

**Jen Gresham:** Hi everybody, this is Jen Gresham from Everyday Bright, and today I am so pleased to be interviewing Gretchen Rubin. She is the author of the bestselling book *The Happiness Project*, and I think she has a lot of great advice for the people here at Everyday Bright on how they can get happier, and especially how they can get happier in their careers. Welcome, Gretchen.

**Gretchen Rubin:** Thank you, great to talk to you.

**Jen:** So I have to say, I loved your book. I loved it in a way where not only did I think you were speaking to me, I wanted to call my family and say, is there any potential I could have had a twin separated from me?

**Gretchen:** That is so funny. I'm so happy to hear that.

**Jen:** First, I just want to tell everyone that you should absolutely read Gretchen's book. That's just a must, so we're starting there. And I think this is so important for career changers in particular, or people who are wondering if career change is right for them. You say in your book - and I just about cheered - happiness is a critical factor for work, and work is a critical factor for happiness. How much did that drive you? You've been through your own career change from being a lawyer to a writer. How did you navigate that?

**Gretchen:** It's hard, and it's interesting because I think that it's much more common than I realized. Because you sort of feel like you're the only one doing it. But a lot of people, they're medical students and then they decide to be whatever. And looking back, there are a couple things that made it easier - it didn't feel easy at the time, but made it easier for me as I think back on it.

One of the things was that I was very fortunate in my life because everybody in my life was very supportive of me making a big change. And here I was a big successful lawyer, and kind of at the point where I had all the credentials I could hope for and now I was ready to go out and do whatever, I said oh, I'm going to start all over and

throw that away. And really to their credit, my mother; my father; my husband; my sister; my friends, were very very supportive.

I think it can be hard if the people around you don't want to see you make a change. And often it's from love. They want you to be safe and secure, but the fact is there no safety and security. Over and over, people have safe and secure jobs that aren't safe and secure.

And so you feel like, well, if you're doing what you love, there's a safety in that. And I also realized that if you love, if you really love what you do, you bring an enthusiasm and energy to it that's very hard to replicate from sheer doggedness. When I was a lawyer, I would do the minimum I had to do to do an excellent job. I would do my best, but I never did one minute more than I had to. But then with writing I feel like, I do it in my free time. I do it all the time, because it's what I love. And so I felt like that gave me a real advantage as I was thinking about it.

I was also fortunate because my sister was a professional writer. And so when I was a lawyer I was writing in my free time at night and on the weekends, but then it was like this is something where this is a job. People do this for their work. I don't have to do it for leisure; I could do it for my work. So I was lucky that someone close to me was doing that, because it really reminded me, this is something that I could really do.

**Jen:** Right, because you talked about that in your book, that struggle to feel legitimate. And maybe having a role model who did that professionally helped you make that connection.

**Gretchen:** Yes, but I will say this. I think there are some people who just feel illegitimate, and a very helpful thing was my sister said, just ignore that. Don't try to make yourself feel legitimate. Maybe just accept the fact that you're not going to feel legitimate, and not let that direct your decisions.

Which was excellent advice, because if I was just trying to make myself feel legitimate, that wasn't a good basis. Because I was

clerking for a justice at the Supreme Court. It couldn't get more legitimate than that, and yet I didn't feel legitimate. So she said, hey just move on. Do what you feel like doing. Maybe it's just your nature. And so I think that maybe instead of trying to satisfy that feeling, I'm just not going to worry about that right now, I'm going to worry about doing what I feel like doing. And I think that was really good advice.

**Jen:** Speaking of your nature, I know scientific research says there's a happiness set point. They say you can only change your happiness levels so much, and that in fact only 50% of it was in our control, and of that 50% only 10% of it comes from our circumstances like work. What's your take on that?

**Gretchen:** I think it's more helpful to think about a range, a set point range. Because you're absolutely right. About 50% of happiness is genetically determined. It's hard-wired. And we all see that - you see that some people are Eeyores. Some people are Tiggers. That's just who they are.

And then some part of it is life circumstances like work or income or health, marital status, age, things like that. All the rest is very influenced by the way that we think and the way that we act, and so there is a big range where we can push ourselves up to the top of that range, or push ourselves down to the bottom of that range.

And I think a great example of that is I had a friend who hated his job. I mean, this guy hated his job, but for a variety of reasons he needed to do it for a certain time. And he was who he was, and then I saw him a year later and he had quit that job, and he had a different job, and he seemed totally different. Now his genetics had not changed, his life circumstances were exactly the same except that he had switched jobs. And yet his experience of his everyday life was completely different.

So it's true that there's a lot that we can't change, but we still have a huge amount of effect that is within our control, where we can make a difference. And so that's where you think about, those are the choices where you really can move yourself up or down in that range.

**Jen:** Yeah, I like that. And I also wonder if one reason we kind of get confused here is that a lot of these studies base the results on people self-assigning happiness level. And one of your secrets of adulthood is happiness doesn't always make you feel happy.

**Gretchen:** Yes.

**Jen:** So how do we know if what we're doing is really increasing our happiness in the long term or not?

**Gretchen:** That is a very good question, and it's complicated because it's everything that you're pointing out, plus there's the issue of, what if something makes me unhappy in the present but I think is going to make me happy in the long term? How do I balance that? Which is one of the great challenges of happiness, which is how do you think about the present and the future?

When I think about it - because it gets very complicated very quickly - so I needed a structure to help me deal with this. This is how I think about a happy life: I need things that make me feel good, that are going to fill me with enthusiasm. Time with friends, things that I look forward to, things that make me feel good.

And then I have to try to get rid of things that make me feel bad. Like anything that's boring, or makes me angry, or makes me feel guilty or resentful, or even physical pain. Anything bad that I can take away, I should try to take away. Not everything can be taken away, but some things.

Then there's the quality of feeling right, and this is trickier to understand. Because feeling right means you're living that reflects your values. But sometimes when you live a life that reflects your values, it doesn't make you feel good. It makes you feel bad, but you feel happy because you're living your values.

So for example, a very big problem with a lot of peoples' work is their commute. And studies show that a bad commute, especially if you're

commuting in traffic, is something that's going to drag you down day after day. People don't adjust to it. And it just really wears you down.

But for a lot of people the reason that they have a long commute is because they want to live in a particular school district, or they want to have a particular kind of house for their family. And so if you say to yourself, look, I have this bad commute, and it's a big bummer, but I'm living the life that's important to me, and so I'm living my values, then you realize that you're consciously making a decision that's adding to your happiness. So it doesn't make you feel good. It makes you feel bad, and yet you feel right, and so there's something that makes you happy about that.

And then there's something called an atmosphere growth. Which is this other thing that I didn't really understand for a long time. And that's the idea that people are happier when they're growing. When they're making something better, when they're making progress with something, when they're learning something, when they're helping somebody, when they're fixing something, when they feel like there's growth.

But the thing about growth is it can be hard. And a lot of times when you're learning to do something new, it's frustrating. Or when you're overcoming a fear, it's scary. Or when you're fixing something, it's frustrating. And so a lot of times your atmosphere of growth comes with a lot of negative emotions. And then a year later when you look back and you think wow, it was really kind of hard to teach myself Spanish. But here I am speaking Spanish pretty well. It's exciting.

The things that accompany building a happy life aren't always accompanied by good feelings. And so you have to think about, well how does it fit into a happy life in a way that over the long term is going to yield me a life that reflects my values, my interests, my temperament, and gives me the kind of life that I want.

**Jen:** I thought one of the best pieces at least for me when the light bulb really went off when I was reading your book is when you talked about the struggle of who you are versus who you wish you could be.

**Gretchen:** Yes.

**Jen:** And I think especially for overachievers, this is a problem.

**Gretchen:** Yes. It is, and it's funny, because I think it's very important to recognize that if you really are trying to be yourself, there's kind of a sadness often to that. And you have to admit that. Again, happiness isn't always what makes you feel happy. So I have eight splendid truths, because I love making numbered lists, and so my fifth splendid truth is you can build a happy life only on the foundation of your own nature. Meaning your life has to reflect your nature, your values, your interests, your temperament. It can't be what somebody else thinks would be a good life, because that's not going to work for you. But what's sad about that is that if you recognize who you are, a lot of times you have to admit all the things you're not.

And so if you're an overachiever, you might think, hey, if I just learned more about it or applied myself more or went to a class or made the right friends or whatever, I would be like that. Maybe here and there, but for the most part, you can't bully yourself into being somebody you're not.

So for example, for me, for a long time I thought, I don't enjoy music. I should learn more about music, I should go to more concerts, I should listen to music all the time and I then I would love it. And then I would enjoy it. Because I could see everybody around me loved it. I could see that there was cultural value to it and a real pleasure that people got. But the fact is, I don't really enjoy music that much.

And when I let go of this fantasy of who I wished I were or who I thought I ought to be, I had more time for what I liked to do, because I wasn't thinking, oh I should turn on music, I was thinking, oh, I'll just sit down and read a book. I had this weird thing too - where I think other people have this - where you kind of undervalue the way that you are. Because you're like, well, everybody likes to sit around and read. But they don't. So the more you embrace who you are, the more

you free up time for the things that are actually important to you, and the less you're haunted by this feeling that you're not achieving or not being who you want to be because you're not trying to be somebody you're not.

**Jen:** I think this is really one of the dangers of asking for advice and the whole mentorship model, is because a lot of times what you get is what makes that person happy or at least what they want to be instead of what they think you should be.

**Gretchen:** Absolutely. Or the advice they wish they had taken. It's very hard to understand other peoples' experiences. And it's one of these paradoxes - there are all these paradoxes on happiness, which is fascinating - and one of the paradoxes is that people are more alike than they think. But people are also more unlike than they think.

So like you said, oh, I read your book and we're exactly alike. So in a way, we're very much alike. But then in another way, we might be very very different. And it's hard to manage that because you're like, well he said it's important to go to these big conferences and really network with people, and it really worked for him. I should do that. And you just can't because it's not in you.

But then on the other hand, you think, oh, other people think money is really important and that's what matters most for them at work. But actually it turns out that that isn't one of the most important things for most people. It's very hard to do that. The more that you think about yourself and what is true for you, the better off you are. Because you're right, it's hard for people - even the most well intentioned people - to understand what exactly is true for you.

**Jen:** Yeah, and I heard Penelope Trunk say once, when you're looking at other peoples' lives and saying, oh, I wish I could do that, she said if you don't want their life - and that means the whole part of it - then you don't want their job. It's not fair to compare someone who's married and has children with someone who's single and twenty years younger and say, I wish I could do what they're doing.

**Gretchen:** Yes. Well you know, I read a biography of Kennedy, John F. Kennedy, and he said this line where he said, people do best what comes naturally. And the more I think about that very simple statement, the more I think that it's true. And I think the more you think about, what do I feel like doing? What seems easy? What seems like the right thing to do?

When I was switching careers I had this experience very much. Where people said to me, but how did you get an agent? How did you know how to write a book proposal? How did you get an idea? And I think back and I think back and I think, you know, it just didn't seem that hard.

Now I'm kind of incredulous, like I just had an idea for a book and I started writing. And I went and got a book from the bookstore on how to write a proposal, so then I wrote a proposal, and then I contacted some agents. And I think it's because it was something that came naturally to me. I was naturally interested in, naturally inclined to do.

If somebody had said to me, you need to redecorate your apartment; I would have had no idea what to do. I would have been like, where do I go, who do I call, what do I see, where do you make decisions? I would have been completely paralyzed. And I see that over and over with people where I'm like, how did you do this crazy audio/visual slide presentation with moving parts and changing colors on your own computer with no help from anybody? And they're like, oh, I just watched a couple how-to videos and read a couple sites. Because it comes naturally to them.

It's not that it's easy. But that it somehow feels like it's on this path that just unfolds more naturally. It seems like it's working with your nature instead of against your nature. Because a lot of times there's many ways to do a job well, but you have to find out within the confines of yourself, how you would do it in a way that works for you? So some people are very extroverted and they can do certain things, and some people are more introverted and they have other kinds of strengths. Or as you say, life circumstances are very different, like

how much time people have to spend on something, or there are just a lot of different factors. And again I feel like your own self-knowledge is very important. But self-knowledge is very very difficult.

**Jen:** Yeah. In fact I tell my clients that you're really looking for something at the intersection of your passion, your personality, and your strengths.

**Gretchen:** A hundred percent. And that's just very hard to do. Partly because people don't want to admit the truth about themselves, for all the reasons we were talking about, and second of all it's just hard to have that sense of perspective on yourself.

I'm always looking for ways to do this because it's tricky, but sometimes there are questions you can ask yourself that are like trick questions. So you trick yourself into understanding yourself better. So one of them is what do you lie about? Because if you lie about something, it means that your life doesn't reflect your values, and so you don't want to admit that to other people.

So for example, a friend of mine said she was lying to her pediatrician about how much her children watched television. The thing is if she felt fine about how much television her children are watching, she wouldn't have lied. She would have just told the truth, because she's like, it's fine for people to watch four hours of TV a day. It's fine. But she lied about it, which means she didn't think so.

Or a thing is like, who do you envy? And when I was thinking about switching careers, I would read the alumni notes from my college magazine. And I noticed that the only time I actually felt painful feelings of envy was when I was reading about people having writing jobs. No matter how good a law job was, I didn't care.

So envy is very helpful, because then somebody has something that you want. And it's uncomfortable, but it can be like, well, could you have it yourself? Maybe that's telling you something.

One of my favorite things is, who's your spiritual master? Because the person you pick as your spiritual master, like I thought it was fascinating when Steve Jobs died. Because some people clearly felt he was a spiritual master and some people felt like he was very much not a spiritual master, and that reflected their values. So who you choose as your spiritual master is a sneaky way to get a view of yourself, because why did I pick this person instead of everybody else?

**Jen:** And let me ask you, because I found that discussion in your book fascinating. And I think one of the difficulties for me was that I didn't have anybody that immediately came to mind.

**Gretchen:** Yes, a lot of people have said that. This is interesting though. I was at a conference and two people said this to me, and I was like, yeah, but who would you pick if you had to pick somebody? And somebody immediately said Moses, and the other person said Joan of Arc. And I was like, I would never in a million years have thought of either of those people and so when you pushed yourself a little bit, you came up with it.

So I think part of it is it's a question that we don't tend to ask ourselves in that way, and so you kind of have to have it percolating in your brain so that that person pops up into your consciousness in that category, if I'm explaining myself.

So it might be that your whole life you've sort of been fascinated by Harriet Tubman. But you don't think of her as being a spiritual master. So I think if you just let it go through your brain as you're in a bookstore, as you're living your life, as you're in conversations, as you're reading the newspaper, I think for a lot of people it will become clearer.

The weird thing for me is I was obsessed with St. Thérèse of Lisieux, who's my spiritual master. At the same time that I was asking myself this question, and it took me two months before I was like, oh wait a minute, I know who my spiritual master is, it's this Catholic saint that I'm obsessed with. Because I didn't think of her in that category.

So I think it's a question that you may not necessarily instantly know the answer to. Some people do and some people don't, but even just the process of asking it helps you shed light on yourself, because as you're thinking about it you're like, well would I pick Gandhi, would I pick Steve Jobs? Who would I pick? Warren Buffet? Saint Francis of Assisi? There are a million people. George Washington, Benjamin Franklin, Julia Child - who's an awesome spiritual master. Part of it is just a creativity and sort of letting that person assume that category. Because I don't think most people would think, oh Julia Child is a spiritual master. But I think she is.

**Jen:** Oh yeah.

**Gretchen:** But it might take you a long time to see her in that light. So I think even if you don't know who it is, it's a worthwhile exercise even to be thinking about, and why you might or might not think that a person would be the person for you. So it might take awhile.

**Jen:** Excellent. That sounds like a fun project, actually.

**Gretchen:** It is, it's very intellectually fun and creative.

**Jen:** One of the other things I want to ask you about is this idea of work/life balance, which seems to be such a huge topic area right now. I've always felt that in some respects, this question comes about because you have work you don't enjoy. How does work/life balance change when you actually love what you do?

**Gretchen:** I think you're right that the word balance is very tricky. Yeah. So what I decided was, I was going to vow to cram my life with the things I love. So what I was going to do is to tell myself not that I had to pick and choose, but just that I had plenty of time for the things that were important to me. But that meant again back to be Gretchen and know myself. I had to decide what wasn't important and let it drop away. Because if I was going to cram my life with those things I loved, I don't have time for the things that I don't love.

And part of that is work. Do I love my work? Am I cramming my life with the things that I love? And I think it's very helpful, because it's more realistic to me, because it suggests that there's a lot that has to be jam-packed into a day, which is true. And balance sort of suggests this easy, leisurely experience, which I think for most people is not practical. They're not going to get there, but they could have a life that is jam-packed with everything they love.

And the fact is that if your life is jam-packed with things you love, that's a very happy life. If you're racing from one thing you love to the next thing you love, with plenty of time for everything that you think is important, then you feel like you have the time that you need, even if you're also very busy.

And I think what's frustrating to people is when they feel like, I'm so busy and yet I never see my kids. And that doesn't feel right. So you have to figure out how to structure it so all the things that are crammed in there are things you feel like are important to you.

But it's absolutely true that when you love your work, life changes dramatically. Because there is no Friday afternoon, there is no Monday morning; they're both full of excitement in different ways. And I think a really good question for people is, how much do you like to talk shop? And that was a very interesting question for me.

When I was clerking on the Supreme Court I was surrounded by people who were ardent lawyers. Excellent lawyers and loved law. And all they wanted to do at lunch was talk about law. This law article, this case, this decision, and I was like, can't we talk about something else?

And now, as a writer, if you want to sit around and talk about verbs with me, I'm like, let's talk about writing conclusions or social media, which I'm totally engaged in. Let's talk about social engagement on Facebook. These are the things I want to talk about morning, noon, and night. Let's go through lunch; let's have a conference. I'll show up. Can't get enough, can't get enough. So I'm not even busier, but it's so much more engaging.

**Jen:** I totally agree with you, and I think that idea where I think Tim Ferris talked about this, where work doesn't feel like work, and then you don't need a work/life balance because it's all part of life.

**Gretchen:** But I do think that it's important though, to think about what are other values that are important to you? Because one of the things about work is that it's very reinforcing. So you're getting things done, you're crossing off your list, but there's this very famous management principle, you manage what you measure.

And what I found for myself because I'm a very overachieving, cross things off the to do list kind of person, is that if there are things that are important to me, it's important that they're scheduled and that they be measured in some way, so that I don't let them get crowded out by things that are more ascertainable.

So for example, if I'm spending time on my blog it's like, I'm writing my blog post, I'm posting my blog post, I'm reading my comments. It's very managed, it's very measurable, I know what I'm doing. But for something like hanging out with my children, that can get pushed to the side unless I'm very specific, like this is the time I spend with my family, and this is where it is on the schedule, and this is how I'm going to behave when I'm there, and this is why I'm going to do it a certain way.

Because otherwise, work can tend to creep in to other parts of life that are also important, because of just the nature of it. And I think now that people are engaged all the time, you feel like you have to stay on top of it. And so it can just start taking over your life in a way that doesn't make you happy. Even though you love your work, it can push out other things that are also important.

And this goes very much back to your point about how people are different. Because if somebody's clearly living a twenty-four seven online life and you think, oh wow, that person's really successful and that's great and I want to do that, and you're like yeah, but... That's Penelope Trunk's point; do I want that person's life? And they just

might be in the stage where they can do that and that's fun and excellent for them, but they don't have these other things that they need to take into consideration. But if they're important to you, you need to make sure you find away to do it for yourself so that a part of your life doesn't atrophy in a way that is ultimately going to make you feel unhappy.

**Jen:** Right. It all goes back to the idea of the core values, and making sure your work/life balance matches with that.

**Gretchen:** Yes. And coming up with your core values sounds so intimidating. You're like; I have no idea what my core values are. But you really do have to think about it. It actually really matters. And people actually have very different values. Family time is something that is really important to other people. Vacation time, travel.

For me, I don't really like to travel that much. But for some people, travel is really important, and to have enough time to really travel - to have big travel, adventurous, bold travel - is very important to them. Well, that has a lot of consequences. You've got to have a certain kind of time, you've got to have a certain amount of money, you've got to plan ahead. You've got to make an effort to get that into your life.

For me that's not an important value since that's something I'd have to think about a lot. So you're right, it's your core values. As hard as that seems to be to grapple with, you have to think about it.

**Jen:** As people are saying, yeah, Gretchen I see it, I get it, I want my happiness and I'm ready to go for it, but what's really standing between them and reaching that goal is fear. What's your one piece of advice on prioritizing happiness over fear?

**Gretchen:** Man, that is such a big important question. That is so important. One of the things - this is so minor, but it's been helpful to me - is I remind myself to enjoy the fun of failure. And to remind myself that if I'm not failing I'm not trying hard enough. And to see failure as part of the process of growth, and not feel like it's

something that I need to be ashamed of or be very worried about. And that's hard. I can't say I do enjoy the fun of failure, but I try to enjoy the fun of failure.

And it was interesting because I wrote about this and someone said oh, you shouldn't think about it like that, you should reframe it and re-characterize it in a positive light, blah blah blah. And at first I thought, oh, that's right, and then I thought no, that's a hundred percent wrong, because I don't want to have to pretend like it didn't happen. I don't want to have to bend myself into a pretzel to say that something didn't fail. Because that's just reinforcing this idea that failure is somehow unthinkable.

And in fact some things fail, some things don't work, move on. What'd you learn from it? Move on. This didn't work, do something else. Sometimes you have to fail multiple times before you succeed, but what can you gain from it? Part of it is just accepting that failure is part of the process of success.

And I also think that, back to your point about the work you love, is that if you love what you do, that's its own value and its own justification. It's its own solace and its own reward. And if you're doing what you do because you're desperate to make partner, or because you're going to have to get that promotion, or because you want to feel like you can walk in the room, and everybody's like oh my gosh, he's the youngest bladdy bladdy whatever. Then if you don't get that, then you've lost everything. Because you didn't achieve your goal, and you had all this time when you were doing something that you didn't like.

And so then it's a very very bitter thing. Because it didn't have its own value other than just crossing that finish line or getting that trophy. But you know, I had a book that bombed - it just bombed. Which was very - it was upsetting. But then I thought, would I have given up the experience of writing that book, which was a tremendous joy for me? I don't think so. I think I would have done it anyway. Or at least I don't

regret having done it, because there was so much pleasure - it was so valuable to me.

So I was sad that the book didn't succeed as a book, certainly. And I was very very worried about it - its consequences for my career and all that. And yet, it's still a happy memory. It doesn't feel painful, because I did enjoy it so much. So I think one of the reasons that people get very - if you're doing something that you don't like only because other people think you should or that's what you think you ought to be, it's easy to get focused on hitting these benchmarks, because that's the only satisfaction you're getting out of it. Because you're not getting the satisfaction just out of what you're doing.

**Jen:** Yeah, and I think also that idea of the consequences of failure, those often get amplified. And obviously you have gone on to great success. I'm sure it was disappointing, but it certainly didn't impede you from achieving those other goals.

**Gretchen:** No, in fact it was a huge benefit really in a lot of ways, because the fact that it did so badly made me think, what went wrong? What happened? Why did my book not succeed? I think I wrote a great book - why didn't it work?

And that was the book that I wrote before *The Happiness Project*. And so one of the things I was focused on is, what am I going to do differently? And I really learned from it.

And I have another friend who her first book was a big success, but it was really more related to the subject matter and the particular timing of it than that success reflected the book itself or herself as a writer. So then she went and she wrote a second book that was very very different so it didn't have the same audience, and I think she thought, well, my first book did great, so clearly that's the kind of writer I am. So my second book is going to do great, and it didn't do great at all. It tanked.

And I think it's because she didn't - my experience was like, oh my gosh, what can I do? I've got to fix this, I've got to do something

different, I've got to know, I've got to understand what happened so I can do it differently. Whereas her success didn't have the same lessons. Now my lessons were hard lessons to have, but they were ultimately extremely useful. Whereas the success didn't teach her much.

In fact, she thought she was taking certain lessons from it and they weren't the correct lessons. So there's a Zen saying about, you never know what's good for you and what's bad for you. And it's so true in life. A lot of times you get fired from a job and then it's just exactly what you needed to do something that you love much more. Or you don't get the job that you wanted but then the next job that you got is the one that you in the long run are glad you had, or whatever.

So I think failure is very hard of course, it's very discouraging and painful, but the more you can kind of try to see it as part of a process, I think it can make it easier to handle and to benefit from. There's a great Benjamin Franklin line where he said, experience keeps a dear school, but a fool has no other. And I think we're all those fools who've just got to learn by experience, and sometimes that's not much fun.

**Jen:** I know I was so grateful to learn from your experience and from your book. Thank you so much for taking the time to talk to us today.

**Gretchen:** Oh thank you. I so enjoyed our conversation.

**Jen:** So guys, once again, Gretchen Rubin, *The Happiness Project*. Get yourself a copy if you haven't already, and leave us a comment in the comments section and let us know what you think. Thanks, Gretchen.

**Gretchen:** Oh thank you. Have a great weekend.