into this and, and how people can actually put this into life practically. So as we wrap up,

I would encourage everyone. First of all, check out the book, you know, get all, take a look at all. Seven of them, see how they apply for you, see how they apply for your kids. But as we're wrapping up, do you have any final words or a big ask for our audience here? My big ask is to push the button on parenting for just a minute and stop and think what's really going to matter right now for your child,

for your kids. Don't think of just right this moment, but think of 20, 30 years from now, what's going to help your kids be able to thrive in a world someday, sad to say, but it's true without you because that's what real parenting is. I think most parents are realizing it's an uncertain unpredictable world. We can't protect our kids from all of that,

but we can say all the new work and new science help them learn protective buffers or skills that they're going to be able to use the rest of their lives. Those skills will help them thrive. Because the thing that I learned above Elsa is that Thrivers are made not born. And that just means simple little things we can do now, the rest of their lives,

that's, what's going to help raise, I think a stronger, healthier generation of kids. That's awesome. So exciting. Michele, how can people find out more about, you know, your other 24 bucks in addition to this new book and, and all that you have available, you have a ton of content and it's just great stuff. How could people find out more about you online?

Oh, I think the easiest one, just go to my website, Michele borba.com there's articles. There, there is community book reads that are all there for you that you can download. Everything's free just at any other information you need. There's also little YouTube tapes I've been putting together like three to five minute ones on each. One of the items that we've been talking about.

If we get on board together, I think that's what we need to do. I think the most important thing is to know this is doable. It doesn't take a PhD, which just takes intentionality. Well, thank you for that. And I encourage everyone to check out the book, check out all this content. Michele has Michele, thank you for,

you know, from us and from the audience here. Thank you from the parents and from the kids that get to benefit from all this and in setting up their lives for the future. Thank you for all the work that you've done need to make this available. It's a joy talking to you and it's so exciting and inspiring, and we look forward to continuing the conversation with you again in the future.

Thanks for being here. Thank you. Thank you. All right. Bye. Bye.