Title: How Did You Get That Job? Virtual Conference: A Q&A with Melissa Steach

Speaker: Melissa Steach, PhD (C), human factors and ergonomics specialist at Herman Miller, Inc.

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Welcome! My name is Garth A. Fowler and I'm the Associate Executive Director for Education Training at the Education Training and the Director of the Office of Graduate and Postgraduate Education and Training at the American Psychological Association. I am one of three hosts for this two-day How Did You Get That Job Virtual Conference.

And over the next couple of days, we're going to talk with individuals and psychologists who have careers in corporate and industrial settings. So, you'll hear from a total of seven psychologists. Who have all achieved success working outside of academia in the private practice sector. Today's webinar is going to last 45 minutes. And in the beginning our guest is going to tell us about her job. What a day in the life is like.

And what skills abilities and competencies she uses in order to do her job. Then we'll switch and we're going to learn more about how she got her current job and we're going to try and help you understand what the path would look like if you were interested in the same or similar type of career. Then we're going to conclude with your questions for our guests. And some of the questions we received while you registered, and we're submitted in advanced and some of the questions will be taken live. If you have a question for our speaker, simply locate the questions box in the webinar control panel and then type in your question.

Questions can be submitted at any time during the presentation. And in fact, as you think of them or as she's talking, please go right ahead and submit them, so we can start putting them together and have them ready at the end. So, let's get started, our guest today is Melissa Steach. She has a PhD or she's a PhD candidate, so she's finishing her work, but she's also employed. So, this is a unique opportunity to hear more about that how she balances that. She's the human factors and ergonomics specialist at Herman Miller. And there she explores personal and organizational culture and behaviors to understand how environment can better engaged, empowered and even shaped, how we engage ourselves and each other. So, before we get started, I just might take the opportunity to welcome Melissa to the How Did You Get That Job Virtual Conference and for taking her time to join us. Hi Garth, thank you. I'm very excited to be here. Excellent, excellent!

So, we're going to then kind of dive right in. And the first thing is we're gonna talk about your title. So, I think your official title is Human Factors and Ergonomics Specialist. So, kind of unpack that for us. What does that mean specifically? And then give us some examples of what you would do on a day to day basis. That's a great question. It's a long title I know it's ... [Laugh]. I just fumbled! Okay So, well, the Human Factors and Ergonomics. It really speaks to a dual approach in our role and that we very, I would say it's about 50/50 in the way that we approach our positions. So, from an ergonomics perspective, we're really looking at the mechanics of the body and distilling things down to the cognitive social and physical aspects of how tools suit us at work, you know, and those work tools can be everything from a sit to stand table or your desk chair to the actual construction of the building, you know, how much natural light there is way finding those sorts of things.

And then the other 50% of our job which I personally clarify, and I relate that to human factors is that we really deal with some of the intangible things that are becoming more tangible and that we're able to quantify them through advances and research. For instance, physiological states, you know, people's moods the impact on productivity or self-esteem or self-efficacy as it's related to Ergonomics. And so, we, it's a really great position wherein we get to be advocates really for our clients, for our end users and that we really encourage them to think about their people and people's basic needs on from a holistic approach when they're thinking about a workplace design or redesign and really seeing it as a necessary investment and helping to support their team.

Excellent! So, does that mean like on a daily basis are you measuring, you know, like go actually looking at how people sit in chairs or are you mostly in meetings, are you doing emails with clients. Give us a little bit about like work is actually accomplished. Yeah, what's the kind of day-to-day look like for you. You know, it's really, I'm gonna sound like a cheerleader here but I kind of am but it's really awesome and that it's very mixed. So, there are days where I am just banging out emails. It's just process and respond. You know, there are other times when I am in meetings and their strategy meetings. You know, how are we going to support this client and that meeting can include my internal team, an architect, the designer, the end user, facilities, IT. It can get really diverse and really fun. And then other times, we're on site and we're doing an ergonomic assessment. There is maybe a team of people or some time who need training on workplace practices in terms of how to really use their tools and sit property and move around the day.

And then or sometimes being you know a more personal one-on-one attention. Maybe there's someone who's had an injury who needs a little extra attention and coaching on how to ameliorate some of their physical discomfort while at work. So, let's then talk about like, you know, the broader this broader field or area. So, for someone that's doing the type of work that you do at your particular company, do you do you know of are there many other individuals with say the same title who do the same thing at another business or maybe even at an academic institution. I think about, you know, whenever when I was a faculty member, I was working a lot with facilities and even chairs we could buy. So, are there people who do the same thing and in if they do, they have the same title or if someone was really interested in doing this, do they have to kind of consider a broader sense of titles to get to do the same type of work. You know, it's interesting. I think in some ways this role is very unique to Herman Miller and that we get to really approach really approach our jobs and a holistic manner and I don't mean to be so esoteric but really where say, for instance, an ergonomics position at another company might just be economics but they're not going to look at how the built environment in terms of its aesthetics and its design.

And the way that it's put together will impact people ergonomically. They're just looking at the body. And then they're our workplace strategist at other companies who look mostly at the design and they understand the human body but that's not really where their focus is. So, they're more and more though, I would have to say that there because ergonomics has really grown an interest. I feel, you know, over the past few years, there's been a growing interest in an ergonomics and how it really impacts business ROI. There are, I'm finding particularly at architecture firms where there are more researchers coming on board who have a design background and who also understands psychology or people who have psychology undergraduate degrees then go on to get maybe a graduate degree and something relevant to architecture and design. So, there it's kind of a mash up. I don't know if I'm answering the question very well but there are lots of ways to do parts of it and there are more positions to do all of it.

So, the question really is it's understanding then all the different types of needs. It's, you know, it's a little bit different than say, you know, I when I was a faculty member, I looked for jobs that were advertised as faculty. I knew exactly what would happen. Yeah! But in order to get a job like this, you're going to rely more on kind of knowing the company and reading the job advertisement thinking critically about what they're asked for, what they're asking and how your skillset would kind of match. What it is they're looking for and what they need? Absolutely and I think it's also looking at, you know, it doesn't have to be a slam dunk. I think sometimes particularly when I remember when I was coming when I'm coming straight out of school, I thought because an undergrad, I had an art degree I was a painter, I was a sculptor. Therefore, I was going to be an artist. In a very literal sort of way but then I found that for me personally.

There were other things that I really liked to do, and I was interested in and my art training really helped me do lots of different things. I just had to go outside of the lines of a label. As to you know, if you're a psychologist, like I feel like, a lot of IO psychologists students at least get into an idea that they have to either go into HR or be a consultant. You know, when it's said, there's so much you can do with that training. Well, let's talk a little bit about that that training but let's look really specifically at you know what we are exposed to as graduate students and some of us you know depending on the field you went into had to go do postdocs. So, let's talk about that skills knowledge and abilities that you do currently use on a day to day basis. So, you break down like these.

These are kind of like the most bare necessity sets of skills and knowledge and abilities in order for me to get things done. What would that be? And that in your asking relative to my training as a sigh of IO psychologists or just in general? Just in general. Today in this job like in your position right now. What are the like really most basic skills knowledge and abilities that you need to have? You need to be able to present, you need to be comfortable in front of a room of 2 people to, you know, 200 however many. You need to understand sales and you know sales has or it has a kind of sometimes can be a dirty word depending on who you're speaking with. And the one thing that I've I personally have become to have come to understand is that it's necessary no matter what you do; especially, in today's market.

So, an understanding of sales is very important in terms of the numbers, how margins work, you know what is ROI, that sort of thing. Listening is really big, knowing which questions to ask, maybe even equally as important and I again I think that's really in any field but particularly this one. And then I would say finally really having being a little more dynamic in your thinking because you're there to help solve a problem, you're there to listen and in some ways, you know, really kind of diagnose what may be going on, asks to clarify I if that diagnosis could be correct. And then really problem-solve like work collaboratively to figure out a way to really help your client.

And so, of those you know of those skill sets you talked about, were there any that you felt you kind of got exposed to or your graduate training really was the starting or an opportunity to really start developing those. I guess we're trying to think how do we help students understand that the skills that they're getting even they're very focused on one particular thing. You know, like I did this only one type of research but the types of questions that I ask you. How do people what are the skills and knowledge and abilities that you currently are using but you saw that you kind of developed or you started to learn them as a graduate student? How did they translate? Oh yeah, that's a great question. I would say that every opportunity I got in graduate school to present; especially, big concepts models theories things that are you know complex, every chance I got to present those I would jump on it because what you learn how to do is synthesize that information and then translate it into language that people who are not in academia actually care to listen to.

Because there are a lot of smart people out there but they just kind of glaze over if you get too academic on them. And it's understandable quite honestly depending on you know what theory or model you're speaking of. So, really, so that was a big thing was presenting. Working in groups, I would find sometimes in graduate school that that we would moan if we had to pair up or get into bigger groups because we think it's going to slow us down. But honestly, that's the real world, you know. And the more comfortable and the more confident I became in being a team player and not always being the leader. You know really understanding when to let someone else to strength shine and support them was huge.

And then problem-solving, we're trained to problem-solve we're trained to say," hey I think this might work here's my hypothesis, but I don't really know" and you just you go for it with a little bit of confidence and grit and an open mind and you know deduce and reevaluate and do that whole thing. So, just that just the process of getting a degree, I think prepares you for the problem-solving aspects that you'll face at work. Yeah. I think you know that's exactly. I think that you picked it right, I think the ability to translate and think about well this is these are the broad skills I use this is how they move into any particular job. It's kind of the key that help people understand. That your training and education gives you lots of pathways. And you have all that you know you have your own pathway to your own job. And so, let's talk a little bit about that. Let give us kind of a brief history of how you got here when did you first get interested in this type of field or how did you learn about it and then how did you progress into being in the position that you're in now.

Oh my God! It was a ... yeah. I was very honestly, I believe in luck, I believe in being prepared and then when luck meets preparation then you have opportunity an hour. I started out in art school, but I was always very I was always very entrepreneurial; you know, I would make things, I would sell things and I was always very personally interested in the built environment before I even really knew that could be a job. And this was a while ago, so I don't think that actually what we're looking at now what we call now environmental psychology was around then. And so, I've had a lot of jobs. I've bounced around a lot which when I started in my IO program, I learned that a lot of people have had lots of different types of jobs. And you begin to see the common themes from you know workplace to workplace or you know different sorts of markets.

And you become interested in that common thread. And so, I had started on my own pulling together what I understood from my art training my own personal passion about how the built environment really impacts people both as individuals as and as part of a larger community. And then got into the furniture industry just because; honestly, I like furniture. It's pretty. I like architecture, I like design, you know, and I met my current employer. I met at a workshop and we started talking and it just so happened that all of my interest aligned. Now, it's funny because that position already existed, I just didn't know about it. So, it's funny. I feel like the message there is that they're just because you don't know it exists doesn't mean that it doesn't exist. So, you know always putting yourself out there, asking questions, being open to speaking with different types of people, are going to different sorts of events. It's amazing what you'll find already exist where, you know, I was essentially kind of recreating the wheel but didn't know that I was doing that in my journey. So, what if someone was interested in and, you know, working in this environment, you are not necessarily like you said your exact job at Herman Miller.

But you know what if someone interesting really trying to take their interest in how people interact with their environment in the in a, you know, work setting. How like you said before the built environment does have its influence and on how efficient we are and our day-to-day you know ability to do our job. Where would they start? Are there, you know, are their specific journals. You said you met your employer at a conference. So, like where would someone find the opportunity to start even engaging and talking to people like you to learn more about this career path? Oh wow, there are lots of and there are, let me think, you know, I thought I had a straightforward answer for that one. All right, it's an interesting thing, you know, it's really a fast-growing field and I'm seeing more and more companies because we're able to ... Because there now is the Internet of Things which very briefly. We're able to put different sorts of modules on furniture right.

And everything speaks to each other and it helps free up the human being to be more creative and do things that machine's don't do, right? So, with the advent of that there are lots of companies and lots of different markets that are really beginning to understand the importance because real estate is so expensive. The importance of that and the importance of making sure that their people are satisfied and productive. So, I would say you know really look into look and see what's going on in an area called environmental psychology. It's not as big in the U.S. as it is in Europe, but I know Cornell has a has a program. City University New York has a program. I think there are a few more that I'm not think I can't think of about the top of my head. Also, get involved with organizations like SIOP and SHRM.

And that they're really high up you know human factors as a subset of IO psychology. Let me make sure for audience. So, I think SIIO is the Society for Industrial Organizational Psychology and SHRM Society for Human Resource Management which they, for instance, we do a lot of presentations with them because you know more and more Human Resources because they deal with the satisfaction of people. They're becoming more and more interested and educated as to how the built environment and the people can work together effectively or not. And so, change management, you know, workplace strategy I mentioned you don't necessarily have to get a design degree or no designers but if you are interested in the aesthetic approach to psychology, being going to conferences or going to network in groups where there are designers. You will probably meet a researcher in the group.

They may or may not be a psychologist, but they will most certainly be a research or whether it's an urban planning or architecture. So, those some of those organizations would be AIA the Association for Interior Architecture and another one would be the IIDA which is I always get this one wrong but its International Interior Designers of America or Association. So, those sorts of organizations would be great to go network at. To go network and so. Okay! That's excellent because that's I think that's exactly it like some students need to some will probably look to switch programs but some already in programs so knowing they don't want to go spend another five years and apply to a graduate program having the opportunity to see what's that transition point in the career is really helpful. And so, then let's talk a little bit about transitioning from, you know, in as you know transitioning from the student to being the you know to being the employee.

Are there particular like I think if you know again, I go back to the academic model, we got, we all know it's the assistant, professor, associate professor, full professor. Are there particular jobs or titles or entry ways that are kind of the break in? Like you know, the assistant professor is the break in position to being a faculty member. So, what are the first-time job? Are they the same title? Do they really not structure that way? So, kind of looking a little. I really want to do this tomorrow. I know I can't probably get your title but what's my what's my first step. You know, I think that it's a little different outside of academia, I feel like unless you're at a very hierarchical company, everybody is kind of doing a little bit of everything because the economic the economics of doing business require it. So, I would encourage people to be maybe a little less hung up on that. Honestly and more focused on does this job look of is this job description of interest to me.

Do I think that I can bring something to the table and what that is. So, I wouldn't say that there is an entry-level position. I mean there are things like you're probably not going to go from being a student to be a VP as your first job, right? Because that gets more into management but in terms of just the type of job someone could right out of school apply for the job that I have and given the right you know skillsets and attitude could get it. And then it's what they make of it. And so, it's ... I feel like it's a really exciting time right now because things aren’t, I feel so structured. And it's now you know this is again gonna kind of be a dirty word, but I think that if you have some sort of sales experience, I think that always helps and I know because even as your own consist if you have your own consultancy. If that's what you aspire to do, you're gonna have to really be focused on how are you going to get your customers because there are a lot of people out there competing, right? Whether they be corporate clients or individuals.

So, having a sense of how to speak to people, how to engage them, how to not be salesy but really understand what it is that you're offering or how you're offering to support them, and their needs is so important. So, I would never I would say if you were to look at a company like Herman Miller see that a position involves sales. I wouldn't shy away from that because I have a psychology degree. If anything, if you have a psychology degree, you're probably even more equipped, right? To really connect with people in a way that Oh go on and finish. No oh no that's it. Well, I was gonna say so, you know, we have some questions rolling in and I have some questions you know pre-selected from the registrants. But before we get to those, any last kind of piece of advice you want to pass along to two enjoyable individuals that would be interested you know in doing this type of work.

What, you know, what's the kind of one or two important things you need them, or you want to let them know. I would say if you're interested in doing this particular type of work, I would say getting credential in economics is very beneficial. It helps you really understand body mechanics. You don't have to be an MD. It just is very important to understand the basic mechanics of the body. And then I would also say that gets understand or do a little more do a little research on the built environment. And when I say the built environment, I mean really you don't have to be an interior designer. You don't have to even be particularly good, you know, it doesn't matter that your pillows, your throw pillows at home don't match. I mean it's not. It's more like really get it really understand a sense of what it is that workplaces do. Why do they build, why do their lobbies look the way that they do? What is the psychology behind that? You know, it's almost like a branding like do a little deep a bit of deep dive and to say the psychology of marketing.

You know, a lot of psychologists go into marketing and brands, but kind of the same thing only applied to architecture and design. Well let's roll to some of the questions. We have we've quite a few questions that came in before, when people registered. So, we'll start there, I like this one. What is something in hindsight now? What is something you wished you had spent more time or focused more on as a student because it would have benefited you, it would have benefited you more today in your job? Oh, that one's easy for me. Math, you know, it's true. I started in art school when I was 14, you know, and we had math, but it wasn't you know as long as I kept being average and my major of art and then I had to keep a B in my academic studies, but I didn't

I kind of white-knuckled my way through math. And then and I always knew that I wanted to get an advanced degree. I wasn't sure what but when I went back to graduate school at 35, [hmm], wow, statistics, it was tough for me and it was tough in a way that was different. I think for other students one if you were coming straight through school from undergrad you know you were always already in the mode. I've been out of school for quite a few years. But then also I realized I was intimidated by numbers and I still struggle with I what I call my self-esteem issues around math where I know more than I think I know but I still have to I have to kind of shut up that that voice in my head that says, "Oh well you're an artist", you know. So, it's still really but you know it from the graduate point of view and from your daily work, you're still doing a fair amount of statistics and quantification. absolutely and honestly, I want to now because now that I've become more disciplined as a researcher and I really understand the creativity in that. Now I get frustrated sometimes by my own limitations and statistics because I want to run improve something.

And I can do it, but it takes me a hell of a lot longer, right? So, it and it's just a lot harder than probably it need needs could be, would have been if I had a, you know, started a lot earlier. So, I yeah, I have to just say that this quantity, you know, quantification and the psychologists ability to do statistics is something we hear repeatedly and all these in all these how did you get those jobs. So, it just so you know it is reinforced. You're not the only one who says "Gosh I wish I'd done more" but it's really one of the strengths and the skillsets that we have and our training that yeah that makes employable.

So, another question that I liked was what was kind of when you were transitioning from being a student to being a worker, what were some of the things that caught you off guard? What was what was that transition? You know, what was something about that you didn't expect or kind of wow you had to rethink about oh I have to switch from this to you know whatever it was? I'm now fully responsible for this or like you said that there's a lot more teamwork than I had imagined. What was one of those shocks that you learned when you transitioned into this position. Into this position in particular? Well in the field. Yeah, the field or this position pick whichever ones easier. It could be a Herman Miller or when you were doing something else similar to what you're doing now. I would say in general for me, I had to understand, and I can only speak to my personality. I'm someone who I typically I'm barely [type A] and I'm very used to going it alone, right? for various reasons. And I had to really take a step back and realize that things would get done if I didn't do them. In that there is a team of people and they are all really smart and really gifted in their own ways. And it was never that I thought I was any better than. But I didn't I didn't trust that if I didn't do every single little thing that it would somehow get done. I think because I'd never had the benefit of really working with a competent team. And so, I think sometimes you may feel, and I feel this way sometimes when I see students, you know, when I have different interns or whatever when I have in the past is that I feel like they need to prove that they're working by doing everything. And I think that was some of my thing I want to show that I'm working, I want to show that I'm contributing.

But you don't need to contribute in every single thing. Sometimes, the most effective way of working is being very clear and communicative which was a big lesson for me how much you need to communicate, right? because people can't read your mind nor can you theirs. But really communicate. Okay, here's what I'm hearing, I'm responsible for can you confirm that and then this is what you're responsible for can you confirm that. How we're how often are we going to touch base you setting up a cadence not if not assuming things. And really and be in learning that being on a team doesn't mean that you are not free to create or innovate or have your own ideas. It just means that you're probably going to get to the finish line faster because like you were saying with doing a PhD part of why it's so hard as that kind of you are the only one doing it. You know it is the biggest project management.

The workplace is not a PhD in that sense. It really is a full-on collaboration and if you communicate and if you're open to feedback and to being very accountable to what you do, you're gonna really move really quickly I feel and grow. So, a lot of the questions that we that have come in are talking about like your skills and training and some of them are like could can someone who has a clinical psychology degree find work in this type of human factors IO organismic field or concern with a counseling degree, find you know jobs and organizational psychology. So, and you had mentioned earlier that that if the people go to some of these conferences, they'll find individuals who are doing research or asking questions they may not be a psychologist.

So, I guess that the question is do you have to have this organizational, you know, industrial organization, ergonomics psychology background training. I mean you, you were, you still are in a program in that. Did you have to be in that program or are there opportunities for people who are trained else otherwise but still kind of get into what you're doing if they're interested in it? Oh yeah absolutely, when I apply for this position, to my knowledge Herman Miller employs a lot of Ph.D., a lot of smart people there. To my knowledge no one there had an IO degree and I still find that I constantly not just to Herman Miller, just in general. I'll "Say oh I'm getting my degree in IO psychology" and then some will say "Oh my god, can you tell me why my husband does this" and I'm like "no not that kind of [psychology]. I get that all the time. So, I'm still explaining what an IO psychologist is.

And then one of my colleagues whom I respect very much, she has the same job as I do in another part of the country and she's a doctoral candidate, in IO psychology and I think we're the only two and the point being is that I think you can have any sort of psychology degree and do this job. I think it's a manner a matter of how you take what you know and then focus it or tailor it to the needs of people. Because as a psychologist, you're already not only trained in, but you're really invested. There's a reason you went into psychology you really invested in the well-being of people, right? So, it's just a matter of shifting the lens on how it is you're going to really impact and really help people. Because you know when I looked at all the different jobs that I have because I literally had a meltdown at like 34 figures. I'm like what the heck am I doing I'm doing all this stuff. And for me, the through line was that I really care about people. And everything else was really ancillary in terms of my approach what it is that I personally enjoy doing in order to serve people. And I would bet money that anyone in psychology is really interested in serving people. Well thank you very much. And I think I'm going to put that down as the last question because we're running out of time and we've got some odds and ends to do. But I wanted to me wanted to thank you today for taking the time to talk and meet with us. So, you know thank you for being here. Thank you, this was awesome. So, much fun!

Excellent but I'm glad you enjoyed it and I think I hopefully I believe that our listeners got a lot to go away with. So, so thank you so much and I also want to thank our listeners for taking the time out of their busy schedules to be with us today. So, just we wanted to let you know that we have a finding a job in industry in an E-Booklet that's produced by the editors of the monitor on psychology. This will be available to you. It features questions and intros with psychologists working in industry and articles on job hunting, in interviewing. You can download the E-Booklet. On our handout section, there's a number of handouts there for you. I mean your control panel and we will also be emailing this booklet along with a recording of this entire session in about a month. I also want to let you know some of us about some of the other resources and tools that the APA has for you.

We offer a lot of resources to help you get your career started. So, first I want to talk about the individual development plan. The APA's individual development plan resource is a website that contains five video modules that help you create an individual development plan. So, it's your own personalized set of steps and goals and assessment that allow you to customize your own career path to find the job that works best for you. The individual development plan. Videos guide you through the three major steps of the IDP process which includes self-assessment, career exploration and then setting goals and putting your plan into action. In particular, you should take some time to look at the explore careers module and that's because this entire workshop has been based on what we call an informational interview. And so, we have resources up there that teach you to do exactly what I just did with Melissa, you can reach out to individuals who have jobs that you find interesting and do informational interviews and we have resources to help you learn to do that.

So, you should check that out there. The Center for Workforce Studies is another office here at the American Psychological Association. And they produced data tools to help you understand information on the psychology workforce and how the educational pipeline translates into that. One of the tools I lock up like a lot is the careers in psychology data tool that helps you generate tables and figures and kind of gives you a nice picture of how individuals move into certain prep, occupations and the employment characteristics. And this is at all levels, so it's done for bachelor's, master's and doctoral degree holders in psychology. So, you should take some time to look at the Center for Workforce Studies tools in the careers in psychology one.

If you are all ready to start your job searching, you want to start exploring positions, then you should check out the APA 's online career centers PsycCareers. Once you go there, you can create an account, you can upload your resume to become instantly searchable by employees and recruiters. There's all kinds of resources in there about different types of jobs the web address is right there on your website. It is www.psyccareers.com. So, I encourage you to take a look at that and you can start looking for your favorite job or your next job right now. As soon as the webinar is ended, there's going to be a short survey that will appear on your screen. We really hope you'll take a few minutes to complete the survey and give us feedback on how we did and how we can improve.

We actually use these surveys quite extensively and we rework our questions and maybe look at the format. So, the information that you can give us really helps us make a better product for you. Our next webinar is going to be at 2:30 p.m. and is with Dr. Sari Shepphird. She is the owner and director of Sports and Perform Consulting in Psychological Services. And there she provides psychological skills, training, personal coaching and consulting to corporate executives, industry leaders, high stake professionals performing artists, creative artists and sports teams. So, if you haven't registered, quickly do so. And you can actually get an up chain to hear about her life and her job. Until then have a great day and thank you for joining us!