

[\(00:00:01\):](#)

Hey Groovers, this is Tim with a quick intro. Kurt and I have been working on two things recently. First, a new series for behavioral grooves. We're calling new voices with new voices. We'll be sharing short interviews with grad students and newly-minted PhDs on the directions they see behavioral science research headed in the coming years. And second, we've been working on a brand new podcast channel called weekly grooves. Now, weekly grooves is a short form view of the weekly headlines through a behavioral science lens. It's a totally separate podcast and we encourage you to check it out. Now for this episode, we're re-publishing a terrific conversation we had with economist and author Caroline Webb. We love, love, love Caroline's book, how to have a good day, and we love talking to her about her work, both as an economist and as a musician. On top of that, Caroline is just one of those people that's really great to hang out with. So we hope you enjoy this episode of behavioral groups with one of our favorite guests, Caroline Webb.

[\(00:01:09\):](#)

[Soundtrack: "Everywhere You Go" by Tim Houlihan]

[\(00:01:09\):](#)

Welcome to the Behavioral Grooves podcast. My name is Kurt Nelson and I'm Tim Houlihan. We talk with interesting people in order to unlock insights into behavioral science and how we can apply them to work and life. Caroline Webb is not an underachiever. She is an Oxford undergrad. She went to Cambridge for graduate school and she was a research fellow at the Levy Economics Institute and then she joined McKinsey and Associates where she consulted on some really incredible projects. We had the luck to interview her about her wonderful book, how to have a good day and discovered that there's much more to Caroline than just writing a wonderful book to guide that has now been published in more than 60 countries. She is absolutely an overachiever and just a delightful conversationalist as well. Caroline splits her time between speaking at conferences like the Davos World Economic Forum, a consulting with global 1000 companies and singing at Carnegie Hall in New York City where she now resides, how to have a good day is a monstrous book and we highly encourage you to check it out.

[\(00:02:11\):](#)

Not only is it filled with great ideas with big aha moments. She's great at prodding you with the, and then bullet points and summaries. Our conversation with Caroline spent some time on how having a good day at work can be positively influenced by primes. Those somewhat kindy subconscious triggers that we have that can influence our subsequent behavior like socks, socks, socks, socks, can be primes. I think we've talked about this. We talk about it all the damn time. What kind of socks are you wearing right now? I'm wearing my beer-drinking socks. They have little things of beers anyway. Okay. We also talked about goals and how personal and very specific goals make a huge difference in our work and how it's important to have both large scale and these small goals to really maximize our return. Right. We talked to her about a component that she talked about the personal why and which is really about intrinsic motivation and that how that is so key to being motivated.

[\(00:03:12\):](#)

She gave some really practical ways, uh, in order to enhance your intrinsic motive motivation, even when that task at hand isn't always fun. We also talked about why it's important to have a devil's advocate in your life. Tim, back to Carnegie Hall. I would just want to say that this year Caroline's

performing a rendition of Handel's Messiah and that she comes from a long line of musicians in her family. Um, and she let us know that while she does use Donna Summers, I feel love as a prime. She also has dozens of primes for different priming soundtracks for different effects and different reasons. Okay. It's not just Donna summer but she doesn't use socks. So that's not her thing. But anyway, we digress under some socks. We should, there we go on a note. Um, we had some technical difficulties with our first interview with Caroline, but she must have liked us enough or she was just feeling sorry enough for us that she granted us a full second interview. So what you are hearing today is that second one. So with that, please sit back and with your favorite recording of some Western European Baroque music, you know what they say? If it's not broke, don't fix it. That was a Tim line. Just sit back and enjoy your conversation with the multitalented overachieving. Caroline Webb.

[\(00:04:39\):](#)

Caroline Webb, welcome to the behavioral groups podcast. Thank you so much. It's great to be here. It is great to have you here. It really is. We, uh, this is just for our listeners, uh, for the sake of full disclosure, we had some technical difficulties on our first interview with Caroline and this is, we are excited to be returning to the scene of the crime. Super excited. Yeah. So, so we're going to get started with the speed round. Kurt, do you want to start with, uh, the speed round?

[\(00:05:05\):](#)

Yeah, I think this is going to be unfair cause she's already had a preview of these, if she can remember back for a couple of weeks. But we'll start. Here we go. All right. Caroline unicycle or bicycle.

[\(00:05:16\):](#)

Oh, bicycle. I used to love riding my bicycle with no hands on the handlebar as a kid. So yeah,

[\(00:05:24\):](#)

no hands. Okay. Yeah. Would you, would you prefer to get eight hours sleep the night before the big exam or would you study all night?

[\(00:05:31\):](#)

Oh, always eight hours sleep. I'm not sure. I always did that actually when I was a student, but absolutely now as a grown up, knowing all the research, no question, eight hour sleep, new Milton or New York, they can't say that and email is up. You know, that's a, that's part of my DNA. But I, I do love New York, you know, just like my accent. Uh, you know, I, that is where I live and it's really a fantastic home. So thank you. New York.

[\(00:06:00\):](#)

Yeah. Yeah, very much so. Okay. So would you rather sing in the choir at Carnegie hall or do a solo performance at Carnegie's deli?

[\(00:06:11\):](#)

Well, so that's a sneaky question. So I do sing it Connie hold twice a year as part of a chorus. So yeah. You know, I've got to say, I love that it's just a, it's a great performance energy, um, from, from the whole space there. So yes, there we are. I'm busted. I side gig.

[\(00:06:29\)](#):

Well, we love the fact that you sing at Carnegie hall. I mean, that is just a, there are very few people I think around the world that can actually say that. So it's a, it's a wonderful Testament. So

[\(00:06:40\)](#):

yeah, it's a pretty, I think it's good.

[\(00:06:42\)](#):

Let me saying, I might be just hiding behind all of my course mates. So that's how I

[\(00:06:48\)](#):

sing in a choir. I just mouth the words and then the choir sounds good.

[\(00:06:52\)](#):

So, well we absolutely have to come back to that. Uh, that's a, that's definitely going to be a part of our conversation. Uh, and Kurt, whether you like it or not,

[\(00:07:01\)](#):

I know, I know.

[\(00:07:05\)](#):

Uh, but let's, let's, let's start by, um, should we start talking about the book a little bit? I think how to have a good day is, is a terrific read. Honestly, I was just so delighted as a bullet point guy myself. I was so delighted to see your very generous use of bullets.

[\(00:07:22\)](#):

Well, you know, I know people are really busy and that they may need to just turn to the, to the quick take on how you handle a difficult conversation and you know, you can read the whole chapter, but that, you know, I know that you might just need the summary bullet points, you know, that's possibly

[\(00:07:38\)](#):

what I love about the summary bullet points is that I do read the full chapter, but the summary bullet points allow that refresh to, to remind me of what I just read. And I think it, it anchors it in more so from that perspective, that's what I really love about the structure of the book and the way that the book is going. So,

[\(00:07:56\)](#):

Oh, thank you. I did try to walk my own talk and thinking about how to structure it because I do know that, I mean the research is really tear on the fact that if you take a, even just a second or two to step back and reflect on what it is you've just learned, you actually have much higher recall and much more insight that's gained from the experience. So that's a little bit of what I was trying to do with each chapter. You know,

[\(00:08:16\)](#):

I think you were successful. So there you go.

[\(00:08:18\)](#):

So you are so intentional. I'm sorry. It's just amazing how intentional you are. I'm sorry, Kirk, go ahead. I love that about you.

[\(00:08:26\)](#):

Um, so, so in, in the book you talked about, uh, you, you brought up Kahneman and thinking fast and slow and you talked about, uh, his use of system two versus system one, and you, you relabeled that to deliberate and automatic, um, which I think is actually brilliant. Um, and we can talk about that for a little bit. But when you think about that, why did you, why do you think it's important that, that we need both? Because that's a key piece of what you bring up in the book that both are really important parts of our thinking.

[\(00:09:00\)](#):

Right. Well, you know, one of the reasons I renamed it SIS from system one and system two to the automatic and deliberate systems is cause I can never remember which one was worse for a little trick. And you know, of course that's, that is, uh, you'll, you'll system to your slow system, your deliberate system, having to work really hard. And so I thought, well, you know, let's make it just a little bit easier for the, for the brain's deliberate system. Um, so yes, we have these two systems and they are working in tandem beautifully all the time, every day keeping us, uh, keeping us focused on the things that matter. And you know, the, the reason that we need both is because we need to do all our best and highest thinking, our careful reasoning, the, the sort of mindful weighing of pros and cons and so on that, uh, that that's the system to, or as I would call it, the deliberate, the deliberate system.

[\(00:09:55\)](#):

Everything we do to differently takes care of, um, and we need the automatic system to automate kind of almost everything else because otherwise our poor deliberate system gets tired very quickly and gets overloaded very easily. So what's happening is that it's a bit like, you know, your deliberate system is the super, super clever professor, but you know, gets overloaded very, very easily. And the automatic system is this high proficient assistant who most mostly as amazing and fantastic. Just occasionally take shortcuts that might be not quite so smart. But you know, mostly we're very grateful to the assistant.

[\(00:10:33\)](#):

Well, you know, Oh, go ahead Tim. Well, I was just saying, I think Kurt's system when never is, is out of line. CURT's system is perfect. You know, it's always his automatic system is flawless, particularly if I just want to eat chocolate all day. There you go.

[\(00:10:50\)](#):

Caroline, why this is a, you know, since we've had this conversation from our first conversation back, I've been thinking about this and I'm going to go, why do you think [inaudible] and I don't know if you can answer this or just have an opinion on it with all of his, his brains and the insights that he has. I find that it's very true that system one and system two are not intuitive to how we would actually do it. And from a framing perspective, automatic deliberate, you could probably come up with a multitude of other, uh, naming Noman cultures for naming cultures for this. Did I just say that wrong anyway.

[\(00:11:29\)](#):

Yeah, I think you're totally muffed but that's okay.

[\(00:11:32\)](#):

[inaudible]

[\(00:11:32\)](#):

that was my system one going on.

[\(00:11:36\)](#):

You're absolutely right. I mean, you know, cognitive neuroscientists have called the, you know, they have a different name for the two system process, which is a, the X system and the, and the C system. So, you know, I think that we've been struggling with what to call these things for a little time, a little, little while. And of course, you know, John height calls it the, the elephant and the rider. And that's really evocative. I like that. Yeah,

[\(00:11:59\)](#):

yeah, yeah, yeah. I was a big fan of, of, of Jonathan's, uh, approach with the, with the elephant and the writer for a long time. But I have to admit, I'm totally onto automatic and deliberate. I feel like that is really a more succinct and more, um, effective way of talking about it to people and just say, you know, our, our deliberate decision making or automatic Decembers decision-making seems to make more sense. And I'm wondering, are you finding that, are you getting good responses?

[\(00:12:27\)](#):

Yeah, absolutely. And it's funny cause a lot of people will say deliberative instead of deliberate. I don't mind that. I mean, you know, if the whole idea is that you know, what you're doing deliberately is, is handled by that system and what you're doing automatically is handled by the other system. And you know, um, I did have a conversation with, um, with Daniel Kahneman about, uh, about the two systems and he said that if he were to rewrite, uh, thinking fast and slow, he might bring out the hero aspect of the automatic system a little bit more fully. Um, because you know, you really do need both of them. You just need to understand the weaknesses, the little, you know, the little quirks of each system. And then you can really go with the grain of how your brain works. So, you know, you need to understand your deliberate system gets tired easily. Can only do one thing at a time. Uh, you know, could I need taken a set amount of information? I need to understand that your automatic system takes shortcuts and sometimes that shortcuts are amazing and sometimes they lead you to do silly things and you can understand that the multi-award and overloaded your deliberate system is more likely it is the automatic system will be in charge. You know, you're gonna, you're going to make much more mindful choices about how you spend your day and how you interact with people.

[\(00:13:42\)](#):

How familiar are you with the research from Antonio Demasio, whether he did on that, where he took his medical, um, patients that had a debilitating brain injury or some lesions on their brain that actually impacted that automatic system, uh, and that emotional response and found that those people, I mean, they, they couldn't even decide which restaurant to choose. So

[\(00:14:07\)](#):

it's a really, I, I actually channel that a little bit when I'm running workshops on the topic and I'm just introducing the idea, right? I get people to think about if your deliberate system, we're in charge of choosing a restaurant, then, you know, how would you do that if you would? You know, sometimes we are very, very deliberate about where we go for lunch. But most of the time we don't build an exhaustive spreadsheet of every restaurant that is possibly reachable on a given day. And then code multiple columns of attributes and then wait, wait, the school, can you imagine? I mean, if we actually make small decisions like that, it would be absolutely paralyzing. And that is, of course, you know what Damasio's research showed and he's a really nice way of saying you what? It's not a question of your deliberate system being smart and your automatic persistent being stupid. It is a question of using each system for the purpose that is best done.

[\(00:15:01\)](#):

Are you aware of it? Do you do make conscious decisions now given the amount of research and work that you've done in this field? Uh, are you conscious of saying, no, no, no. I actually want to get out of my automatic and be deliberate about this.

[\(00:15:15\)](#):

Oh gosh, yes. I mean, you know, I, I had a few filters for what went in the book and you know, one was that, uh, I had to only use, uh, techniques that I could really, really treat it back up with replicated science. Um, but another was that I had to only use put stuff in the book that I actually use myself. You know, I don't want to be one of those people who gives advice and then doesn't take it themselves. So that's account quite a lot of, quite a lot of content. And, um, so yeah, I mean the stuff that I talk about in the book, I have this section on crosscheck routines and how you can, um, you know, just when you're making a D a, a really important choice that you slow yourself down and say, okay, uh, you know, you might say, what does, uh, you know, what, you might might sort of adopt a devil's advocate and imagine in your mind, who would be, who would be likely to argue against this?

[\(00:16:04\)](#):

And I think about what would they say to me right now. And I don't necessarily have to take on board what they're saying, but just the very fact of slowing down and asking myself really, you know, it really makes a big difference. And I do that, especially when I'm annoyed because when I'm annoyed, I know that there's less activity in my prefrontal cortex. And so I know that the, it's time to kind of just notice that I'm aggravated step away and then, you know, just just come back with a, with a fresh pair of eyes. And so, you know, frankly if you did nothing else but that, that would be a, that will be helpful.

[\(00:16:38\)](#):

Tim, if we followed that advice, we would never be able to write a book because we don't follow any of our own advice. Yeah. Sorry. That's, that's, you know, spoiler alert, no book coming out from Tim and Kurt in any, anytime soon. In any near future. Caroline, you started your career as a research fellow at the levy economic Institute. Help us understand how you transitioned from that into this work that you're doing now.

[\(00:17:08\)](#):

Well, when I was an economic student, the Berlin wall came down and that seemed such a momentous experience. And you know, as, as a sort of a fledgling economist, I just thought this has to be the most

interesting thing that any economists could ever want to look to think about. I wasn't quite right about that because obviously not everybody thought that, you know, they should, they should spend their life studying it. But for me, that was just absolutely fascinating because it brought together, um, you know, it wasn't just economics, a parasite was politics and psychology. And, and my, my interest will always, you know, in that sort of broader sense of how do human beings thrive and come together and, and uh, and function at their best. And so, you know, those first few years of my professional life, uh, I was focused on the changes in central and Eastern Europe and I spent a year researching that.

[\(00:18:16\):](#)

Uh, I was based at the Levy Institute, but it's been a good bit of the year on the ground in, in Prague. And then spend a couple of years in public policy as a public policy economist, um, helping the British government give support to the region. So, you know, that was building, um, stock exchanges and, and figuring out how to actually have central banks and, uh, after years of not really having any of those sorts of institutional, um, structures. And I just loved the combination of the fact that there was an enormous, um, enormous shift that was going on on a macro level, but there were small everyday level. There were tiny changes that each individual was having to make, actually big changes each individual was having to make. And I think that was what seeded my interest, uh, in personal change. You know, I saw societies that had to absolutely turn on a, on a dime on in terms of what they valued and what they, uh, what they pursued. And I, I think that although I then went on to do public policy work in other areas and then I went into management consulting and focused on organizational change and, you know, really the seeds of interest in what I, I did were planted back then, you know, in the, uh, late eighties and early nineties. So I've always been interested in, in human change. Uh, it's just that the canvas on which I've been interested in, it has shown, has shifted over the years. Does that make sense?

[\(00:19:40\):](#)

Totally. And I think it's so interesting. It reminds me of Coleman's boat, you know, the, the, the, uh, Coleman's idea of, of sociological change, you know, at the macro level influencing the micro level change and vice versa, how individual changes influence the, the, the, the community and how the community influences the, uh, the individual and, right. I mean, it's almost, it almost sounds like your fascination was at least at first sociological.

[\(00:20:07\):](#)

Yeah. I think, you know, my first economics teacher when I was 16 was I didn't realize it, but he wasn't really teaching us economics. He was, uh, he was really, uh, teaching us to be critical thing because about human behavior. Uh, you know, we only just barely managed to get through the, uh, the examination because he wasn't really teaching to the curriculum. But also as you know, to think philosophically, politically, psychologically, and as you say, sociologically. Um, so yeah, I mean, you know, when I went into management consulting, my interest was getting closer to that. Again, you know, that that human dimension. And initially I was working on these huge, you know, huge cultural change projects at a large organizations. And then over time I just again found that it was down to individual leaders and managers and the, the behaviors that they show to the world day in, day out had such a disproportionate impact on the people around them. And then the changes that they were trying to make, that I became more and more interested in that. In the small stuff, let's say the everyday stuff and the individuals,

[\(00:21:11\):](#)

do you find more joy out of working [inaudible] because you have done these massive projects that influence, you know, tens of thousands, hundreds of thousands of people as well as the workshops where you're working with very small groups. Do you find more joy in the smaller groups? Do, is there more personal benefit to you in that?

[\(00:21:29\):](#)

Well, I think I, I came to understand over the years that although I have a technical background than I, you know, I, I was, I did like math, you know, it was, I, I was really into all of that stuff. I actually, my, my strengths really lie particularly in the, in the inter interpersonal, uh, space. And so, yeah, I think, you know, that was a big personal journey for me to actually recognize that and then lean into it, um, over time. And you know, when I was at McKinsey, the consulting firm, I was very lucky because, you know, I initially when I first joined, they just wanted me to do extremely technical work. And I kept on saying, no, I really want to do the people stuff. And then eventually they let me have a go. And, um, then I didn't really look back. But they allow me to experiment and push and build actually quite an innovative practice and behavioral change.

[\(00:22:19\):](#)

And yeah. You know, I, I did find over time that I got more and more energy from the face to face, the, the, the sort of deeply, deeply personal. And so I had to think quite carefully about who I work with, you know, so that I'm helping the right people have, uh, you know, strong, positive impact on the world. But the reason for writing the book was because as my work became more intimate, I thought, wow, you know, it wouldn't be nice if I could still have a wider way of, of, of reaching people. So the book was, was a way of, of doing that. Um, and I'm, I'm so delighted I did it even though it was hardest thing I've ever done. Yeah.

[\(00:22:52\):](#)

Oh, okay. Wow. Well, I think so too. I'm sorry Kurt, go ahead. But I just, I just want, I have to just say I'm glad you wrote it because I think that it really, it really gets right down to the very specific deliverables that it seems to me that virtually anybody can pick up the book and benefit from it. Yeah. I think it's terrifically written.

[\(00:23:13\):](#)

That's really what I was trying to do. I, yeah, it was really trying to make it accessible to anybody who has, um, kind of aspiration to be at their best more often and an ability or an interest in, in the evidence behind it. Right. I mean, that doesn't require formal education, but it does require a little bit of a curious mind. Uh, so I was writing for that person for sure. So let's, let's get into some of the details in the book, because in the book, one of the things you talk about is setting goals and how important setting goals are, but you actually bring two traits into that where you talk about setting personal and then setting specific goals. So help our listeners understand the difference between those two and how they impact each other. Hmm. Well, you know, all of us have to do lists that are, you know, long, long, very long.

[\(00:23:59\):](#)

And we don't always feel that we get to the end of them. You know, I, I saw actually talking to, um, a colleague who is getting very stressed about not being able to complete his to do list each day. And I said, you know, welcome to the world, that there's a point of maturity in your career where you get to the point where you cannot possibly finish everything that's on your list, you know, and, and embrace



that. That is, that is the, that is the reality of, uh, of growing up. So he didn't punch me. Uh, but, um, yeah, you know, we, we all perpetually feeling like there's more that we should be doing. So how do we, how do we manage that? Um, there's definitely some stuff that's on our list usually that we're not super excited about. And so there I think it's helpful to, uh, harness the research on intrinsic versus extrinsic motivation because we know that if you can find some kind of personal why, um, you know, behind even the most annoying work you will default, perform better, be more creative, be more likely to do your best with it.

[\(00:25:05\)](#):

And you know, sometimes it's when you'll sort of, you've been delegated a task and it's really not what you wanted to spend time on. Uh, you know, asking yourself, who's going to ultimately benefit from this, you know, results initially in a pretty sarcastic response released or Brit like me, uh, you know, you think, Oh, well, you know, who's going to benefit from this? Ultimately, my boss, my boss is going to benefit from this. Yay. Um, but if you can push beyond that and, and actually push to say, okay, now who ultimately is going to benefit if I get this work right? Uh, you know, maybe know, maybe it leads to the leaders of your organization making better choices and that means that customers, uh, you know, benefit from having a better range of products or you know, better customer service or you know, maybe if you're not so excited about serving customers, maybe there's something about the sustainability of the company.

[\(00:26:01\)](#):

So if there's something on your to do list that is not particularly exciting to you, it's really helpful to harness the evidence around intrinsic versus extrinsic motivation. Because it turns out that if you are doing something that is deeply meaningful to you, you will perform better in general against, you know, any kind of complex or interesting task. As long as it's not a super basic task, you'll perform better if you feel that it's somehow worthwhile as opposed to something that's just a pursuing externally conferred status. Maybe it's something that's been delegated to you by a boss and you're just ticking a box. So the trick is then to think about, well, how can I make this extremely annoying thing that has been to me by my boss? Something that feels really personal and that, you know, really just a couple of simple questions that are going to help you.

[\(00:26:51\)](#):

It might be, um, you know, who is ultimately going to benefit from this piece of work being done? Well, you know, maybe it's a colleague, maybe it's the team, maybe it's a customer. Um, and you can also work it back for the other way round and say, well, what is it that I really care about? What really motivates me? What do I, what am I excited about and how, how does this task in some ways speak to that? And there was a guy that I ran into, uh, I was coaching a hospital CEO for a while and he was new in role and he was, uh, doing a walk around the hospital before anyone really knew his face. Well, and just to try and get a bit of a sense of what it actually felt like on the ground. And he, he told a wonderful story about the, um, the Porter in the hospital who was fixing a door, uh, which was apparently squeaking.

[\(00:27:46\)](#):

And the CEO asked this guy, so why you, you know, why you doing this? And instead of saying, well, I'm doing it because it's on my to do list, he said, well, I'm doing it because it's going to help patients because every time they go through on a, on a trolley on a gurney, the door sticks a little bit and it just

gives them a really jarring jolt and it's, that's not very good is it? If they're ill, you don't want that. And so he had just naturally got this ability to frame it in terms of the benefit to patients and pretty simple job I'm sure to fix the door, but you know, he will have done it better. He might have seen something else that needed fixing and he would have been more excited about fixing that. Um, and the, the, the, it's the same is true for us when we're dealing with perhaps a report that we're not that excited about focusing on what is the benefit is going to make us more intelligent as we do it.

[\(00:28:39\):](#)

And then the other, the other thing you were asking me about was, uh, I think, uh, specifics, personal and specific goal. You know, it's the two traits of those of, of a goal, right? Yeah. And then there's enormous amount of research on the power of being very specific about what it is that you're trying to do. And you know, it's not to say that you don't want the big lofty goals that make you feel like life is worth living. We've just talked about the fact that, you know, actually having a clear sense of the personal why of why something is meaningful to you is, is really helpful. But often when we think about things that are on our to do list that sit their feet for weeks and sometimes actually is, is because it's just too big or too vague. And we haven't really been specific enough in thinking about what is the very first small step that I need to take. And if you go back to a system one and system two or the automatic system, the deliberate system, you want to make it as easy as possible for your deliberate system to figure out what it needs to do next. And that's why specific tend to get done and vague ones don't.

[\(00:29:43\):](#)

Yeah. You know, I was at a, I guess lecture this morning, uh, at a local university and was surprised that it was in a group of 50 or so, uh, juniors and seniors, the way the salespeople articulated their goals were lofty and huge and you know, sort of the Beehag, the big hairy audacious goals. Uh, and, and then I said, well what about marketing? Cause it was mostly marketing majors and the marketing majors, they S they spoke much more specifically about, well, what I'd like to do is get into marketing analytics or I'd like to get, you know, they were, they were had little bricks size, you know, these very specific, and I thought that was really interesting. Do you think? So Caroline, do you think there's a difference in the way people naturally set goals? You think that some people are predisposed to these bee hags, these, these monstrous, lofty goals and some people are more predisposed to sort of more smaller incremental size Coles.

[\(00:30:41\):](#)

Yeah, I think that's probably right. And the thing is that if you are a very pragmatic, okay, what is it I do next and the next 10 minutes person you, you might want to pay a little bit of attention to, well, what am I truly trying to achieve here? What am I bigger, more motivating, more meaningful, bigger picture goals because they're going to help you, uh, lift your performance when you're dealing with complexity and when you're hitting bumps in the road. On the other hand, if you're the sort of person who is all about the vision, then you know, actually boiling it down to, okay, yeah, okay, but what do you do this afternoon? And actually specifically, what are you right now, you know, which emails you sent. Oh, which email address do you need to actually find? So you can say money, right? You know, so you need that, you need that complementarity between the huge and the tiny in order to really achieve great things.

[\(00:31:28\):](#)

Right. I wanted to talk about actually something that is close to CURT's heart and that is priming. Uh, Oh yeah. Yeah. So, uh, you know, reminding yourself to stay on track. And I know that, uh, you know, you admitted to, um, Donna Summers, uh, being a prime for you, right. And, uh, and uh, Kurt Kurt has actually done a lot of work in priming and he uses socks, um, as, as, as his primary prime. So maybe the two of you could just compare primes.

[\(00:31:57\):](#)

Tell us, tell us about your socks. Cut.

[\(00:31:59\):](#)

Oh, the listeners. I've heard a lot about mine. I definitely wear socks for a very specific purpose of the day. So if I know that I am going to be speaking with clients or doing a presentation where I need to be smart, I will wear my Einstein socks that have pictures of Einstein on them. If I know that day I need to maybe be a little bit more aggressive. Uh, I'm not naturally an aggressive person. In a sales situation or in asking people for favors or to do something, I will often wear my shark socks that, that again, prime need to be thinking about sharp, getting up, being more aggressive. So those are the types of many, many pairs of socks that I wear on various different occasions. So,

[\(00:32:45\):](#)

um, what I love about that is, you know, when you think about the priming field, it's obviously been a source of huge controversy. The fat, you know, the idea that if you give people a warm drink, that it'll make them warmer and friendlier, uh, because of the associations that they have with that warm drink. And I, you know, I think the challenge with that research and the reason why there's been, there've been issues with replication is that we don't know what associations are stored in other people's minds. So how can we be sure that what we think will prime them to behave in a certain way will actually achieve that. I mean, there's certainly S you know, some things you can imagine that, you know, upbeat songs in a major key, we'll, you know, we'll, we'll tend to boost people's mood more than, uh, drifty smoochy songs in a, in a minor key. But you know, the thing is that we can only be really sure of our own associations. And if you know that the socks make a huge difference to your mood because of the associations you have with it, then you know, Oh my goodness, I think that's the most, the most precise use of enclosed cognition. I think I've ever heard. I love it.

[\(00:33:50\):](#)

So help us understand Donna Summers and you and I may not be done summers anymore, but how did you use that and do you use today?

[\(00:33:59\):](#)

So I remember seeing a blue man group show, and this was years ago, back in London when I was still living there. And in the finale there was this incredible moment where a lot of stuff happened that was interactive, that with things coming down from the ceiling. And I just loved the show. I was so into it and I just loved the, the performance energy of these guys. And the song that was playing in the finale was Donna Summers. I feel love and so forth, and I'm a, I'm a musical person. So music really makes a big difference to me. And so what happened after that was that whenever I heard that song, I thought, wow. Yeah. And it reminded me of that moment. And so I started to use that as one of my primes for going on stage or you know, embarking on something which required a little bit of that performance of energy from me, uh, to put me in a, in a high energy, uh, you know, um, a state of mind that that would

allow me to kind of perhaps not, um, perform the gymnastics that the blue man group managed to put stage, at least rated it a little bit of energy.

[\(00:35:09\)](#):

And so, yeah. So I, I put that in the book as a, as an example, and then the financial times review of the book, homed in on that, uh, at that fight. And now I get asked events on a summer quite a lot. Um, often when I'm giving it, that will be the song that someone has played as I'm coming on the stage and you know, it is still works. It still works every time. But I actually have quite a few playlists. I have a playlist for workshops that I play every time when I'm setting up the room and I'm waiting for people to arrive that just, you know, gets me into the right state of mind. So, you know, I'm, I'm pretty, uh, pretty fluid and thinking about what playlist is needed for one particular moment.

[\(00:35:50\)](#):

But you're purposeful in that playlist and how you're actually using that music to, uh, you know, enlighten those neuro networks that are going to put you in the state of mind that gets you to the desired outcome that you want. And again, as Tim mentioned, very purposeful in those matters. That's the same way when I think about the socks that I put on in the morning and going, right, I need to do, and it's not just the colorful ones, it's like if there's something specific. Now, many days I just wear the old black, you know, little socks. But that's, those are just

[\(00:36:22\)](#):

all right. Absolutely. And I think, you know, actually, and this may be more of a female thing in the mail thing, I think, you know, women are often thinking, who do I need to be together today? What is it that I need to convey? Because you know, our outfits are often, you know, they, they're more varied than, than men. And we often dress to think about how we, what is it that we want to convey to everyone else? But you know, it's, it's extremely powerful to think about, well, what is it that, what mood do I want to be in? What kind of zone do I want to be in and what's going to actually create that for myself? So I love the fact that you found a way to do that. It's brilliant.

[\(00:36:57\)](#):

There you go. Well, Mike, my step sister in law, uh, where's her power pink, you know, outfit when she needs to be on and she knows that and she knows that it's more of a internal component for her. I don't think she's ever associated it with priming, but she definitely does do that. So I think there's some validity in what you're talking about from that element because I don't think there's very few men that I would know that say I'm wearing this outfit to convey a certain message to myself. Um, although that the, I'm, I'm generalizing probably there. And, and who knows?

[\(00:37:34\)](#):

My husband has one specific time that I gave him. Yes. Now, now I'm listening. They're going to think which one is it? Which one is it? Give that away.

[\(00:37:46\)](#):

But, but they're, but he wears that for specific purposes. Yes.

[\(00:37:50\)](#):

Yes. When he wants to, when he, when he's, yeah. When he's wanting to step off his game and he's really, you know, it's an important meeting. Yeah.

[\(00:37:58\)](#):

So, well with all that. So do you think primary, so you're not saying that priming doesn't work, of course. I mean, you're, you're saying that priming is effective, but do you think that it's ineffective on a marketing level? Do you think that that, getting back to this idea of trying to appeal to the complexities of, of every individual with their own memories, do you think that that's a wasted effort?

[\(00:38:18\)](#):

Well, I'm not an expert in marketing, but I, I think that the thing that we can be certain of is our own, our own associations. I think the controversies in, in the field of priming research have, um, centered on the question of can you prime other people and is it conscious or unconscious? And you know, those are the two big, big debates and, you know, quite acrimonious debates, uh, that are going on. But, um, you know, what you can be sure of is consciously priming yourself on, you know, using, using associations. You definitely have. Now, you know, can you, can you have subliminal influences on people as they are or not even subliminal? Can you influence people, uh, to, to, to, to have more warmer feelings towards your product? Of course you can. I mean, that is really what marketing is trying to do. And I think that what behavioral sciences is doing is becoming more precise in how to help. Um, marketers figure out, figure out what those connections, what those aspirations might be. I just know that it's a sure bet to figure out how to prime yourself than it is to prime other people.

[\(00:39:21\)](#):

That makes sense. And I don't think that would go counter to like sheldini his work. I think that, you know, I mean he, he has lots and lots of examples of, of very subtle unconscious primes. But I, I don't think he would say that that priming ourselves would be, I think he would agree that priming us ourselves, our individual self is more effective and we're going to do better at that.

[\(00:39:44\)](#):

So Caroline, in the, in the book you talk about, uh, about tiny tweaks about identifying tiny tweaks that can help you have a better day, better life, uh, you know, things like multitasking or stopping, multitasking, sleep, positive thinking primes, which we just talked about, physical activity when, if scenarios up. So if you had to say of those, and there's, there's, there's even more, many more of them, but what would you, if you had to give advice to the listeners and saying, look, if they're two or three things of, of those tiny tweaks that you think can have the biggest impact on somebody's daily life, can you, can you call out two or three or is it dependent on the individual? Oh sure.

[\(00:40:28\)](#):

Yeah. I mean it is dependent on the individual, but I'll tell you one thing that combines a few different strengths of the research that I do every day. And I'm not a very routine eyes person. So you know, this is, this is definitely something which I would say is a no brainer for me. And it's working something that, as you know, behavioral economist call the peak end effect. And you know, the way that that works is that we have limited capacity to remember everything that ever happened in our lives. And so we actually don't remember every aspect of every experience. Actually when we look back at the quality of an experience, we tend to remember the most intense moment. And the end. So you know, the way we think about the quality of this podcast and no pressure, right? But we've got to end on a real high note.

[\(00:41:09\)](#):

It's going to be the average of the most intense moment and the way it ends. And so, you know, that is something that we know about the way that our memory works. And so, you know, when you get to the end of the day, there's maybe not being great, you know, how on earth do you end on a high, well, you can end on a high, uh, and you know, knowing that that's going to disproportionately affect the way you remember the day by thinking about what was it that went well today, even if it was mostly a pretty crappy day and just forcing yourself principles. Thing is too dramatic a word. But you know, really encouraging yourself to think about, okay, well, you know, there was that moment that I actually remembered my umbrella today. That was kind of, that was good. I got to that meeting on time, even though the traffic was terrible.

[\(00:41:52\)](#):

All, you know, there was that moment when someone actually smiled or helped me out. And if you, if you don't stop to remember, you will likely forget. And by ending your day with, uh, with this kind of a reflection, it combines a lot of research on gratitude. It combined some research on, uh, on the peak and effects. Uh, and it also combines in the research on selective attention because unless you direct your attention to something deliberately, then there's a good chance you're going to forget it. And so that starts to be right. The history starts to rewrite the story of how you think about your life. So,

[\(00:42:26\)](#):

so do you have to do that at the end of the day or can it be, I'm thinking your days kind of parceled out into different aspects of it. So at the end of your work day, is there value in doing that? Same thing about what you just did at work and thinking about that and then going maybe, you know, at the end of the day, again doing it again. At the end of the day, is there, is there value in doing it multitudes of times during that?

[\(00:42:53\)](#):

That's a great question. Yeah. I would say, yeah, this is a bit Fraxel right? Actually at the end of each meeting, how nice is it if you actually say, you know what, that was a, that was great. Here are the things that I'm going to take away from this and that. I really appreciate it. I know you know how even better if you can get everybody to share their own version of that, the end of the conversation, if you say, you know, it was really great talking to you. I really liked hearing about X, Y, Z. Just taking a moment to, to recap and think what was great about that at the end of each major experience at the end of each working day. Yeah. It really makes a difference to how you start to think about the quality of those experiences and that really adds

[\(00:43:28\)](#):

and you, you did that with your book as we talked about at the very beginning of this with the bullet points at the end of each chapter. In, in kind of providing a shortcut for people to say, here are the highlights, here are these peak things from this chapter that you can now remember. And now it's at the end. And it brings that back into mind. So I think that's probably a lot of different ways to incorporate that peak end rule into your life. Um, and I think too, to your point, I think that it brings in a lot of different aspects from a lot of the different psychological and behavioral science research. So absolutely. Cool.

[\(00:44:06\)](#):

I love that. I love it. Okay. So we started out by talking a little bit about Carnegie hall versus Carnegie deli, which, you know, cause you're in New York, but let's talk about, I'm really, I'm really curious about your, your musical instrument interests and how is it that you came to be an acquired that performs a Carnegie hall twice a year? Honestly, I mean, I'd like to get that gig, but uh, but also just, uh, T this go back a while. How did you get started in the musical?

[\(00:44:34\):](#)

Well, you know, both my grandpa grandfathers were, were very musical. Actually. One of my grandmothers was as well. And I started playing the piano, bashing the piano next to my grandfather at the age of three or so. Um, and then, you know, piano, piano, piano and piano was a big thing in my life apart from, uh, apart from everything. Well, apart from everything else, that was a big thing in my life. Found sport was a big thing. Studies were a big thing, but, you know, piano was my sort of very personal retreat. And, uh, you know, it was a huge part of my life. I did a lot of, you know, all of the kind of formal musical training, um, that, that you can do. And I did, uh, um, music as part of my baccalaureate. And, um, and then I realized I couldn't carry a piano around with me and actually it wasn't always easy to get access to a piano. And so then I started singing a lot more and discovered that that's something you can actually, you know, carry with you at any moment much more possible. Yeah. But I've, I've been in and out of bands and choirs, you know, basically since, you know, since I was about 14 and like,

[\(00:45:30\):](#)

like what kind of bands were punk bands?

[\(00:45:33\):](#)

Oh goodness. Terrible bands. I mean, you know, when I was a kid, uh, you know, we'd form a band and I was still, as I say, mostly on keyboards. I sort of, you know, migrated gradually to, to Sydney backing and back backup and then, you know, uh, from the solder to sort of come a little bit more to the front. But yeah, I just, you know, we used to cover pop songs, right? I mean that's how you kind of learn your chops when you're first asked. Um, and then I got into jazz and then I discovered that I was about a Janssen and then I was a jazz pianist. And so that was one of the things that a little bit towards singing.

[\(00:46:02\):](#)

Wow. That's, that's a great realization. I wish I was a better jazz singer than I was jazz player personally. Cause I was listening to Ella Fitzgerald recently and Oh my gosh, she just, she always just sends chills up my spine. Okay. But how did you get to, how did we get to Carnegie hall from playing practice practice, obviously. Yeah, yeah, yeah, yeah. Lots of it. But like, but come on. I mean a lot of people practice and still don't get to Carnegie hall. So,

[\(00:46:30\):](#)

um, yeah. So, uh, so my husband also sings and uh, we moved to New York from London, um, a few years ago about, so about three years ago, spending a lot of the time here before that, but actually, you know, got my green card and you know, was allowed into the country properly at that point. And, um, he reconnected with a conductor that he had loved singing with years earlier and always said that he'd learned more from this guy and then from anyone else. And, and so he has this, this chorus call, this the CDO chorus and uh, it is just fantastic. It's a mix of, uh, obviously there's a, there's a step in the middle there where we both auditioned and then, you know, got into the chords a little, a minor little thing. But, you know, it's, it's, uh, I love it because it is, you know, we do a lot of the big classical pieces, but we

also commissioned new work and we, we sort of surface work that's been a little bit, uh, neglected. So our programs are always really interesting. And um, yeah, and we're doing, we didn't Handel's Messiah at Carnegie hall. One sound great. So

[\(00:47:25\):](#)

what a fabulous piece of vocal music. Oh my God. Yeah, just amazing. Okay. So, uh, I, I think that that's so, so cool. But your musical instruments, our interests are very wide. I mean, if you, you know, singing jazz to, to, to the classical, the serious music that's, that's a wide,

[\(00:47:44\):](#)

Oh, this, it goes a lot wider. I used to be part of this, uh, huge pop chorus, uh, in London and we used to do arrangements of pop songs about 300 strong and we'd perform in clubs. So I mean, it goes wider. And, and you know, the music I tend to listen to a lot at home is a lot of instrumental, deep house and EDM. So now that the, the tastes go a little broader than then we talked about so far,

[\(00:48:05\):](#)

man, this occurred, I'm sorry, we're going to have to hit schedule another podcast just to talk about the music and Carolina. This would be so much fun. Oh man. I mean the fact that you can say EDM and classical and pop chorus like in the same sentence and I'll have it apply to you. I'm, I'm down. I'm so done with that.

[\(00:48:24\):](#)

Well Caroline, thank you. This has been, I think very informative and just fun and uh, we appreciate you taking time to record again. So thank you for all of that and thank you for the wonderful insights. It's such a huge pleasure. I could talk to you guys all day.

[\(00:48:42\):](#)

Well let's do, let's, let's do it again. I think it would, I think it'd be, it would be a good day cause today [inaudible]

[\(00:48:47\):](#)

well just back on today, this will definitely be that peak memory here we get home. So

[\(00:48:54\):](#)

that's right. Yeah. So thank you so much Caroline, and we, uh, we hope to connect with you again soon. Likewise. Thank you. Welcome to our grooming session where Tim and I groove on what we learned from our behavioral groups interview, have a free flowing discussion on some of those topics and whatever else comes into our blown minds. We were blown away. We were, we were blown away with this interview. So much fun. It was amazing. So, all right, let's get down to the brass nuts or bolts, breasts, brass tacks, brass tacks, that seat. See, this is why you are so important to this podcast, Tim. You correct all of my, my bad allergies. You remember all the people that I forget. It's just that, you know, Hey, light language is a dynamic. Didn't have one. We learned that. So if you wanted to call it the brass buttons or the brass switches or the brass hardware or the copper something or other copper cups, I don't know.



[\(00:49:56\)](#):

It could be whatever it is. We'll go with it anyway. Tell me what you liked about this interview with Kara and what were some of the top, uh, things that we learned? There was so much, there was, this was a jam packed, uh, conversation and maybe maybe one of the most important things was as simple as it is the, the labeling of system one and system two thinking as automatic and deliberate. It's just so easy to grasp automatic thinking and deliberate thinking. It is so true. It's of those components that I wonder why again, and we asked her about this, like why Danny Conoman is a smart, smart, smart guy. Yeah. Way. And yet he came up with system one and system two. It's the same thing that I, I still to this day cannot tell you type one error or type two error, which one is the false positive and which is the false negative.

[\(00:50:49\)](#):

I have to look it up every single time. Labeling that thinking automatically, that system one thinking is, you know, labeling it automatic is just wonderful. Right? And, and then she went on to say into two. And I think condom and I think you've mentioned the Economen actually started with this, that our, our automatic thinking is that it can be the hero, right? We had to stop bashing our system one thinking it's not bad, it's not bad at all. It is really vital to, to how we operate in this world. It is the component, and again, we brought up this with the Antonio Damasio, uh, quote, right, that when people actually lose the ability of their system one, that emotional trigger that they have, it blows up the rest of their life. They can't make a decision, they can't figure out what restaurant to go to decide what restaurant.

[\(00:51:48\)](#):

It's too hard. We need both our, the way we've of all, we have evolved to use both. So it helped us, it saved us from the tigers w 40,000 years ago and it helps us decide what restaurant to go to night. I think that's a pretty good combination. But the, the, the thing that I think is important about this, um, and, and we didn't get into this with Caroline is really it's understanding how the two work together and, and for us as people, as humans who are operating in a world that doesn't have too many tigers left in it, uh, at least not ones that are not behind bars or in cages that we run into on a everyday basis. It is those interactions with system one and system two that we have to understand when is system one being helpful and when is system one actually leading us down the wrong path.

[\(00:52:44\)](#):

And I think Caroline in her book talks about that and really helps in, in doing that. I don't know if we got so much into it with, uh, the conversation, just a footnote. I actually think there is a tiger problem in new Delhi there literally because the tigers are coming in from the forest because development is pushed out so much that they're getting used to people and they come in and it's a, it's a, it's a real thing. Why? So our listeners in Indy might be going, Hey, don't forget about us cause it's kind of a big deal. And, and I, I apologize, I am a very myopic, uh, U S citizen context matters, man. Context matters. Yes, it does. So what else, what else struck you? Well, I think there were a number of things to, to think about the extrinsic versus intrinsic motivation components, right?

[\(00:53:35\)](#):

That element of the why and really [inaudible] that personal why one of the things that I think is really, well, we knew this or know this, um, from the work that we do in incentives is you can have an extrinsic motivation and they're very powerful. I am not discounting the power that extrinsic motivation has, but we know for sustained longterm change, intrinsic motivation, you know, far out shines extrinsic

motivation usually in the longterm, especially when it comes to actually behavioral change. Right? Exactly. Yeah. But I loved how she, she, uh, Carolyn really focused on this idea of, um, what do I care about? And then the, um, the example that she gave of the hospital employee who was fixing the doors for the benefit of the patients, right. Making that, you know, uh, kibitz used to talk about the, the virtuous aspect of our work that any, that someone even working in a toy store, selling batteries to a parent right before a birthday or a holiday could find something virtuous in that so that the child receiving the toy is going to have batteries and it's going to work, right?

[\(00:54:53\)](#):

There's something virtuous in that. And I think it's, it's important to know that that's not easy. That was the one thing, you know, just because then we talked a little bit about, you know, the boss giving you a goal and now you go, Oh, why is that important? Because the boss is going to be, you know, good for it and, and it does really good for the company. And just the fact of trying to make it virtuous or bringing it back to the patient or bringing back to the customer is not an easy thing to do. Right. But if you can do that, if you can internalize it, then that really makes a, an important component and really helpful in driving that, that longterm change. Okay. Tim, what else? Uh, the tiny tweaks discussion. Uh, the peak end effect. Okay. Like this is, uh, it's so easy to forget that our memories aren't this perfect video reconstruction of what happened, right?

[\(00:55:54\)](#):

We're memory, we're remembering bits and pieces, right? We've had this discussion many times, right? That in fact, we even frame some of our discussions about, do you remember this? Or no, this is the way I think I remember it. But the measure, that's what happened. Right. Well, but that's a good way of actually talking about memory because again, for most of us, we remember the, what we've remembered, what we've remembered. It's this, uh, it's the photocopy of a photocopy of a photocopy. And so the event of that memory, it gets gross. It gets degraded. Yeah. So that element I think is really important to think about. But yes. Peak Andrew, go back to the peak end rule. Yeah. So I, um, so if, if we have this peak end effect in our memories, why not end on a high? Like why not end the day on a high?

[\(00:56:43\)](#):

Why not end our discussions on a high? Why not end our interactions? Why not, uh, end our, our personal reflections about our day on a high. I think that's just brilliant. I think so too. I mean, that's something that we just about anybody can apply that whole component of ending your day with that gratitude, reflection component of that. But then even applying that into different situations and have a meeting reflect, make sure that it's that high point, you know, and, and specifically building in to your day areas that you know are going to have some positive effect. Uh, make them vivid, make memorable of it. But building in, you know, you really like to, to exercise. So let's build that exercise into, you know, uh, ending of a certain part of your day that you can reflect back on or you have to read while maybe you should, instead of watching television at the end of the day, spend 30 minutes reading because thou, you have that, that end peak, you could be reading how to have a good day, you could be reading day, which would be a really good thing to do.

[\(00:57:58\)](#):

It is. So therefore you should do that. People, what else? What else, what else struck you? Um, I mean there was so much, there was so much. I think again, the piece that was interesting for me, and this is more of a general concept, Caroline was applying behavioral science principles into our every day life.

Not just in how we work with you know, companies and trying to sell more things to consumers. Not in a setting policy from this grand scale of government. It was about taking some of these scientific principles and applying them into the everyday acts that we do as human beings. And, and she covered a wide variety of those, covered a wide variety of those and gave her really applicable ways of implementing some of those actionable, actionable elements. And the fact that we all want to have a better day. We all want to be happier in our life.

[\(00:59:01\):](#)

We all want to do it. Reminds me of who did we just see in New York that was talking about, um, the five her, her course. This is why we need you to remember names. Laurie. Laurie Santos. Yes. From Yale. From Yale. But she has a course on Coursera course. Yeah, of course. Sarah, of course, that you can go out and take. But it is a course about psychology and happiness, wellbeing, wellbeing. Yeah. But again, she brings up these similar points in applying behavioral science and psychology into making our world our life happier. And she does it with college students who have a whole component of, uh, w what surprised me in her talk on that was just how depressed college kids are. And I'm like, dysfunction, depression, anxiety. Yeah. A variety of different things. Um, where you kind of go with their 19 year olds, what they, if they're at Yale, they should have the world on the you, but they don't, they don't.

[\(01:00:04\):](#)

Anyway with that, I think it's really important and I think Caroline does a really great job of bringing these insights into an a very actionable manner that really are helping people. And so I would love to be able to do that. Hopefully, you know, we do some of that on the podcast, but I don't think we're doing, we can only dream dream on my man. All right. I, it's time for music. I know you're going to go there. So, so I have a question for you. Oh really? I know, I know you hate this when this happens. I kinda so, so are, we're going to have a lecture on the history of music today. We already did that. Uh, so Carolina was originally from the UK. Now she lives in New York. What? UK and New York groups. Bands, singers, artists, uh, come to mind when you think of like the epitome of either a British band or, or performer or, wow.

[\(01:01:09\):](#)

Or New York? Well, uh, she's not from London, so I'm not going to choose a London band. Oh, I'm actually a mr specific [inaudible] a band from Liverpool, but not what, there is only one band from Liverpool. The Hollies were from Liverpool. And so I, I that, um, and yes, this is, you know, from the 1960s, but man, they, uh, Graham Nash and, uh, gene Clark were absolutely pioneers in, uh, their harmonies and their work in, uh, in rock and roll. And then, uh, on this side of the pond, I would say the New York band that comes to my mind first is the talking heads. Yup. They're a great band. Oh my gosh, just amazing. Yes. Amazing. Sound amazing on so many levels. I mean, there's just some Patriots. I, I, I look at the talking heads or I listen to the talking heads and think about their music was just, I mean, it took this punk component, but yet it had a pop sensibility to I solutely they combined those two and perfectly just did a wonderful job.

[\(01:02:15\):](#)

So how about, how about for you? What, what, what, what's your, the epitome of your British band? Oh, the British band. Well, I won't go back to the 60s cause that's well before my time I will go to the 80s, which is my era, right. When you, the formative, you know, high school, college years. Um, and I, and I go with a couple of them. It's, you know, Depeche mode that year. Um, and new order, those

three, my little synth rock bands are the epitome for me of what that, that British sound was at least for the 80s. And they of those. And then what about New York Ramones? And again, I just, you know, when I think about New York bands or New York musicians, um, yeah, I might go, um, what about velvet underground or New York dolls? Yeah. Yeah. But you asked what was the right, and they didn't have three for New York. It just had one Beastie boys. Would that be, would that be too, too late for you? Yeah. No, just not your cup of tea.

[\(01:03:29\)](#):

Not my cup of tea. No. Okay. Well, um, that ended, uh, completely, uh, useless conversation on a peak. We should end on a high note. So be happy that we have introduced the names of musical groups that everyone already knows. How about that. Yes. And, and with that peak, even a better peak, you go out and just have so much fun writing a great review for us on iTunes or other podcast listener, or just share this with somebody that you think would find it interesting. We appreciate that. We certainly do, but please share it with a friend. That would be terrific today.

[\(01:04:18\)](#):

[inaudible].