

Episode 11

GIVING & RECEIVING FEEDBACK WITH RACHELLE PEREIRA



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Michael: Hello and welcome to the Business for Unicorns' podcast serving you weekly conversations with badass entrepreneurs and business leaders who believe that business is one of the best tools for making a positive impact on the world. I'm your host, Michael Keeler. Hello friends. Welcome to episode 11 of the Business for Unicorns' podcast. Today, I'm really excited because I'm talking to someone who is a personal friend and also my executive coach, so someone who has been my kind of personal coach for several years.

Her name is Rachelle Pereira, a little bit about Rachelle. Rachelle is an accomplished executive coach and facilitator. She's really built a stellar reputation in the industry because she gets her clients results. As we talk about in the podcast, Rachelle recently, just about a year and a half ago started her own leadership consulting agency called EQUALibrium with her longtime friend and business partner Katie Byrne. So, we'll be hearing more about that in the episode. But a bit more about Rachelle and her background, she is a qualified counselor. She is also certified in a variety of emotional intelligence and personality assessment tools which we also talk about in the episode. She is a proud graduate of Reed College which is in Oregon and Warwick University in the UK. She also spoke at the 2017 TEDxBroadway Conference on the challenges of receiving feedback. I encourage you, Google that, just Google Rachelle Pereira feedback, TEDxBroadway. It's a great talk. Rachelle has consulted for over 50 companies including the Human Rights Watch, Sony Music Entertainment, NBCUniversal, and so many more. You might recognize some of those names. So, I really encourage you. Head over to businessforunicorns.com for all the details of Rachelle's incredible accomplishments because I could literally spend this whole podcast talking about all the awesome things she's done.

But a little bit about our conversation. In this episode, we start by talking about the importance of having a coach or a mentor for business leaders. In fact, Rachelle and I have been swapping coach roles for each other for several years. We talk about that and all the value we've gotten from that experience. Rachelle talks a lot about this topic of how to give and receive feedback. It's really one of her specialties. She speaks so beautifully about it. She gives all of you some really, really great tips for both how to receive and how to give feedback better. We talked for a little while about emotional intelligence. We defined what it is and talked about its value for building a team and a culture.

And we end the conversation by talking a little bit about our shared experience of starting a business with a close friend. *laughs* I started one with Mark Fisher. She started one with Katie Byrne. Both of us kind of started one with our best friends. So, we talked about the ups and downs and the promise and the parallel of working with someone who's your best friend. I think some of you will be surprised to learn we're really pro start a business with your best friend. So it ends with a positive message.

So this is a great conversation. Rachelle and I have a lot of practice as we're here talking together. So this is a fun and just warm and friendly conversation for me. I think there are a lot of great takeaways because Rachelle is a fantastic coach. So, I hope you enjoy this. Get out your notepads. I think there are some great takeaways. But without further ado, I give you my conversation with Rachelle,

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Hi Rachelle!

Rachelle: Hey!

Michael: Welcome to the Business for Unicorns' podcast.

Rachelle: Awesome! Thank you for having me.

Michael: Thank you so much for taking the time to do this. I really appreciate it. I know you're busy. So, thanks for taking the time.

Rachelle: Oh! I was very excited to be asked.

Michael: Yeah. *Laughs* And I've been looking forward to this one. This is going to be so much fun because you and I actually have lots of practice at being in conversation with each other. We both have a lot of topics we like talking about. So, for our listeners, I will have kind of just given your bio but I didn't mention anything about our work together and kind of how we met. Funny enough, in preparing for today's chat because I'm a very prepared interviewer, I looked back to see when our first phone call was together when we first started working together.

Rachelle: Oh, when was that?

Michael: It was November 2015.

Rachelle: Shut up!

Michael: So we're coming up on three years.

Rachelle: Oh! Are we going to have like an anniversary party?

Michael: We really should.

Rachelle: *Laughs*

Michael: So, I mean, maybe I'll let you take it from there. We kind of first connected in November 2015. Do you want to tell our listeners like what our relationship has been like since then?

Rachelle: Yeah! Well, I'll even go a little bit back before that.

Michael: Oh yeah, I love it!

Rachelle: If you don't mind. So I'm a ninja at Mark Fisher Fitness. Back in the day, and I've been a ninja for almost five years. So back in the day, Mark used to run the orientation sessions. I don't know what... You have like a snazzy name for that.

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Michael: I think they're called ninja baptisms, yeah.

Rachelle: Of course, yeah, of course. Anyway, so he ran it. I remember when I walked in and I heard him talk about the business and it wasn't really about nutrition. I mean he did talk about nutrition and working out, whatever but it was very clear that he was talking about his business and the values of the business. I remember sitting down next to my friend Katie who's also doing this thing with me. I turned to her and I was like, "We're going to do business with these guys. I don't know how it's going to happen. I love these dudes. I don't know how it's going to happen but we're aligned, like our stars are aligned here." And she laughs and rolls her eyes and says, "Whatever."

Later on, Mark and I nerded out a couple of times about management, leadership stuff because he was always super into it. He liked the idea that I was a consultant, whatever. I said that I was interested in getting up coach swap with somebody. I said who did he know in his world that would be a really good person for me to have like an executive coaching swap. And he goes, "Well, maybe Michael Keeler, my partner." I was like, "Do you think that he is up for it and has time or whatever?" And he goes, "Well, he'll tell you if he doesn't."

Laughs

Michael: *Laughs* It's fair.

Rachelle: I think he made the introduction. That's at least my – the way I recall it.

Michael: Yeah. That sounds about right. So, I mean since then, we've been doing kind of a coaching swap. So, when we're on schedule, it's like every other week I coach you and then you coach me. And then once in a while, we'll do kind of like a workshop swap. So you and Katie started your business how long ago now, almost two, two and a half years ago?

Rachelle: Yeah, two and a half years ago.

Michael: So once in a while, Mark and I will do a little workshop for the two of you and then once in a while, you guys will do workshop for us. You know because I told you a ton of times but I want to tell our listeners that kind of relationship has been just so, so valuable for us. I mean, certainly for me, [0:06:52 unclear] to have someone like you to hop on the phone with as a coach and someone who's in a helping profession to have someone to help and coach me has just been so, so valuable. And for Mark and I to have other entrepreneurs to talk with on a regular basis and kind of help each other out, and give each other a hand, and help each other, see each other's blind spots, and help each other organize our thoughts has just been so valuable. For our listeners, I think that's just like a great takeaway. I just can't recommend it enough. I think you feel the same way.

Rachelle: Oh totally. I mean, being a coach and having a coach I think is almost a no-brainer. Back in the day, I used to work in healthcare. I used to work with psychotherapists. Psychotherapists had to be in psychotherapy. They had to unpack the stuff that they were doing within their clinical capacity so that they didn't bring any baggage with them that they were dealing with personally to their client work. I

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think we certainly don't do anything as deep as psychotherapy. But I bring stuff for my coaching relationships that I know inform the work I'm doing with my own clients. So the way that you unpack it, the way that you get, even sometimes the questions you would ask a client or just ask back at you as the client...

Michael: Totally.

Rachelle: I love it and hate it when you say something to me like, "Well, how would you coach them out of this?" I'm like, "God damn it!" But it always works.

Michael: We know all the questions. We just aren't the ones usually having to know the answer.

Rachelle: Yeah, yeah.

Michael: When you put yourself on those shoes, it just changes things completely. They're not complicated questions to ask but just to have to answer them yourself is so true. It's so funny because I think people like us who are in helping professions often think that we're immune from having to be helped ourselves. But it's just a crazy thought. I mean it's like saying a dentist that doesn't need another dentist. In fact, I have heard of one who works on himself.

Rachelle: *Laughs* No!

Michael: But that's probably not recommended. It's true. It's not recommended. But the same thing is true in fitness. Trainers need also new trainers, someone needs to help them continue to push themselves and check out their form. There's a lot of growing programs for that.

Rachelle: Yeah.

Michael: So anyway.

Rachelle: And working with another coach also builds your own practice. It's like, "Oh! I like that angle. I like the way you did this." It's another way of building your own expertise is why putting yourself in that place.

Michael: Yeah, I love it. So listeners, go find someone to coach with you. There are a lot of topics. In preparing for this chat, I know there are so many things we love talking about. But I narrowed it down to three. We're going to try and get through all of them without this podcast being nine hours.

Rachelle: We can do it.

Michael: I want to talk a little bit about giving and receiving feedback which I know you love and did a TEDx talk about. I want to talk about emotional intelligence. I want to talk about starting a business with your friend because we both started business with one of our closest friends. So, I want to get to all of those. But first, let's start with talking about feedback. Generally, I think about giving and receiving feedback. I put it in the category of just difficult conversations. So zooming out to that level or thinking

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about just difficult, challenging conversations, what would you say is your approach to handling challenging conversations?

Rachelle: So, let me counter you here for a second.

Michael: Great! *Laughs*

Rachelle: I think the number one problem that people have with feedback is that they think it is a difficult conversation, that they put it into that bucket of difficult.

Michael: I'm part of the problem, so exciting. *Laughs*

Rachelle: *Laughs* Yeah. So, I think that we have to think about feedback as data, you know, and how do you share information with somebody. So for instance, if you were to say, "What time is such and such movie playing on 42nd street," and I give you that information, that's just an exchange. It's a transaction. But why don't we think about feedback in similar ways of just it is transaction. I could also be wrong. I could say that the movie is at 3:00 and the movie is actually at 3:30, shame on me. But it's just information and you decide what you're going to do with that. But when we think about it as being difficult and we rehearse it in our minds a thousand times, and we imagine this terrible outcome that we're going to get from it, it's all of that storytelling that we do before we even have the conversation that makes it I think the hardest.

Michael: Yeah, I agree entirely. So on the flip side, what do you think are some qualities that make someone great at giving and receiving feedback? I imagine the qualities are probably a little bit different for giving versus receiving. But let's just start with giving. What makes someone really great at giving another person feedback?

Rachelle: I think that the core piece that you (you, meaning everybody listening) need to wrap their heads around is that they have to genuinely care about the person they're giving feedback to.

Michael: Sure.

Rachelle: If you really, really dislike somebody, if you have an employee that you just can't stand and that everything about them irks you, probably you shouldn't give them feedback. I mean probably you should find a way of moving them out because you're probably not an advocate for them any longer. But if you can't find a way of genuinely seeing the person for how they see themselves which is oftentimes in a positive light then you shouldn't be doing it at all. So really seeing that I think is number one.

Michael: Yeah. It's huge because I think when feedback is given well, it comes from this place of I'm giving this to you because I care about you. I'm giving this to you because I'm genuinely invested in you, or this relationship, or your work, or the outcomes whether it's something positive or whether you got to be able to see the person in some sort of positive light, to give feedback that is going to be received at all in a positive way. It starts with you genuinely being curious about what is this person's reality? Why is this thing working or not working for them? So kind of leading with that kind of

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assumption of good intent and just someone you have to care about at least some part of them. They don't have to be your best friend. You don't have to love them. But to care about them in some way, I think that's a really great point. What about the flip side? What makes someone great at taking or receiving feedback?

Rachelle: We cannot take ourselves too seriously. I think that when we pride ourselves on perfection, when we see our self-worth as being so delicate, I think that those issues really get in the way of hearing feedback. That's what makes us defensive or sometimes aggressive or shutting down, kind of like all of the bad or poor responses that we experience when we're sharing feedback with others. But if the person really believes that they're a work in progress in a genuine way, and you know, "Yeah, I screwed that up. Yup, I could have done that better." I think that that openness to the fact that to be human is to be flawed, I think is the key component to that. There are just too many. I've worked with so many people over years that are fragile. Their ego is just so, so, so fragile that it makes it incredibly difficult to hear anything that isn't affirmative.

Michael: Yeah. I think what I'm hearing in there are two things is that if you want to get great at giving feedback, one is to have some reckoning with the idea that you're fragile and maybe start to instill in yourself some belief that you are strong, and/or powerful, and/or whatever the word needs to be for you that's the opposite of fragile, but that you are capable and worthy and all those things. The second piece you said there, I'm trying to think of how to reword it. I'm not sure how to reword it. But I heard a second piece there. You kind of keep talking about it. Maybe you'll circle back to it.

Rachelle: I think that we have to believe that we're a work in progress.

Michael: There you go. I think that was the phrase that was really resonating with me was like yeah, not only am I not fragile but I can keep getting better. I can keep improving. I'm not a finished product today and I may never be but I'm a work in progress. I love those. That would be a great mantra for someone, right? I am not fragile and I am a work in progress. Like put that on the fucking t-shirt.

Rachelle: *Laughs*

Michael: I think it would do a lot of people a lot of good. Yeah, that makes sense. Another kind of like buzzword in this space these days is the idea of candor and how important candor is. I think it might be kind of Kim Scott's book which was Radical Candor that has made this word pop up so much. So I feel like when talking about feedback, this idea of just really being candid with other people comes up a lot. So, my question for you is how do you know when someone's taking candor too far? Because I feel like so many are interpreting this as just like just don't share your quota. Just tell them the truth. I'm like that's not what we're saying here. I mean how do you balance that approach for candor? What are your thoughts?

Rachelle: I love it when people say as part of their persona and they say to you, they're like, "You know what? I'm a truth teller. I just tell the truth. And I dish it to anybody who I'm around all day everyday." It's just as soon as I hear that I'm a truth teller, it's like, "Oh snap." You know this person is probably dishing out too much candor.

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Michael: They wear like a badge of honor, I mean when I hear that, yeah.

Rachelle: Yeah. Most likely, they dish it way more than they take it. I think that that's the thing especially. Even if it's framed in your mind that you're the truth teller, that means you're right and they're wrong. That's not candor. That's arrogance.

Michael: That's judgment.

Rachelle: It's super judgment.

Michael: Ultimate blame. *Laughs*

Rachelle: Yeah. And so, I think when it is in balance is probably one of the key components to if an organization for instance, if their culture is beyond radical candor and just being like candor. I don't know what that looks like.

Michael: Yeah. *Laughs*

Rachelle: Candor-tastic. I don't know. Anyway, awful.

Michael: *Laughs* That's your next book.

Rachelle: Yeah. Candor-tastic. That's where we are. So, I think it's how balanced is it? Is it a two-way conversation? Are you just like spreading the truth and then moving on to the next person?

Michael: Yeah. I think that's a great point of view. If you're really leading into that candor extra hard, you're the one going around truth-telling all day. You may want to think about how much truth you're taking in.

Rachelle: Yeah! Yeah! Who has been candid with me today?

Michael: Yeah.

Rachelle: What messages have I heard this week that have really made me think?

Michael: That makes me think of that workshop we went to. We went to a conference recently. One of the points, I wrote a blog post about this, was that one approach to feedback. I don't know if we're in this session together actually. An approach to feedback that can be really useful especially for managers is to just ask for a feedback more often.

Rachelle: Yeah.

Michael: But anything, it's one way to check yourself in this candor department or feedback in general is not how much feedback have I given everyone else today but how much feedback did I ask for, for myself. That's probably the great muscle to flex on a regular basis.

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Rachelle: That was Dr. David Rock, right?

Michael: Yes, exactly.

Rachelle: NeuroLeadership Institute.

Michael: Yeah, I think that's a great one. So, many of our listeners are business owners and they want to kind of help train their teams to be better at giving and receiving feedback. If they've never really broached this topic before and they want to like start fresh, how do you recommend they get started? I mean, if you're a business owner, what do you do first with the team of people who've never talked about giving or receiving feedback before? It might be a weird topic to spring up out of nowhere. Where do you suggest they start in that conversation?

Rachelle: I remember that session that we went to well because I wholeheartedly agreed with the approach, which was that it has to start from the top and it has to be role modeled. To be fair, I've worked with so many organizations where the executive team is off limits for feedback. They're sort of glassed in. They're untouchable. People, if anything just gives them tons of positive reinforcement and stroke their egos but nobody is really real with them any longer. I think that you have to be incredibly aware as a business owner of how you ensure that that isn't the case. And that you are receiving feedback and you're giving feedback to each other as an executive team on a really regular basis. By regular, I mean weekly, daily, that regular. To the part where it's not part of performance management. It's just how we talk to each other. I think if you don't role model that well, I would save your money and not train the rest of your staff.

Michael: Yeah. *Laughs*

Rachelle: If you feel like as a team you do that very well and you're ready to now teach the next layers of your leadership or management or just your direct reports, how to do this well, then I think it's much easier of a conversation to say, "This is what we do, and this is why we do it, and this is how you do it." But I think that idea of asking creates a system and a process, something that can be baked into the way that people interact with each other. You can even say, "How many times did you ask for feedback this week," as a way of making sure that people are doing it.

Michael: Yeah. I love that. So, for all you folks listening out there, you're like, "Yes, yes. I want my team to get better at this." Guess what? It starts with you. *Laughs*

It starts with you, I think especially if you're a manager at your position. So really start by asking for it yourself and just modeling that behavior on a regular basis because I think you're right. It's much easier to spread this message from a place of like I'm walking the talk you all. I'm doing this. I've asked you five times this last month. So, I think it's a really, really, really great advice.

Rachelle: For those that are listening that aren't a business owner or not sort of within the executive team but have perhaps their own team within a larger organization, this is what I'm not saying is that you shouldn't do anything until your boss does it. Because I think that often comes across as that's the

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message. In fact, you have a micro culture and you're the boss of your micro culture. How do you create that with this tight really, this tight unit of really clear communication with each other and despite what else happening in rest of the organization?

Michael: I think the real message here is everyone can do this. Everyone can start asking for feedback tomorrow. However, if you wanted to spread to the organization, I think the most quickly, this is one of the things that does tend to trickle down. It does have to be modeled at the top first. So, that's great. Anything else about feedback we should talk about? I feel like we could keep going on this forever. But I'm going to move on if that's okay with you.

Rachelle: Let's do it.

Michael: Let's move on. So, I want to talk a little bit about emotional intelligence because even though I love this topic, I have yet to talk about it on the podcast. I thought you're one of the people who introduced me to certain aspects of this. So, I thought what a better person to talk about this with. So first, I would just love to hear from you like how do you think about or define emotional intelligence?

Rachelle: I think it's incredibly linked to feedback because the two things that we talked about as being critical to being good at giving and receiving feedback is that you have to understand that you're a work in progress and that you're human. That is essentially what we call self-regard. You have to have healthy levels of self-regard. Not inflated regard where you think you're the smartest person or you own the business, therefore you know the mess. And not low regard like nobody knows. Everybody's smarter than me. I have no idea what I'm doing. That's what we'll consider low regard. But healthy regard is when you just believe that you're a good person. You like who you are. You feel comfortable in your own skin. But you know that you're always trying to get better at what you do and who you are. So I think that is a foundational piece.

So I think about emotional intelligence as - this is going to sound a little strange but go with me here. I think about two buildings, two two-storey buildings next to each other with basements and self-regard is in one of the basements. Without self-regard, the whole rest of the building is not going to be supported. It's the foundation of everything else. Next door to that basement, the other basement is regard for others which is like giving a shit about other people. If you believe you're essentially good, other people feel like they are essentially good too. I once was speaking at an event and I remember asking the audience to raise their hand if they thought that they were good. And like 95, I don't know why it wasn't 100 but 95% of the people raised their hand and said that they were good. Then I said raise your hand if you think other people are fundamentally good. And half the hands went down. Like we don't believe other people are good, yet, we believe ourselves are good. That is one of the hardest concepts for people to understand as part of emotional intelligence but it's the basement. Without the basement, the rest of the emotional intelligence model just is...

Michael: This is so interesting because that phenomenon just happened in so many areas. It doesn't have a name. I'll think of it in a second. I think it's called fundamental attribution error. Yeah.

Rachelle: Yeah.

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Michael: It's that idea that when we make a mistake, it's because of the circumstances. When everyone else makes a mistake, it's because of a character flaw.

Rachelle: Oh yeah. They're that deeply thought individual.

Michael: If you were late, you're just a lazy fill in the blank. *Laughs* And if I am late...

Rachelle: Because of the train. *Laughs*

Michael: Totally. It's so interesting when we do it on emotional intelligence level as well. I like, you know, is that yeah, that's so fascinating. So, what are the other elements or aspects of emotional intelligence? We got self-regard. We got caring for other people. What else is kind of in that spectrum?

Rachelle: So the other floors to the house, so above self-regard is self-awareness. So, do I understand my emotions and do I understand where they're coming from? So, if I am pissed off and I woke up pissed off, and I'm going about my day feeling agitated, do I even know why I'm agitated or am I just feeling this way all day long and it's kind of affecting every single interaction that I'm having with myself? Next door to self-awareness is awareness of others. So, if I can see you, Michael, are pissed off, can I recognize that you're pissed off? Can I see it on you? And some people actually are very, very poor at reading other people's cues. Also, do I have any empathy to try to understand why you're pissed off versus making it almost immediately about me? So if you're mad, if we have a call and this has never happened before but let's say it did.

Michael: *Laughs*

Rachelle: But if you're mad or angry or snippy about something, I have enough of a regard for you that I think, "I wonder why he's being like this because this isn't how he normally is."

Michael: Yeah.

Rachelle: Something must be bothering him versus what a dick. Why is he ruining our phone call?

Michael: Why is he putting this on me?

Rachelle: I want to be candid with this guy. So, those two elements are really critical. And then the top, the last two floors is self-management. So, if I'm mad and I know that I'm mad, can I manage myself? Can I walk myself down off the ledge, talk about what I need, or change my state, change my energy? Am I able to do that? Then the other one is social management. So, can I do that with the people? If I can see that you're mad, how can I talk to you about it versus getting in a fight with you?

Michael: Yeah. I love this topic so much. So, let me ask you this. When I talk to people about emotional intelligence, I often get the response that people feel like this is something to be kind of like nice to work on, or nice to talk about with themselves or with their teams. But I think that they're skeptical that kind of investing in like emotional intelligence training or any sort of emotional intelligence work will actually yield business results.

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So, I want to put you on the spot here for a second. I didn't tell you in advance I was going to do this.

Rachelle: Uh-oh!

Michael: But I'm wondering if you can kind of because you have so many years of experience on this kind of work, I wonder if you can just kind of pull back, go back into your Rolodex of experience and give an example of when improving emotional intelligence really made a real impact on a business, whether it's the effectiveness of a team or business as a whole. Can you give any examples that you think makes this idea of emotional intelligence kind of concrete from a business investment perspective?

Rachelle: Yeah. ROI is always a really tough one in this space. It's hard to measure, yet when you know that it's working, everybody knows it and feels it. And it certainly does impact the business positively in many different ways, and so ways in which I think you can... When you have an organization that is high-trusting, sometimes it's referred to as a high psychological safety, you have more innovation, more creativity, better relationships, more candor like positive feedback that is being given to other people, better retention, less grievances. So, there's lots of different sort of metrics that you can look at and that will change as an organization's culture changes over time. But you know what? I think about working with specific organizations.

Michael: And so we'd have to name many.

Rachelle: Yeah, yeah, yeah, yeah. This one was terrible.

Michael: These guys.

Rachelle: Yeah. But I think there was an organization that I worked with, we worked with the executive team which was not terribly dysfunctional. And they worked fairly well with each other. But it was pretty low trust and functional. It wasn't in any way a high performing team. But it was very functional. Through looking at these different aspects and having them develop an awareness and a skillset around their own regard and their regard for others as being foundational, and how they then talk to each other and have feedback conversations and nurture their team with emotional intelligence, that's the thing that changed them from being functional to being exceptional. What was interesting was when I was walking through the rest of the organization, people would say, "I can't believe... Whatever you've done with them, it's made my life better. It's made our organization better. I like working for these people more." So other people, it's like palpable.

Michael: Palpable?

Rachelle: Yeah, yeah, palpable.

Michael: I always say this. Some of these results with emotional intelligence, people feel it before they can see it.

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Rachelle: Yeah!

Michael: They feel it where they can articulate the change.

Rachelle: Yeah. And when you really get into it, it's so instinctual. It's like how can you say that these are not good skill, good things for your business? I want people to not trust each other, to not be able to read each other's cues.

Michael: To not like themselves and be able to think highly of themselves.

Rachelle: To be mad all day and not change their state. Instinctually we know that this is good for us. I think it feels touchy-feely and that's why a lot of organizations sometimes shy from it. But I think it's anything but actually.

Michael: I feel like more and more and I think great generations are doing it or expecting more of the workplace. They want our workplaces to be placed somewhere where they can show up authentically and be themselves. They don't want to have a work persona and a non-work persona. So, I think that more and more were asking for workplaces to be places where we can like ourselves, and be ourselves, and express our emotions, and talk about our feelings, and be connected to other people. I think this topic is going to have more and more resonance in the workplace as the years go on, as the year kind of take on as well.

Rachelle: Totally. I remember early in my consulting career, it was very, very, very common that you'd work with people who would say work is work and home is home and check your emotions at the door. I used to hear that all the time like check your emotions at the door. Pull on your big girl pants. And like get on with it. I just think that is just such an archaic way of thinking about the workplace now and very rarely do I hear the same words spoken. So I think that there's definitely a shift.

Michael: It's also just impossible to be at work 40, 50, 60 hours a week and try and be emotionless. *Laughs* What kind of challenge is that? What kind of expectations are we setting for ourselves that we're just like not going to show emotion for most of our week?

Rachelle: Yeah. But you do have emotions. They just come out in even worse ways.

Michael: Yeah, you don't have a choice.

Rachelle: Like really passive-aggressive stuff. Really, we have them. We either suppress them or we channel them productively.

Michael: Yeah. One of the ways, I actually dove deeper into emotional intelligence was this assessment tool that we both use. I don't know if you want to talk a little bit about like why someone listening right now is like "Yeah, I want to learn more about emotional intelligence. I want to learn about myself and my own emotional intelligence?" Why they might consider doing something like an assessment? Because I think oftentimes, people hear like assessments like Myers–Briggs and things like that. I know for me, I often judge them as like putting people in a box unnecessarily and kind of narrowing the

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conversation instead of expanding it. But I know assessments done the right way do have the ability for people to see themselves and others differently and broaden our definitions of ourselves and others. So I don't know if you can just talk a little bit about the kind of assessment tool you use for emotional intelligence. I know there's probably a few. Like why someone might consider doing that.

Rachelle: We use a couple of different emotional intelligence tools but the one that, I think that we're referring to is called the EQ-i 2.0. I think it's a very, very rigorous assessment with high validity, high reliability. So, it's a trustworthy assessment which is important. But what I think is great about it is that it breaks down kind of those general buckets that I was discussing before but in very work-related terms, so assertiveness, independence, decisiveness, flexibility.

Michael: Decision making.

Rachelle: Decision making, all of those things which are very related to business and so it feels all of a sudden less touchy-feely and more practical. What I also like about emotional intelligence as a topic and as an assessment is that it's not set in stone. What you assess at is a starting point but it is absolutely 100% changeable. I've seen this so many times that when you put a lot of attention particularly into one piece of it, you'll see all the other pieces start to also increase. So for instance, if somebody's working on assertiveness going back to feedback and they're really trying to be more assertive in clarifying what their needs are, their self-regard is going to come up. Their decisiveness is going to come up. Their relatedness to others and their relationships increases and all these other things like follow suit. So it's a really good practical to think, "Well, what do I do with this and how do I make it better?" It's not like Myers-Briggs is sort of you are who you are who you are, which is sort of like, "Oh I didn't like how I came out. Crap!"

Michael: In some ways, in people that's true of IQ as well. Some people think personality is in that bucket though I think that research is changing. But I think it's an important thing to underline here about emotional intelligence is that when you take an assessment on emotional intelligence, it is a snapshot. It's like a Polaroid of you in time. This is something that has been proven can change when you invest in it. So, I think that's a huge distinction to make.

Rachelle: Yeah. It's interesting that your EQ increases between the ages of 18 and I think they said like 55 or 60. So really, our entire adult life has so many opportunities that present itself like parenthood, and relationships, and being a manager, and owning your own business, and lots of other things that are actually catalysts and let opportunities for developing your EQ. So it's cool.

Michael: Yeah. I think that's great. I love talking about emotional intelligence. I'm so glad we did. That was my first time on the podcast.

Rachelle: Yay!

Michael: In the interest of time, I want to move on because I think there's a lot to say in this last topic. Here's another one I don't think I've talked about in the podcast before. But you and I both have started the business with one of our closest friends.

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Rachelle: I know.

Michael: I will have mentioned Katie in your bio but you want – just kind of walk me through your relationship with Katie. What conversations did you have that led to you starting a business with one of your best friends?

Rachelle: So, I've always believed that you don't mix business and pleasure.

Michael: We told a million times, yeah.

Rachelle: I really do feel like I've had that mantra for most of my life. I would say learning more about your business really did change my perspective on seeing that it's possible. I don't think I'd ever seen anybody do it. I really admired your business and I admired your relationship that you had and the way that you talked about each other. So, I think it planted a seed in my own head of like, "Oh! What is next for me?"

So, I've known Katie for nine years. We met in a pool at like a children's swim class when our first kids were about six months old. We instantly liked each other and became sort of fast friends and very kind of aligned on lots of things about life and philosophy. And our personalities clicked well with each other. Anyway, she was taking a career break and I was still doing my consulting. Then as things were moving on, she was talking more and more about entering back into the workplace. That's when our conversation started about what about if we actually went into business together? We sort of circled around that topic for quite a while.

Michael: Yeah, that's amazing. So without getting too personal, I mean we've talked about this a bunch, but can you just talk a little bit about because you've been doing this for two and a half years now. I know the conversation to start the business started before that. What are just some of the kinds of ups and downs you have in working with a partner in general, let alone one that you also spend personal time with? So in general, can you just think back the last two and a half years? What are the moments which have just been like the greatest to share with your business partner and friend? What are the times that that's kind of been the hardest dynamic?

Rachelle: Oh you know it's like the two sides of the same coin actually. It's when the hardest times is when you're having to have a conversation that you are frightened of, which is for us is like beyond... It will be like making a change to the business that's going to really impact one of the other people. Or giving each other a tough feedback that we know we need to share with one another. And so, just like any other business, it's really thinking about and being anxious about how these conversations are going to go because you also feel like you have a lot on the line. Because it's not only your colleague but it's also somebody who you're connected with in many, many other parts of your life. In fact, those other elements even feel more important than the business. So, you don't want to crush a relationship that means so much to you.

Michael: Yeah.

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Rachelle: And so, but when you actually do it and you come out on the other side of it, and the business is better, and you feel better and they feel better, and actually if anything, it's brought you closer together, it is incredibly gratifying. I mean it's like a marriage.

Michael: *Laughs* Yeah.

Rachelle: It's like the first time you have a fight and you think, "Oh my God! This is terrible." Then like you're married for a long time and you cycle through fights that are way worse but much quicker, you just have this resilience that you can get through a lot with one another. That's awesome!

Michael: Yeah, yeah. I love that so much. So, what are the kinds of topics that you think are the hardest for you guys to talk about? I know they're probably pretty similar to Mark and I. But what are the kinds of topics for those people out there who maybe have business partners or thinking about it? What are the kinds of things you guys find yourself negotiating that are the toughest conversations?

Rachelle: Well, I think that good business partners aren't aligned in certain ways. So especially around values and mission, having somebody who you know is incredibly aligned with you on what you're trying to achieve and how you want to achieve it is critical. But your skillsets and your experiences is just naturally going to be a lot different. If it's not different, I would almost challenge that to say, "Well then maybe one person is redundant." Yet, the difference also brings up lots of conversations around well, what's equal, what's balanced, who does what, what value do we put on different activities. I think it's that kind of stuff that we have come into this business with having lots of those questions because she was a trader on Wall Street and I wasn't. We're in a consulting company. So, those have been like sticky but super necessary.

Michael: Yeah, of course. I think that's the thing that you have to do in business that you really don't have to do so much as friends. It's a little bit of like you have to place a value judgment on your experience and your skills and say, "You're really great at this. You're not so great at that. I'm better at that than you but you're better at that than me." As friends, we probably do that secretly but you don't have to do it as obviously. *Laughs*

Rachelle: I'll bring the lasagna. You bring the salad. *Laughs*

Michael: Exactly.

Rachelle: And buy it from this place.

Michael: That's been true for Mark and I as well is that we definitely couldn't be more different in many ways, so aligned in the middle stuff, in the mission vision values, that kind of stuff. But in what we're both good at, it just couldn't be more different. I agree with you that if you're thinking about a partnership of someone who's just like you in every way and you're good at the same things and bad at the same things, I agree. That's probably a little redundant because even when you're making any sort of hires on a team, you want to think about, Mark and I often talk about like, what are the soup you're making with these ingredients? If your soup is starting with just two partners and you're both the same flavor, no one wants that.

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Rachelle: Yeah, yeah.

Michael: No one wants just like a basil soup. If you're both basil and that's all you put in the broth...

Rachelle: Basil soup, who eats a basil? That's disgusting.

Michael: I don't know. I was thinking of like a Thai soup that has fresh herbs in it. I was like if you just were both basil and there are no noodles, or there's no meat, like that's disgusting. It's just basil water.

Rachelle: *Laughs* Don't order it.

Michael: Don't order that. It's gross. It makes a bad business too. It's not good. So thinking on this topic of because I think the conversation we're having is just kind of personal versus professional. So, that makes me think of the topic I know we also talk about a lot, which is kind of like work-life balance. So when you are both working with your best friend and your business partner, does that muddy the line or make the line more fuzzy in terms of when does work start, when does play start, when does work stop. So, how do you balance personal and professional time when you both want to spend – hang out with this person and be in meetings with this person?

Rachelle: Oh my God! I have so many opinions and thoughts about this one.

Michael: *Laughs*

Rachelle: Let me start with saying work-life balance is an incredibly difficult topic for everybody. But for Katie and I, this is something that we're aligned in that it's hard for both of us. So, we both have young children. We live in the same neighborhood. We have a lot of other things that we're involved with in our community that we also want to prioritize. One of the reasons I got into this business other than loving it was wanting to have a lot of autonomy, that being probably my primary driver. So, losing autonomy, meaning working all of the time and not being able to do what it is that I need to do for the other hats that I wear in my life was just going to be a deal breaker. I know that Katie feels the same.

However, our need for what that looks like is also different. So at different times of the year in different ways, we will need a different level of flexibility from the business. I think the more that we just are very transparent about that and talking about how we manage the rest of the business while somebody else is sort of like leaning out or leaning in has been really important. But because we both value it, it's not something that feels in any way judgmental. It's like, "I'm working on this time and why are you picking your kids up from school?" So, we found a way of making that work and that's just through lots of conversation.

We also talk – you gave us this exercise. This was a good one. This was like three priorities a week. It's like a very, very simple process of like these are the three things and we communicate about it. That's also another way of just making sure that work is going along but actually we don't give a shit like what you did in order to make that happen. So, it's been a total trial and error. She needs a lot more structure than I do because I've been used to sort of working in a super unstructured way for a long time and she

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used to be like on a trade index. So, there's different sort of aspects to this. But I think it's always a work in progress and continuing to talk about it is key.

Michael: I think what I heard in there is that when it comes to the work-life balance, I'm sure other topics, you're both just going to have different needs. The only thing I know that helps things moving forward in a productive way is just talking, talking, talking, talking, talking. But like nothing can go unsaid, especially in a partnership like this. Mark and I have always said, we've gotten just really, really good at disagreeing. We're just really, really good at sharing like, "Hey this is my perspective. This is my perspective." And because we have so long history with each other, we are pretty good at assuming good intent.

Like if Mark disagrees with me about something or he needs a different kind of work-life balance than I do, my initial thought is, "Oh that must be for a good reason. Let me ask about it. What's going on? What do you need a week off for?" I mean that's rarely the case but I'm trying to think of an example. As opposed to that's not my reaction with everyone else. I'm not so good with that with someone who I'm not close friends with, I haven't known for the 20 years. I'm afraid to date myself. I won't do that math.

Rachelle: A long time.

Michael: But I think the recipe there is to acknowledge that you're going to continue to need different things. That's going to change over time. In a partnership, the only thing that I know that helps the boat to stay level is just constant communication. It feels at times like over communication. But constantly, what are you working on? What am I working on? What's working for you? What's not working for you? How is your work-life balance? What are you doing this weekend? I think all of that helps to make sure and I think the times when I felt like our partnership was not at its best were the times we weren't just talking as much. Even recently, I said to him, "You know what? We started this Business for Unicorns thing. It's been going really well." I was like, "This is great but we have the same level of communication we did a year ago, really before we started this?" I was like I think I need more. I feel like I'm feeling disconnected and not aligned because we're just not communicating to an obnoxious extent. Do you find that true? Like communication is just like it doesn't solve everything.

Rachelle: Totally.

Michael: But I think it keeps things moving in a positive direction.

Rachelle: I mean with a small business like ours, we could easily and we have gone weeks and weeks without having a formal meeting. Because we're like what a formal meeting to just talk about kind of the stuff we're working on. It seemed strange. But now that we have done this for a while, we really acutely feel it if we haven't had. Our meetings tend to be about two and half hours long. We plan like 30 minutes of chitchat, whatever. We usually make breakfast. It's very like leisurely meeting but it gives us time to do friend stuff as well as business stuff and we have a structure to that. If we don't have it, it both impacts us negatively. It's kind of a ritual that we've had to make a non-negotiable.

Michael: I love that you said that because it's really been a challenge for Fisher and I is we're very structured and regimented in our business life but we weren't so much in terms of our friendship at first.

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So now, there's once in a while, we're like, "We have to schedule some friend time because it's easily moving so quickly." It's like, "Oh wait, I haven't asked you about your life in a while, or like I haven't seen you outside of this building, or I haven't been with you without my laptop in a while. We should probably go do that."

So, I think that's probably a takeaway we both had is like you need some structure to make sure that you're talking about the work stuff and you keep feeding your friendship. You keep kind of watering that part of your life as well. It's been so true. So, I mean for folks who are listening, who are thinking like hey, I might start a business. Maybe I should get a partner. Or I have a partner, now I'm not sure if this is working out. What's your advice for someone considering working with a close friend? What would you even say to them?

Rachelle: I think that I now believe that a friendship is pretty necessary because it means that there is this whole another level of investment that you're willing to make with this person. If you're not willing, if you couldn't go on vacation with this person, do not go into business with them. I think that you need to be comfortable with each other to talk about whatever you need to talk about without hesitation and knowing that it's going to best if you do. So, I think really making sure that you feel emotionally invested is I think now a core ingredient. It's funny because it's a complete 180 from how I originally thought about it. I thought it was just sort of a very kind of like practical, sort of clinical kind of partnership. I now, years of experience in having thought about building partnerships with other people, I can see how that was treacherous.

Michael: I'm going to echo that. I agree 100% is that I think if you don't want to be friends with someone you're a partner with and go on vacation with them and see them outside of work then why, why?

Rachelle: Because you're going to see them a lot.

Michael: You're going to see them a lot and you might as well enjoy it and enjoy spending time with them and really like them as a person. I feel the same thing about working with friends and family even when they are not your partner. So many people when they hear that I started business with my best friend will say to me like, "What are you, nuts? That's like rule number one of business is don't work with your friends and family." I'm like that's just a shitty rule. I don't know who made it but it hasn't been true for me. Even the whole team at Mark Fisher Fitness is like they're some of my best friends and family. I'm married to one of them. It's like we're all super close.

Rachelle: You made it real.

Michael: Yeah. So, I push hard against that idea that working with people who you're friends with is a bad idea. It has been so the opposite for me and it sounds like for you.

Rachelle: Yeah. Just like a little silly, it's not silly but another example is that Katie is from the UK and her family is there. Every summer she goes to the UK for a month. We work it out and I certainly have vacations that are equivalent throughout the year, whatever, but it's a big amount of time to be out of the city and not being client-facing. And we have a client who she does a lot of work with that has a need. And she's thinking about flying back for three days to be with this client. I am begging and pleading with her to let me do it so that she can have this time with her family which is incredibly

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precious to her. I just think jury's out whether or not she is going to do that. But I'm like, "Don't come back. I've got it covered." I know that she would do the same for me. When I'm away, she will break me if I'm answering emails. She's like, "Why aren't you letting me do this?" I just think if you weren't friends with somebody, I don't think that they would do that.

Michael: It's pretty unlikely.

Rachelle: It's fairly unlikely.

Michael: Because my last boss is like, "Stop answering your emails."

Rachelle: Yeah, they're probably emailing you.

Michael: Yeah, exactly. I love that. That's a great point. So yeah, thanks for talking about that topic. That was really fun.

Rachelle: Oh!

Michael: That was really fun. I realize, I want to get to our final five questions but I realized we haven't talked much about EQUALibrium. I will have given a bio intro but I wonder if you could just talk a little bit about what kind of work are you doing now? What kind of work are you really excited about doing into the future so people can know what you're up to.

Rachelle: So EQUALibrium is a leadership consulting company that we tag ourselves as building powerful modern leaders. Essentially what we believe to the core is that everybody in your organization from top to bottom is a leader. The leadership is a set of behaviors versus a title that is given to you by the company. So we go into companies and we do all different kinds of work from doing off sites and retreats and teambuilding with executive teams, to doing strategy sessions, doing tons of executive coaching with companies in a variety of different industries, to then running management and leadership courses that usually are over time with the same people. So that they're building up skillsets and being able to sustain those behaviors over several months so that they become something that they get to keep after they finish the course. Then we do a lot consulting work too just sort of at the sidelines that's HR-related things around performance management oftentimes.

Michael: That's exciting. Where you see you guys going to the future? What is EQUALibrium going to look like the next five, ten years?

Rachelle: Oh! You know, I really love our small size because our small size allows us to work really, really closely with organizations over a long period of time. So, I've always experienced these deep relationships with companies for sometimes even a decade. It's awesome to be able to be with a company and seed through the ebb and flow and the change of people and the change of philosophy over time and steward them through that. So, I want to continue to foster those kinds of relationships.

I would love to grow our team a bit and I think that it's ready for that. I really personally and sometimes I struggle with this, like what do I personally want versus what do I think the business needs. But what I

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personally want a really hard project. I love a really sticky, spicy project that seems kind of like unfixable. I love coaching people when the HR manager says like this person is a monster. Good luck. I'm like, "Let's get after it!" So, I think that as long as we continue to do really good, thoughtful work which is sort of authentic to who we are, then I think we're going to keep ending up doing really cool projects for the next few years.

Michael: So for our listeners who are thinking, "Oh I may need someone like you." What are the kind of pain points or things that businesses are experiencing that led them to say, "I need to hire someone like Rachelle and Katie." What are the things that you mostly get hired to do, the pain points they're experiencing that say come on in?

Rachelle: We mostly get... One of the entry points is through an executive team or some sort of senior team. So, maybe that's the head of marketing or that's the president of a company who is working with either a new team or a dysfunctional team or something where there are a lot of poor behaviors that are being fostered on the team. And they want to fix that and they know that that's not right. So, we often come in to working at a team level. Then we end up working with them on a variety of different things because they'll say, "Now, we really want to make sure that our next level of management is equipped to be able to lead their direct reports and whatnot." So I think oftentimes, it's thinking about your pain points are usually the colleagues that you're working with most closely and resolving that first and then thinking about what are the other areas of the organization that can really benefit.

Michael: I love it. So listeners, if you work at an organization, you're a manager and a leader and you want to work on your team liking each other, communicating better, being more effective, you know who to call. Before we officially wrap things up, I want to get to our final five questions.

Rachelle: Oh! I'm excited.

Michael: I think you know how this works but I ask the same five questions to everyone, kind of like inside The Actors Studio. So, are you ready for your final five?

Rachelle: I'm ready!

Michael: Let's do it! So question number one is what is your morning routine?

Rachelle: Oh geez. So my morning routine, you know the funny thing is I've heard the final five and I still don't know what I'm going to say for them.

Michael: You even had the chance to prep for this.

Rachelle: I know! And I really didn't. Yeah, anyway. I'm a real morning person. So oftentimes, I'm waking up with the sun and I like to work. So when I get up, sometimes it's like between 5:00 and 6:00 even. I'll get up like sit at my kitchen table and get in an hour or so of work before my kids get up and start getting ready for school. I find that hour, I just get, it's like my most productive hour. Everybody's asleep. I also just feel like a bad ass that I'm like I'm up when everybody else is asleep, getting this done. It really makes me feel good for when I'm starting my day.

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Michael: I love it. Great! Question number two. What activities give you a sense of renewal? I know you know what I mean by that. But for our listeners as a reminder, what I mean by a sense of renewal is what things you do that really fill your cup. You do these activities, you're just ready to tackle your next day and get back to work or get back to your life. So, what fills you up?

Rachelle: I am a real extrovert. So other people fill my cup all the time. This is again one of the things that I love about my work so much is I love the people that I work with. So being with them, getting a drink with them after work, that intellectual but fun and stimulating conversation at the end of a day is something that completely pumps me up. I mean there is also a tipping point but if you do too much of that, I'm really depleted, but generally speaking, making new friends. I love going somewhere and going to an event. Like we were talking about, you know, you mentioned TEDx but I love going to events like that and seeing somebody and thinking like, "Oh my God. I want to be friends with them," and then becoming friends with them. Like that just makes me feel kind of like a kid that we can build these relationships as adults just like we did when we were in grade school.

Michael: Yeah. I mean that is the definition of extrovert.

Rachelle: I cannot help myself.

Michael: You get energy from the people. That's amazing. Number three, what one book or learning experience taught you the most? So what one book or learning experience of some kind taught you the most?

Rachelle: I am an avid reader so it's very hard for me to choose a book. But I actually do, when I was in the UK, I worked for a boss who I really, really, really disliked like deeply. To the point where I used to walk down the hallway and my head is with my arm would be scraping the side of the wall so that I wouldn't make eye contact with this person as they were seating like at their desktop.

Michael: That's legit.

Rachelle: Yeah, it was legit. I was in my 20s and I didn't know any better if I had any justification. But we worked on a project together and this was actually right around the time I was introduced to Myers-Briggs. I would have to say it was a complete light bulb moment for me where I thought, "Oh, I'm this. And he's most likely that." He didn't even take it. I wasn't looking at his assessment. But just being, all of sudden, you realize, "Oh not everybody is the same. What!" You know? I think it just blew my mind. I remember going into a meeting with him and I decided that I wanted it to be different because we had to work on this project together. I remember saying something like, "I like to work like this." Then I waited for him. He said, "I like to work like this." And then he said, "Okay. Well then, shall we work like this? This encompasses both ways. It was completely manageable. I mean I still loathe him. But it was completely manageable. I think that just – it blew my mind.

Michael: I mean it's a great example of just kind of a perspective shifter.

Rachelle: Oh yeah.

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Michael: Where you suddenly had a new perspective on it, a new language to talk about it.

Rachelle: Yeah. I just thought he was a dick.

Michael: That only goes so far. But like when you have some other words to use that suddenly you can make a change. It seems like that really worked out for you. That's amazing! Awesome! Number four, if you could have one superpower, what would it be?

Rachelle: Oh my gosh! It would definitely be around time. I don't know. Do you watch Harry Potter?

Michael: Uhhh.

Rachelle: Uhhh. Is it the third book?

Michael: Just one, Tony Awards, I saw the Broadway.

Rachelle: Yeah, The Prisoner of Azkaban.

Michael: Sure.

Rachelle: You know when Hermione has the thing so she can go to all the classes?

Michael: Yeah.

Rachelle: I would want that. I don't know if that's a super power.

Michael: We'll take it.

Rachelle: But that's like a magical thing.

Michael: Yeah, that's a magical power. That's good. Yeah, that's great. I think it's the first time someone's referenced to Harry Potter magical power. So, you get extra bonus points for that.

Rachelle: Yay!

Michael: Last one, number five, what is the last thing you tend to think about before you fall asleep? What's the last thing you tend to think about?

Rachelle: You know, I've heard some of your other episodes and people are so Zen. They're like I'm grateful. I like to snuggle with my partner. I do all these. I wish I did any of those things.

Michael: Mine is not that either.

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Rachelle: I don't do those things. I'm like literally putting like the duvet over my head as the cats like run across me. I'm just hoping I'm not going to get scratched or something. But I'm really, I'm kind of the worst at this. I'll fall asleep thinking about the next day or like my phone will be in my head. It's really one of the things that I want to work on. You're going to help me work on this.

Michael: We've already talked about it.

Rachelle: That's going to be on our next session.

Michael: Hopefully it helps me too because I often, when I think about falling asleep thinking about, "Okay, what didn't I do today." I know I put it on my to-do list but I'm still thinking through it. What am I going to do tomorrow? I end up doing like this cycling to my to-do list.

Rachelle: This is going to be our commitment to each other.

Michael: We need a bedtime ritual.

Rachelle: This is our session.

Michael: Yeah, we need a bedtime ritual. Actually in fact, one I just recorded recently which hasn't come out yet. Someone gives an example of bedtime rituals. So we might just steal that.

Rachelle: Good. Perfect. Deal.

Michael: So you did it, your final five.

Rachelle: Yay!

Michael: Yay! So as we wrap things up, how can our listeners keep in touch with you, learn about what's going on at EQUALibrium?

Rachelle: Yeah. I think just drop us an email. We're also creating a podcast.

Michael: Ooh!

Rachelle: Which we're still trying to nail down a name. I'm doing it with the president of Situation Interactive who's a client, Damian Bazadona. So, that's going to be exciting and it's going to be all about leadership and management. So that's another way that people can get in touch with us.

Michael: I love it. What's your EQUALibrium URL? Is it just EQUALibrium?

Rachelle: equalibriumgroup.com. And it's equal like equal, the sugar substitute. *Laughs*

Michael: Awesome! Well, Rachelle, thank you so much for doing this. It was a real blast. I feel like we have to do it again because I feel like that's just in the surface of the topics we love to talk about together.

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Rachelle: Anytime.

Michael: So, we'll do it again.

Rachelle: Anytime.

Michael: Thanks so much.

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One more thing, a really special thank you to everyone who made this episode possible. Special thanks to our editor, Mark Keeler at Sound Pound Studio. Sound Pound is a full service recording studio that can accommodate any and all musical acts. They have around the clock availability. Learn more about them at soundpoundstudio.com. Our music track is a track called Not So Final Countdown. It was created by Lonely Punk. They're a lo-fi indie-pop duo from Norway. So, check them out by searching for Lonely Punk on SoundCloud. Thank you so much for listening.