



DANNY LENNON:

Kyra welcome back to the podcast. Great to see you.

KYRA BOBINET:

Oh, it's so great to be back with you, Danny.

DANNY LENNON:

Yeah, we were just saying it's I think it's nearly two years since you were last on and a lot has happened in that time. And I thought a useful way to set some context for this conversation is to maybe you to let us know a bit about what has happened with the development of the app that I think we touched on just but or maybe even off air the last time, maybe give people an idea of what that is, what has gone into that, and why you are so passionate about developing something of that nature.

KYRA BOBINET:

Yeah, exactly. You're kind of one of these relatives that when you see the baby born, and then you see it a couple years later, you're like, Oh, you've gotten so big. So basically Fresh Tri is the name of the app, and we are building it in partnership with Walmart here in the US. And that means that we had done this big research project on health behaviors that led to this and it sort of organically grew out from that. So the research project was basically, hey we want to help our employees to be more healthy, and what kind of areas of opportunity are there that are natural, because there's a lot of employee well-being and employee wellness type of things and

products, but a lot of those are very top down and clinical or stigmatized or those kinds of things that employees don't trust them. And they also don't feel like hey, this is me, this is something that is natural for me to do. So we kind of did a ground up design project. And what we found is that food is medicine was kind of the strongest signal in the employees, what they would do naturally what they would do with each other, a lot of organic efforts, people following other people within the stores, that kind of thing. And so, we started on that as a topic. And the next phase of that was to research okay, well, what is new about this, what is new about food is medicine, what is new about what these people are doing and what we isolated was this group of people who had across the US, irrespective of their demographics, men, women, old, young, higher up in management, line staff, those kinds of things. They all had basically changed their diets and their weight, and their health gotten off their medications. So this subgroup of people were kind of the superheroes of behavior change. And what they all had in common was just one thing because they were so different otherwise, is that they have what we were calling the iterative mindset. And we named it because it was this distinctive kind of two part way of thinking, than it really was a mindset. And one part was, these people thought that when I'm going to change something, I'm going to think of it as more of an experiment or game or a like an outfit that you would try on but not committing like a goal. There is this smart goals in the world and there is kind of like hard goals and I'll talk about like, performance mindset in a second. But these people were like a little more soft. And the reason why that's important is the second part of the mindset, which is when these people would reach a challenge, or even they would do really great and they would want to level up, they basically did something unique, which is that they iterated and iteration in Silicon Valley here and in technology means that you basically change what you're doing and how you're trying it, and you tweak it, and you tinker with it, and you adjust it relentlessly to modify it and to optimize it. And so that's what made them different. And they were kind of these little inventive people. And so then Fresh Tri was basically built off of the premise that, hey, let's take people who do think like that, and share their recipe with the people who don't think like that. And in 2019, we actually ran a study for about eight

weeks just to kind of check ourselves and whether we were getting anywhere with that hypothesis. And we were able to show that we could drive weight loss at about a pound a week and also have information and mindset formation using validated instrumentation, just with this mindset thing. So it's kind of a new active ingredient if you will to approaching weight loss. One that is it does not require you to weigh in. It does not require you to measure calories or carbs or any other thing and people just kind of iterate their way into what works for them. And I think that's really what this is all about these days. I mean, there's so many end of ones, there's so many people who just want what works for me personally. And it's really hard to get there with kind of a monolithic program or a monolithic sequence.

DANNY LENNON:

Yeah, and as you said that, the thing that strikes me is that this iterative mindset is almost the opposite to what happens a lot of times where people find a specific type of diet, and then they start doing that and there's either than two extremes. They think I need to do this perfectly in order to succeed. And then if they end up failing or what they deem is failing, the thought is, it's just because I didn't do it well enough, right? I didn't do it properly, or they go into online forums and someone is yeah, you didn't do the diet, right. And it's kind of very binary mindset of you do this thing perfectly otherwise you're going to fail and there's no room for you to kind of course correct or amend it to your personal situation.

KYRA BOBINET:

And in researching this because I wanted to first see if this mindset existed out there in the literature, and there's a couple of close cousins of kind of ways of thinking that are in the same family like growth mindset being the most famous, right? So growth mindset is the belief that you can learn something and then there's another close cousin mindset called learning mindset, which is the belief that what you're in, what you're in it to do is to learn something new. So those are really good pliable mindsets and the thing that the three of these have in common in terms of the human brain is that as we talked about on our last podcast my favorite part of the brain these days is the habenula which is the little part of the thalamus that basically it's a detector of failure. And if it detects failure, it lights up in an FMRI. And if it lights up in an fMRI, you actually will subconsciously completely kill your motivation to try

that thing again. So I think what we're up against, what we're all up against you and me in our fields, and everybody at all of our peers is a bunch of people who unknowingly suddenly lose their motivation for the thing that they were trying whether it's that program, like you said, doing it right and doing it every step of the way. And then one day, they wake up and they're not doing anymore and they don't know why. So I always thought that was super interesting. And now I know why it's happening in the brain and then these mindsets; growth mindset, learning mindset, iterative mindset, are a family of mindsets that help to steer around that habenula event because you don't have what I'm calling a failure event. You don't have a failure signal in the person's mind.

DANNY LENNON:

It reminds me quite a bit of rigid dietary restraint versus flexible dietary restraint. And so, for anyone to lose weight there needs to be some restraining of their eating. But that can either be in a very rigid fashion which is this all or nothing binary concept, which is very much what the example I just gave, compared to flexible, not seeing foods as inherently always good or bad, or I need to do this exactly or this way not so so but being flexible, which is essentially akin to this mindset of, okay, I can make some adjustments here and not be overly invested in any one particular decision as long as I can kind of course correct myself. It's just very interesting to see how that has played out with the both the research that you did and some of the findings you started to get. I'm wondering then off the back of rolling that app out with the amount of data that was surely coming in from users, where there any additional things you were finding that were particularly interesting or noteworthy or even surprising?

KYRA BOBINET:

Yeah, so in addition to the ability to really create this iterative mindset in people as the active ingredient of their behavior change. The other thing that was really interesting is the ability to form habits. So habits are kind of a right now a marketing term in the field, right? But I want to just take a step back and say, let's talk about the brain science of this and you don't have to know science in order to care about this. But the brain science is that our brains are very plastic and so it's able to create new neural networks or new relationships between the neurons. And in that, by defining it that way, a habit is simply a neural network that basically has

grown to full strength, full adult strength within your brain. And it becomes the new default of your new behavior. So all this behavior change stuff that we talk about eating changes, all that stuff, it all requires a lot of brain energy. And the brain is so lazy, that it basically wants to get everything into a mindless, habitual automated state, so that we don't have to consume ourselves with huh, like, let me think about what I want to eat and kind of start from scratch every time. So that habituation, that defaulting is really the end. That's the finish line for all of us who are trying to change people's behavior and help them to find their best health and that is, by definition, something that has to be repeated enough to send the brain the signal to automate it, to put some myelin down and to make it the paved road that the brain will use as the default most of the time. So that has really changed the way that I think about behavior change. And what as a designer, what I'm going for in things to support people because before you've got all these programs, you can't do a program for the rest of your life. It has to become a lifestyle and I think people are really waking up to that that's a different thing entirely. Okay. So then what does that mean? That means that everything that I create has to become mindless or it will not survive my distraction. It will not survive my temptations. It will not survive my stress. All these disruptors that can throw me off into things I wish I hadn't done.

DANNY LENNON:

Yeah, it's really interesting timing that we're having this conversation because only recently I've reread for the second time Thinking, Fast and Slow, Daniel Kahneman's book and I know we actually got into some of this the last time of the fast and the slow brain or system one and system two, which is essentially some of this concept that we're discussing now that most of the time we have these automated processes as opposed to having to consciously work hard and think, which is a very small percentage to override that. Can you maybe just clarify that concept because you do it far better than I and I think it kind of speaks to what we've just discussed.

KYRA BOBINET:

Yeah, I mean, I think that basically 90 up to 95% in some studies of what we do is habituated. It's on this autopilot mode because our brain really is trying to save as much cognitive energy to solve problems to do our jobs, if we have a complex thing to solve and

decisions are made and things that burn that sort of high thinking side of the brain. So this is why habits are really on the up right now in terms of the word habits and defining what a habit is. And also like when do I know that I've achieved a habit? Because there's all kinds of fallacies, right? We talked about this, where there's this kind of myth out there that it takes 21 days to form a habit. Well, no that was based off a plastic surgeon in the 1960s, who thought that it took his patients, 21 days to get used to their new nose. So we have to break down these stories with actual science and actually good informations that people know how to manage themselves better.

DANNY LENNON:

So you've outlined two connected but separate things that you're trying to address the habit formation, but also the mindset formation, which I think is quite interesting and novel in that you don't usually hear that, at least in typical conversations. It's like these few hacks to improve your habits whereas looking at these things in combination of there's two things to be working on the idea around a mindset formation, can you maybe just explain for people what you would mean by that maybe even discuss how you were testing for that, or some of the evaluated questionnaires and so on that you would use?

KYRA BOBINET:

Exactly. That's a great question. So a good framework to think of is if I do a hack, if I read a hack online, and I want to do that in my daily life that's what we call a single behavior. It's kind of like lightning strikes. A habit is if I do that every single day or often enough where it sends a signal to my brain, like, hey, make this efficient for me and the brain responds by creating a super fast neural network made out of coated with myelin for me, and then that becomes my default. That becomes the thing I will most the time, most of the days I will do. And then a mindset basically keeps me maintaining that road that I just built over time because it notices, and it keeps me honest. It's like my mindset is, I am somebody who does things that way, let's say that I always put vegetables with every meal that I have. And if I don't have that happen and I drift off, this is what happens, people drift off of their original good behaviors over time, because they go with pleasure, they go with convenience, or they go, they're surrounded by maybe some people who are not as healthy and that influences them

socially. And my mindset would be the corrector course of the navigation system to say, hey, wake up, you know, like you, you're drifting off just slightly, recalibrate to what you want. And then that drives me maintaining those habits over time. So instruments that are helpful. There's a really good one right now in the literature that has a pretty good evidence base behind it called the **Self-Report Habit Index** (SRHI) . And that is something that has some fairly strong sensitivity to it for those of you who know sensitivity specificity, but I would say that it doesn't have really good specificity to it necessarily. So there needs to be more sensitive, more specific instruments that are developed over time. We are working right now on validating the iterative mindset scale which is a seven point scale so far. And we're looking for I have a relationship with Stanford University. We are looking for academic partners right now to help us validate that as well. So that's going to be coming up but I think there are some scales around growth mindset and some other mindsets that you might look for that will help if somebody is interested in kind of testing themselves or a population that they're trying to serve.

DANNY LENNON:

How does someone's identity or at least how they self-identify tie into this because so often we've told ourselves certain narratives of what type of person we are. Is that something that would presumably be able to hold someone back or allow them to make change? And how could we account for that self-identification?

KYRA BOBINET:

That's the most interesting question I've been asked a long time, actually, because, and I've never answered it before. So let's see how this goes. So there's the domain of the self image, which is me. It's kind of the narrative self. It's everything. It's how I dress. It's how I talk. It's everything that I recognize to myself. If you say my name, for example, my brain will light up in those areas. So there's that and then there is the mindset which is how I operate. How I, the way that I think about things. So one particular Venn diagram cross point between those two I think, is if you have an area of domain that I am an expert in. So let's say you know, I'm a doctor. So if you tell me things something medical, then I may feel that's my self image. I may feel totally comfortable. But let's say you put me in a situation where I'm super freaked out like skydiving for me would be terrifying. And so then I'd be back in the sort of beginner state,

my self image would A, maybe rail against I'm not a skydiver. I'm not a skydiver, which would create this discomfort outside of the me, the me safety zone that makes me feel so comfy cozy all the time. And so I'm in my not me, I'm kind of freaked out. I'm disrupted. And then I also, the mindset is that I'm either going to have one of these valuable like mindsets that causes me to go ahead and try the skydiving even though I'm terrified, even though I'm uncomfortable or if I have a like a performance mindset where that's a really high stakes mindset. It's either I'm really good at something, or I'm not going to do it because I'm going to feel like a failure and my motivation will short out. So performance mindset is one of these kind of do or die kind of mindsets. It's used oftentimes for people who are maybe, let's say, like, take a professional athlete they have a performance mindset about their drills, about their practice, about their workouts, about their diet, because they're already at a high level that they're trying to get that last 3% out of it. They are trying to really-really optimize. And so they use a performance mindset. They're driven by competition. They're driven by besting their last time. Those kinds of things. But that's because they already have a bunch of confidence, and they're really in their me center of their self image, and they can perform and perform, perform without failing in that sense, even if they don't best their time. They won't see that as a failure. They'll just see that as a hunger to do better whereas if I'm skydiving and I have an iterative mindset that will protect me from losing my motivation and from stopping trying, because I'll be like, Okay, I'm terrified to this, how can I do it, maybe I can go in a simulator or maybe I can do one of those like, big areas where you kind of use the fans, they blow your body up. And so it's not as scary. I'm not free falling out of the sky. So I would think iteratively about it. And then I could approach it in a way that was doable for me, and also allowing myself to make progress.

DANNY LENNON:

And essentially with the idea that you're able to iterate in the future, you can go in without that “pressure of needing to get it right” which I think holds a lot of people back, right. I'm afraid that I'll get this wrong.

KYRA BOBINET:

Number one.

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DANNY LENNON: And so yeah, that makes complete sense then if you know that you are going to be able to iterate and make changes, then you're almost expecting that the first run through isn't going to go perfect, because this is like, let's try this and then I'll make some changes based on that feedback as opposed to let me go in but I could do it wrong and then everyone's going to think X, Y, and Z.

KYRA BOBINET: That's right. It's almost like your me center is not, it's neutralized. It's like it doesn't matter if it's not me, and it's a way of excusing yourself from having to be in that comfort zone.

DANNY LENNON: One thing I was interested to ask actually based on something I read about recently, I was reading a book and they mentioned this concept, the Einstellung effect. So essentially, this idea that there's a tendency of people who are problem solvers, to employ only familiar methods even if there are potentially other ones better. So if we're looking at someone and promoting the idea that we want to have this iterative mindset to be able to make changes for ourselves personally. But we also know that there's this potential bias for us to default to certain types of things that we've always done. How would you advise or what can we account for that and maybe kind of break past that so people are able to use methods that maybe they wouldn't have usually defaulted to.

KYRA BOBINET: Super, super, super important. So I think just even knowing that we have that tendency is the first step because a lot of people, most people are not aware of that. Even recently, I think it was a couple years ago, Emily Finn's group at Yale, she had done this really interesting study where she showed the fMRI of people who were in default mode so they're sitting in the MRI machine, and they're not asked to do anything. They're just kind of sitting there. Doo doo doo doo doo doo doo. And what she found was super interesting, which is that normally, you take a bunch of people in fMRI study, and you combine their brains and you find common signal. In this case, she said, no, let's leave them all separate. And let's see what they look like onto themselves. But have them do this default mode, just kind of mind wandering exercise in the MRI machine, and then see what that does. Well what it did was it really like reinforce this very distinctive fingerprint, if you will, of how the brain operates. So my fingerprint in my brain, I'm going to ruminate, I'm going to default

mode the same way pretty much most of the time, and you will too. So once you know that about yourself, then you're like, oh my gosh, this is just like an athlete who has their go to place but they become predictable, like a tennis player becomes predictable to their opponents, because they watch all their film of how they go for that, when they approach the net, those kinds of things. And so how do you really undo and disrupt yourself becomes the second question and that's the more interesting question of how do I then catch myself? Do I start eating with my left hand if I'm right handed? Do I start brushing my teeth with a different part of my mouth every day? Do I wash my body in the shower in a different way organized, you know, do I drive home a different way in order to just disrupt my sort of habitual self and why, am I just trying to refresh myself? Am I trying to keep myself sharp? Those kinds of things. But I think it's a really important awareness point that you're pointing out.

DANNY LENNON:

One thing I wanted to ask about was motivation because we touched on this the last time we spoke, and you said something really interesting that always stuck with me, something to the effect of we need some motivation, but we need a lot of systems. And there's this kind of well quoted line. I don't know who originally said it. But this idea that every system is perfectly designed to get the results that it gets. And so then the thought I had was, right, if we need systems, there could be a problem where someone has no systems, which I think is probably quite common, and we need to put them in place for people. But presumably, there's other cases where people do have a system but it says maladaptive for what they actually are trying to achieve. How would you generally get people to think about the concept of using systems rather than relying on motivation?

KYRA BOBINET:

This is so important. I mean, there's certain advantages that help us like out of sight out of mind, for example, with people who are trying to eat less carbs, if they have carbs out on the counter, they're going to be 20 pounds heavier on average than people who don't have carbs in the counter. And so just sharing that fact with people really wakes them up. They're like, oh, wow, it matters where things are in my environment. It matters the sequencing which I have, which I do things and so, again, kind of, to your point before of just pointing out to people that, hey you need a system. We did a

research study years ago, where we looked at people with diabetes. And people who had, we didn't know their A1c which is kind of the average of their blood sugar's over three month time. We didn't know their A1c going into the research project. But what we did was we did a lot of field research and how their home was set up, how their morning routine was set up. And what we found is that people who had the lowest healthiest A1c had systems of when they would take their medication, when they would test their blood sugar, when they would eat a certain low sugar breakfast, and those kinds of things and those that had disarray, they didn't know where their medication was, they didn't take it in the same place every time every day had the highest A1c and were very unhealthy. And so it really matters. And when people know that this is what they're supposed to be shooting for, they usually adjust and they usually start to think like that. But oftentimes just people don't know that that's what you should focus on.

DANNY LENNON:

So there is sub-components of someone's environment, and their usual routine and structures in place. And so I think now is a useful time to because of the context of the pandemic that the world has been going through the past number of months, is like a clear example of when those things completely go out the window for a lot of people, their structure and the usual environment they are surrounded by are gone, and therefore certain anchors to certain behaviors are gone. And so I think it's probably quite obvious to people that that can disrupt usual habits, and that's probably been discussed elsewhere. But I think what's useful to consider now is the fact that people have probably spent the last few months getting used to a new routine. A lot of people have used that time at home to start working on a new skill or learn something or to build a better habit, let's say, but now we're going to over the remainder of this year presumably, start getting away from the usual routines we've built into our something more resembling our past life. So I'm just wondering how that now transition back to a different routine and environment could potentially impact someone's ability to maintain habits they've built during this time. And what are some things people should be on the lookout for as they start to change their environment in the coming months?

KYRA BOBINET:

Yeah, the one advantage that I had because I just happen to have been doing all this research on integrative mindset and developing app for that and things like that. The one thing I knew going into this pandemic is, holy crap, here comes disruption to all my habits and so I got up strap on my mindset and start charging into this wave, because that is what's going to save me. And in fact me and my team all had this conversation around right now iteration, iteration, iteration, like, that's the only thing that's going to save you right now. And so when we hit these disruptive wave like whitewash wave periods, that is when we need to really say, okay, I need to think differently, right? So when people go back to work so called because they're going to have social distancing. They might have plastic shields in front of themselves, like, it's going to be different. It's not going to be back to normal, it's going to the new normal as people say. And so as we go back, and as we figure out our new patterns knowing that you got to iterate your way through this next phase, also gives a lot of calm, gives a lot of like empowerment, that, okay, I know what to do, I'm just iterating I'm not going to you're not going to freak out when things don't go my way, I'm not going to freak out, when I see myself do something undesirable, I'm not going to freak out when I eat comfort food, or whatever the thing is, I'm just going to keep trying. I'm going to keep trying to iterate to see if I can wrangle myself into a state of how I want to be and I think if people have that attitude, and people have that expectation, they're going to be far more successful than their peers, unfortunately, and maybe they'll hopefully share that with their peers to make them more successful, because that's really the only thing that gets people through.

DANNY LENNON:

If we talk specifically about behavior change and trying to change dietary habits, there is almost an endless number of various behavior change techniques that could be discussed or are discussed in certain places. Are there any that have shown particular efficacy or have good evidence for particularly when someone's going to make dietary change?

KYRA BOBINET:

I have two answers to that. One is a paper that I think is pretty seminal from Kradic [PH] that came out a few years ago about they tested 93 behavior change techniques that were defined by this sort of multinational group of experts that came together and codified

this panel, and they found that there were five basically evidence based ones that drove in this case, it was diabetes and driving aA1c down, drove that A1c down, and four of them are commonly in diabetes intervention. One of them, which is the environmental design kind of what the systems thing that you just talked about that one was missing in a lot of interventions. So I would just say that there are sort of active ingredients, and there are inert ingredients in a lot of these programs. And so what I'll do to that second part of that my answer is basically say I'll say a meta answer, which is, I wish there was a diet called what work, what you can get yourself to do right now. Because I find that that's all that matters. It doesn't matter if it's this brand or that brand, or this food or that food, because you're going to get tired of it, or you're going to advance beyond it. If you keep going with it, you're going to need something different eventually. You're going to have to iterate because maybe you were going to have kids and you didn't have kids before and now that's or now there's a pandemic or whatever. The only thing that matters is what you can actually get yourself to do. And your criteria should be I could get myself to do that. No big deal. Find the next thing. Oh, I think I might want to do this. And let's see if it'll actually fly. And it didn't fly or it flied for a month, and then I quit. So what next thing. So being able to kind of serially adopt things and get that contact between your desire and your action is the only thing that matters. It is the only thing that matters. Take away all of the other tools. Take away all the other experts because each person is going to need their own expert at the right time in their life. Each person is going to need that one friend who said oh, I did this and then it works for you. Each person is going to need to stumble across serendipity of a program or a gym or whatever it is like it's just so specific. And I think we have failed largely as an industry, of really getting that across to people that hey, this is your journey. And this is about you finding what works for you. And I am to aid in that to make that the shortest possible distance between your desire and you finding contact with yourself. And that's all that matters. And that could take a million forms. So I would just encourage people to find what works for you and and that's the magic. That's the medicine.

DANNY LENNON:

Just from looking at enough of this and seeing how people initially have some sort of relatively arbitrary goal often with reasons why

they want to change their diet, or especially if it's a weight loss goal, it can be just an arbitrary figure. And you see that over time it takes going through the process to actually get a higher resolution understanding of what the end goal should be. And people start to see oh, well, I thought the goal was going to be isn't really and that could be in relation to body weight. They might decide I had this arbitrary number that doesn't mean anything but actually a different range of body weights is going to be best for me based on my lifestyle, which is what most people should be getting to like what is one that you can actually stay at and enjoy your life and still be relatively healthy as opposed to as fixed number. And I think it ties perfectly into the iterative mindset because it's just iterating your goals and what they may be as you go along the process as you learn more about yourself, as opposed to being rigidly stuck to this one outcome that you would pluck from thin air. I think that is quite common to happen with nutrition change.

KYRA BOBINET:

Yeah, I mean, I think there's more and more people on the other side of that fence, which is, oh, it matters what I do. I'm not going to force myself to eat cardboard, or I'm not going to force myself to be so rigid or this kind of thing. I'm going to do what works for me. I'm going to modify it for myself. And it's one kind of positive side effect of all of the individualization of the Western world and all the sort of independence mindedness of the Western world where you're out for yourself because people saying, oh, that I can't conform to that particular diet plan or meal plan or that particular experts opinion I have to actually think for myself. So I do think we're in a really good time for people to be liberated with some modicum of needing to educate themselves obviously and get be guided. But they don't have to be so monolithic anymore and that's beautiful.

DANNY LENNON:

Wonderfully said. So with that Kyra before we get to the very final question for people who are interested in following you, finding more information about any of the concepts we've discussed, finding more about the work that you're doing, where are the best places on the Internet for them to go and do all that?

KYRA BOBINET:

Yeah. So the app is FreshTri.com. It's the only one that is fully engineered around the iterative mindset, although there are other apps that are kind of we're part of a family of technologies that are

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starting to think like this. So prior technologies were all about performance mindset goals and tracking goals and tracking, calorie tracking. All that stuff is for performance mindset, lots of failure. So we're part of a family of technologies that are coming up and that so I would say that I would also say drkyrabobinet.com has some sort of basic information about me, but I'm not really maintaining that too much these days, because I'm all in on the software side of things and building this app out for people. So those are my two recommendations. Oh, and I also do YouTube show called Dr. Kyra Show which is sort of my thoughts on behavioral change and neuroscience and some leadership stuff during COVID is my latest thing and getting a lot of good feedback on that.

DANNY LENNON:

Awesome. I'll link to all of that in the show notes for people listening. So do go and check that out and Kyra with that that brings us to the final question I always end the show on you will probably get this question before but as this question usually changes, at least on a weekly basis for me, I'm going to throw it back to you again. If you could advise people to do one thing each day that would have a positive impact on any area of their life what would that one thing be?

KYRA BOBINET:

Realize that you haven't failed.

DANNY LENNON:

I love that Kyra. Let me say thank you so much for not only in this conversation, but for the time you've put in and for the work that you're continuing to do.

KYRA BOBINET:

You too Danny. Thank you so much.