

**0:00:04.0 Katie Berlin:** Hi, welcome back to Central Line. I'm your host Katie Berlin. We have a very special guest today. We have Laura Gassner Otting here with us. She is an author and a speaker and all around super cool human being. If you're not familiar with her, we'll have lots of links in the show notes for you to go check her out, but very, very lucky to get the chance to talk to her today. Laura, thank you so much for being here.

**0:00:27.2 Laura Gassner Otting:** Well, thank you. I'm so excited to be here.

**0:00:29.4 Katie Berlin:** And I have found a lot about you online and everybody calls you LGO. Yes. So, do you prefer to be LGO or Laura?

**0:00:36.9 Laura Gassner Otting:** LGO is great.

**0:00:37.0 Katie Berlin:** I love that.

**0:00:39.2 Laura Gassner Otting:** My name is Laura Gassner Otting. It's a lot of names. So all my good friends call me LGO or maybe this community just knows me as Juniper and Gustav's mom. I don't know. I have a 55-pound-Doberman and a five-pound-brand new Brussels Griffon, who most days I wanna murder, but he's pretty adorable. [laughter]

**0:00:57.8 Katie Berlin:** I think we're all familiar with that. In fact, I'm bending down right now because Frank has been on and off my lap like 25 times since I sat down and hooked up the mic. And he'll probably wanna get down again in a second.

**0:01:09.3 Laura Gassner Otting:** Of course, I actually almost brought the Brussels to like, be here with me, but I just, he's only five months old and I can't trust him as far as I can throw him, and I can throw him pretty far. He's five pounds, but I cannot, I cannot, he is not to be trusted at all.

**0:01:26.2 Katie Berlin:** I have. Yeah, I think there's a lot of relatability in that. So already everybody trusts you because you're a dog mom. So LGO welcome to Central Line. It's a privilege to have you. Would you mind giving us a little bit of background on yourself besides the fact that you're a dog person?

**0:01:40.3 Laura Gassner Otting:** Sure.

**0:01:41.2 Katie Berlin:** She's obviously the most important thing.

**0:01:43.2 Laura Gassner Otting:** It is the most important. Absolutely. So my name is Laura Gassner Otting. I am the author of the brand new book, Wonder Hell: Why Success Doesn't Feel Like It Should and What to do About It. My last book was called Limitless, how to Carve... How to Ignore Everybody, Carve Your Own Path and Live Your Best Life. Both of these books really focus on a question that I've spent my entire career thinking about, which is why success doesn't always bring us happiness. So why we achieve and we achieve and we achieve and we get to the top and then we look around and we're like the top of what, like, is this all there is? Is this what I was meant for? Why is it not feel better to be here? So I'm really excited to talk with your audience today about this, because I know that veterinarians are those kind of high achieving people. So yeah, you're my people.

**0:02:32.8 Katie Berlin:** Yeah. Guilty. We definitely are an audience with a lot of experience being like, okay, we just have to get to this landmark and then this goal, and then this goal, and then it's like, all right, cool. Now what?

**0:02:45.7 Laura Gassner Otting:** Now what?

[laughter]

**0:02:47.6 Katie Berlin:** Yes. A lot of us are really hooked on like certifications and things like that. And why I say a lot of us, I mean, me, [laughter] because we... There's a point where school is done and it's very hard to not be working toward that next thing. So we'll talk a lot more about that, but is this your first veterinary audience?

**0:03:03.1 Laura Gassner Otting:** It is my first veterinary audience. I actually...

**0:03:06.9 Katie Berlin:** Exciting.

**0:03:08.0 Laura Gassner Otting:** Right before the pandemic had been, I was pitching an organization that I think that they were veterinarian associations of veterinary clinics and I was really excited 'cause I was really excited to get up on stage and like show pictures of my dogs to them before I did my keynote, and then Covid happened. So of course the event didn't happen. So yes.

**0:03:29.6 Katie Berlin:** Aw.

**0:03:30.7 Laura Gassner Otting:** Here we are.

**0:03:32.1 Katie Berlin:** Well thank goodness for virtual because I'm really glad and I think our audience, and I touched... So I told you this before we started recording, but I think in veterinary medicine we tend to be pretty insular, we look at each other and we look at leaders within our field, but we don't always think outside the veterinary medicine...

**0:03:49.3 Laura Gassner Otting:** Yes.

**0:03:51.1 Katie Berlin:** Ecosystem. And I think there's so much to be learned from people like yourself who have done so much thinking and writing and speaking about what it really means to be successful. How we can work through burnout, avoid burnout and take care of ourselves and sort of do well while doing good, you know? So your book is called Wonder Hell, which is a fantastic name. Like, that's a fantastic word. And I understand you just made that up.

**0:04:18.2 Laura Gassner Otting:** I did, I just made it up. I made it up on an airplane when I was [laughter] I was on a red-eye flight and I was on the way home from a keynote that I was giving in Vancouver on a Friday afternoon to Boston where I live, where on Friday afternoon, I opened for Malala, like Malala, Malala, like I was the undercard for Malala.

**0:04:39.4 Katie Berlin:** Wow.

**0:04:40.6 Laura Gassner Otting:** On Tuesday of that week, I found out that my book debuted as a

Washington Post bestseller. On Friday, I took a selfie with Malala. Now the backstory of a selfie with Malala is that I had a whole, I had a whole like super professional script in my brain about how I was gonna tell her, how much I was impressed by her and how much I respected her and was inspired by her. And then I meet her and I was like, "I like your shoes" [laughter] So, you know, they were really amazing. They were like these red, like suede stiletto shoes. They were amazing shoes. But yeah, that's all. So I'm taking the selfie with her [laughter] I look like, I'm like, I like your shoes, [laughter] The next morning is...

**0:05:14.4 Katie Berlin:** She probably remembers that. [laughter]

**0:05:16.6 Laura Gassner Otting:** Well, you know, it's funny because I actually, because I'm a total like socially incompetent dork, I actually like friended her on Facebook after that. And she friended me back and every once in a while she likes the post. And I'm like, I like your shoes [laughter] So who knows?

**0:05:30.5 Katie Berlin:** You never know.

**0:05:31.3 Laura Gassner Otting:** You gotta shoot your shot. The next morning was my goddaughter's bat mitzvah. So like, I can't miss Malala. I can't miss my goddaughter's bat mitzvah. So I'm on this red-eye and I'm, I'm at the gate and there was a mechanical issue, so they changed the plane. So I'm not in this beautiful live flat first class seat that my client had booked for me, but I'm in the center seat and coach with like a linebacker on my left and a linebacker on my right snoring.

**0:05:54.6 Katie Berlin:** No.

**0:05:55.5 Laura Gassner Otting:** It's 4:30 in the morning and I open up my laptop, I've basically given up the ghost, like, I'm not gonna sleep. And I just was like, it's 4:30 AM or maybe it's 7:30 AM or maybe it's 1:30 AM. At this point I don't even know anymore. All I know is that I'm 1200 miles from where I've been and 1200 miles from where I'm going. And the space I'm in right now is Wonder Hell. It's amazing. It's exciting. It's humbling that anybody even wants to think about something that I wrote, let alone buy the book and read it. And also in this moment, I'm like, Washington Post, what about the Wall Street Journal?

**0:06:26.9 Laura Gassner Otting:** And someone's gotta talk to Oprah under the oak tree. Why not me? And I was on the Today Show, but what about Good Morning America? Because Katie, that place in my brain that normally governs my humility was so exhausted out of me that I had this little voice that allowed itself to be heard, that was like, this thing has legs. You could be more, this could be more. And I was like, "oh, maybe I do wanna be more. Oh, what could that be like?" [laughter] So I wrote that I'm like, everybody says, "if you can name it, you can claim it." And I was like, I don't wanna... Or if you name it, you can tame it. I'm like, I don't wanna tame it. I wanna claim it like, I want the full experience of my life on this planet. I'm not in this center seat on coach.

**0:07:10.0 Laura Gassner Otting:** I'm not somewhere in the middle of the country flying across to like try to go fall asleep in the temple tomorrow morning at the bat mitzvah [laughter] I'm in Wonder Hell. And what I realized was wonder hell is that space in your psyche where the burden of potential walks in and says, it's amazing, it's humbling, it's wonderful, but also you now feel the burden of me, of what you can be, what you've seen of yourself, and you're full of anxiety and dread and uncertainty and envy and burnout and exhaustion. It's kind of hell, it's wonderful and it's hell

what you got for me? Huh? Like, are you going to live into this newfound you that you didn't even know existed? And I think for a lot of those of us who are type A, as soon as we get to that certificate or that award or that growth in our practice, we go, well, in the doing of that, there's this next step that I see that also seems pretty cool. And what if could I, should I, maybe I want to. So we're kind of all in Wonder Hell all the time.

**0:08:07.2 Katie Berlin:** Yeah, man, we sure are. Before, like before we reached out to you and we reached out through a wonderful person, Kristen Seymour, who is working at Aha! Now as a copywriter. Thank you very much Kristen, for this introduction.

**0:08:21.8 Laura Gassner Otting:** Yey Kristen.

**0:08:23.8 Katie Berlin:** But before we reached out, would you have really thought, did... Had you thought about veterinary audiences in this book and this concept as related?

**0:08:33.1 Laura Gassner Otting:** Yeah. So funnily enough, in my last book, *Limitless*, so in all of my books I like to profile stories of people who have been through the thing, who have made the changes, who have found both happiness, you know, success and happiness. And in my last book, *Limitless*, I actually do profile a vet, a man by the name of Dr. Jake Tadaldi, who is my vet. And the reason that I got to know his story was because he's a house call vet. He comes to my house and my lovely little 55-pound-Doberman, spent a lot of her time as like a 35-pound-Doberman who had... I don't remember the name of the disease, but she has cured herself of it, right? She grew out of this thing that affected her so much that she had to be on prednisone, and she was so sickly all the time for the first three years of her life.

**0:09:17.9 Katie Berlin:** Poor baby.

**0:09:19.1 Laura Gassner Otting:** That we spent a lot of time together, me and Dr. Tadaldi. And over the course of him coming and being at my house, we were just kibbitz. And he would tell me his story. And what I learned was that he went to veterinary school, he was so excited to become a vet, and then he got into veterinary practice this thing, he wanted to do this thing he'd worked so hard to do. And what he realized was that he spent all day spending like 12 minutes, 12 minutes, 12 minutes with a patient. And he never actually got to be with them and spend time with them. And the time he spent the most with patients were the ones he were putting down. And it was just, it didn't fill his heart with joy. He felt like he was going home at the end of the day, actually not being the caregiver he wanted to be. And so he decided to create a house call practice. And so now he has fewer patients, he charges more money, but he spends so much more time with his patients. So it's funny that you asked that because I actually literally did profile a veterinary, somebody in the veterinary medicine world who changed the way that he brought his gifts to the world so that he could have both success and happiness.

**0:10:22.4 Katie Berlin:** I love that. And I haven't read *Limitless*. I read *Wonder Hell*, and I hadn't gotten to *Limitless* yet, and now I can't wait to read it. It's sitting in my Amazon cart [laughter], so I'm so excited to read it. And I love seeing veterinarians pop up in books that aren't specifically about vet med, because I think a lot of people sort of overlook us as a profession where people have trouble. You know, they're like, oh, well you just, it's like a dream job 'cause everything so cute. And I mean...

**0:10:46.3 Laura Gassner Otting:** Oh God, no. I think it's such a difficult job. Like as I mentioned, you know, my my experience with this Doberman was that yeah, she, like, we had no idea what was wrong with her. She's just this very, she's a very special case. Dr. Jake likes to say that if there is there is something that can be wrong with the dog, my dog will figure out a way for it to be wrong with her. She also has a predilection for corn cobs, so much so that, we can no longer eat corn in our house. Because as soon as there is a corn cob, she will find a way to get it into her belly. She has had not one, not two, but three corn cobs surgically removed from her body. Now, every vet right now is listening and going, "Oh my God, we should report this woman. Like, she should not have dogs anymore." But like, she will find her way into a neighbor's yard, go into their composting, dig through everything, and find the corncob like she has... The emergency room where we bring her to not have brought her to, but bring her. It's just like, it's an act of present tense word. [laughter] She's like, we need to, we're gonna have to give her a zipper if you bring her back again. [laughter]

**0:11:48.5 Katie Berlin:** It would be really great if we could figure that out, because there, we've all had patients like that [laughter] and like, I'm not judging because these people tried so hard, but it...

**0:11:58.0 Laura Gassner Otting:** I work from home. I am there with her all the time. It is just like this. It is so, it's just so difficult. It's, but I've seen a lot of cases while I've been sitting in the ER waiting for my dog. There's the room on the side, you know, where they're like, please respect the privacy of this room. And I've never been at that emergency room where there wasn't a family in that room. And the person who they're talking to and the person that they're leaning on is the veterinarian or the veterinary staff. And that is not an easy job day in and day out because half the time they've got their kids there. There's like, I mean, it is, that's a tough frontline place to be.

**0:12:37.4 Katie Berlin:** It is for sure. And our...

**0:12:39.6 Laura Gassner Otting:** And the patients can't talk. So it's not like they can tell you it hurts here, it hurts there, it hurts when I do this doc. Like, you're like Sherlock Holmes.

**0:12:47.1 Katie Berlin:** Yeah definitely. And we, most of us say, you know, that's the easy part is the mystery solving the medicine, you know, because you can learn that and the other stuff, the so-called soft skills are so much harder to pick up if you have, especially if you haven't been told that they even are important. Which a lot of veterinarians as we know, think they're gonna be vets, you know, from the time they're little kids and they're like rescuing turtles in the neighborhood. And nobody ever says to them, well, you better learn how to love people, and you also better learn how to take care of yourself. Nobody says that.

**0:13:20.9 Laura Gassner Otting:** Nobody says that.

**0:13:22.5 Katie Berlin:** And that's something that really stuck out to me in your book because you had talked about, there was one part where you had been driving pretty hard and you were talking to your doctor, and your doctor was like, okay... Or your therapist was like, "Hey, you know we better, let's work on you being an overachiever."

**0:13:47.1 Laura Gassner Otting:** Yeah. And I think... Oh, it's Addison's disease.

**0:13:48.0 Katie Berlin:** Oh yes.

**0:13:48.4 Laura Gassner Otting:** I just remembered it was Addison's disease.

[laughter]

**0:13:51.8 Katie Berlin:** Yeah, that's a bad one it's a tough one.

**0:13:53.4 Laura Gassner Otting:** It's a bad one. Yeah, but we joke around 'cause like we live in Boston and John F. Kennedy had Addison's disease.

**0:14:00.1 Katie Berlin:** How do you know that?

**0:14:01.0 Laura Gassner Otting:** We're like, see, she's a true asshole. Like, it's not like she's like, she is true Bostonian with her Addison's disease. But she miraculously cured herself of it. She can't stop eating corn cobs, but she cured herself of Addison's.

**0:14:10.1 Katie Berlin:** Oh my gosh.

**0:14:11.3 Laura Gassner Otting:** So here's the thing, like when the pandemic happened, like a lot of people, I just stopped sleeping, right? Like the stress and the uncertainty and like kids at home and dogs with Addison's and like all the things going on, it just, it got to me. And after not sleeping more than like a couple hours a night every night for maybe two or three months, I wasn't able to like form sentences. Like I was, I'm not good at math on a good day, but like, I gotten to the point where I couldn't even remember like how many teaspoons of salt go into the stew from the time I look at the recipe to like turn to the salt container. Like it was just, my brain stopped working. And I wrote this post on Facebook again, like a lot of my epiphanies come from these screeds that I write on social media about how like, I think my brain is broken.

**0:14:57.6 Laura Gassner Otting:** Like I think I've given myself slow role, PTSD, like I just, I'm, I am, I'm unrecognizable to myself. And yet here I sit with all the privilege in the world, safe at home, not stuck at home, like safe at home, even though I make my living getting on planes, traveling to events, speaking on stages. Well, there's no planes, there's no events, there's no stages. But I'm lucky enough that I was able to be okay financially. I'm able to be okay physically. I'm safe in my home, I'm safe in my marriage, I'm safe with my kids. But even still, I felt very stressed. And so I wrote this whole post and a friend of mine who was a psychiatrist called me up and she's like, "I think you need to talk to somebody." And I was like, "no, I'm fine. I've never had therapy, therapy's great if you need it, but I don't, I don't need therapy."

**0:15:42.0 Laura Gassner Otting:** And she's like, yeah, I think maybe you should go talk to somebody. And so she connected me to a friend of hers, somebody she was in residency with, and I sat down in his office and he diagnosed me within about 14 seconds as being, I think the direct quote was an exceptionally boring overachiever who could no longer overachieve syndrome. Right? That was it. Like, and there wasn't anything wrong with me. I just, I was somebody who was used to like counting my achievements by the trophies that I was packing into the wagon. I was pulling behind me and I was like, no, no, no, no, no, I'm fine. Like being an overachiever is fine. He's like, yeah, but it's untenable, it's unsustainable. And I was like, no, no, no, dude, it's a feature and not a bug. We don't need to work on that. And then he countered with like the checkmate of all sentences, but you're here [laughter] And I was like, touche.

**0:16:32.3 Katie Berlin:** Fair.

**0:16:32.4 Laura Gassner Otting:** Put the king down, white flag goes up I'm done. You're right, what do you got from me, doc? And then he looked at me and he said such a profound statement that I have carried it with me since that day. He said, "you know, Laura, you don't have to give the trophies back." Oh, you don't have to give the trophies back. So like, all the awards on our wall, all the certificates, all of the, you know, best of this and best of that. Like we still have those things. Even if we're not continuing to pursue and pursue and pursue, we still have them. They are still part of who we are. I don't have to sell a single other book for the rest of my life... Yes, buy my book, but I don't have to sell [laughter] a single other book for the rest of my life. And I will always still be the Wall Street Journal Bestselling Author, Laura Gassner Otting.

**0:17:25.1 Laura Gassner Otting:** The problem is that when we get to this point where we think we have to keep going and keep going because people are watching us, they're not. Like, we continue to strive and strive and strive, but what are we striving for? Like what does the next thing get us? Like if I don't sell another book, I will still be that bestselling author. So what is selling five more books or 50 more books or 500 more books get me? I don't really know that it actually gets me anything very specific. So I think we have to continue to remind ourselves, what am I striving for? What does this thing get me? Does it get me more of the thing that I want more of? Or does it just get me busier or more stressed? Or more exhausted?

**0:18:05.6 Katie Berlin:** Yeah and that makes so much sense thinking about how, you know, so many of us have been doing this one thing for so long with this singular focus and get to a point where we don't know how to focus on anything else and...

**0:18:20.5 Laura Gassner Otting:** You don't know how to stop. I also love that we're talking about exhaustion while your dog is snoring, the background is hilarious.

**0:18:27.1 Katie Berlin:** And he snores while awake, like he's fully awake.

**0:18:30.2 Laura Gassner Otting:** It's amazing.

**0:18:31.3 Katie Berlin:** This is just the sound that his nose makes. And I...

**0:18:33.8 Laura Gassner Otting:** This is the ambient noise. This is the subliminal messaging to all the people listening that we should all take a nap. [laughter]

**0:18:39.7 Katie Berlin:** Yes. And... And he does this like all day while we're working in here. And it makes me just want to curl up on the floor with him. It's really, it's kind of deadly.

**0:18:49.6 Laura Gassner Otting:** It's so great.

**0:18:50.8 Katie Berlin:** And I apologize to the one person who has emailed me and said he didn't like the noise of him snoring into the microphone. I apologize, but he is like 15 or 16 years old, and I just don't kick him off my lap if he wants to be on it.

**0:19:03.9 Laura Gassner Otting:** Yeah. When I'm 97 years old, I'm gonna snore wherever the hell

I please, I think, yeah. Okay, so how do we learn how to snore wherever the hell we please? I think is it really important thing to think about? How do we learn to stop? How do we learn to just say the thing that I've wanted to do since I was eight years old or 15 years old, or 25 years old, maybe, I don't wanna keep doing it, or maybe I don't wanna keep doing it in this way. Right?

**0:19:29.5 Katie Berlin:** Yeah. Like Dr. Jake.

**0:19:30.6 Laura Gassner Otting:** Like Dr. Jake. And I think what happens is when we're 15, 16, 17, somebody hands us a card that says, here's how you decide what makes a good job good. Am I inspired by the leader? What's the mission of my work? How broad is the impact I can make? What kind of skills am I getting? How prestigious is look on my resume? Where's the job located? How much money am I gonna make? Things like that. But nobody ever says, put this list in an order that makes sense for you. Prioritize it in a way that makes sense for you. They leave out of the what makes a good job good, but what makes a good job good for you, part of it. And the other thing they don't tell us is that the person that we are when we're 15, is not the person we're when we're 25 and 35.

**0:20:14.3 Katie Berlin:** So true.

**0:20:15.4 Laura Gassner Otting:** And 45 and 55 and 65.

**0:20:16.0 Katie Berlin:** Thank goodness.

**0:20:16.8 Laura Gassner Otting:** And so, thank goodness. If I was the same person I was at 20, I'd be like Mrs. Dan the bartender right now, like a very different life. I'd probably be ex Mrs. Dan the bartender, actually.

**0:20:27.9 Katie Berlin:** Ex Mrs. Dan the bartender. [laughter]

**0:20:30.3 Laura Gassner Otting:** I know. But man, he was a hottie, right? So my decision-making faculties when I didn't have a full frontal lobe at 20, are very different than my decision making faculties now when I'm 52. And I have perspective on the world, and access to smarter people to ask better questions. And I think we have to give ourselves grace sometimes to say what has worked for me up until now has been great. It might not be what I wanna keep doing going forward, and that's okay. I also might wanna do something I've never done before. I might wanna expand my practice. I wanna change who I do I work with. I wanna change the way I go about doing the work that I'm doing, and what has gotten me to here, is not going to get me to there. But what has got me to here has been a list of things that I didn't know how to do before I did them. And I learned, I created a network, I was able to figure out how to problem solve. So what got me to here won't get me to there, but what got me to here has been, has built a foundation on which I can get to anywhere I want next.

**0:21:31.6 Katie Berlin:** That's, I was thinking, listening to you just now, like thinking about what got you here and what you can do with what got you here now going forward. Because it's not like we might be different people than we were at 15, but we're not fundamentally different in a lot of ways, I bet. I have always, I didn't know that it had a name until much later, but I've always been an anxious person. I didn't know that feeling was anxiety, but I remember getting a lot of stomach aches as a kid, and now I know what that was about, you know? But that anxiety also makes me



well prepared and it makes me thorough and it makes me... It gives me a lot of gifts every day. And I think it's probably a big reason why I am where I am in life.

**0:22:20.2 Katie Berlin:** Would I have done something completely different without anxiety and maybe be more "more successful"? Maybe, but that anxiety's not going anywhere. And a lot of the things that got us to where we are aren't going anywhere. And I think one thing about Wonder Hell is that I sort of, I loved... So here, here's the book. And if you read this book, which I do recommend, you'll notice there's an amusement park theme, and it's really cool because it kind of talks about, you talk about your journey through this amusement park, which is basically success, and all the different stages you're gonna go through are almost like the rides and the places in this park. And nowhere in it does it say you have to stop being who you are and let go of the things that got you here. But sometimes, you're like, maybe those things don't have to be leading the way all the time. That balance of figuring out what you need, versus what you've always done is very, it's very delicate, and something that I see my colleagues struggling with a lot is they think it's, they're the only ones on this journey.

**0:23:30.0 Laura Gassner Otting:** Yeah, and so as you mentioned, the book is themed around an amusement park. And so in the amusement park, there's three towns, Impostor Town, Doubtsville and Burnout City. And then in each one of the towns, there's five rides, which each evoke an emotion that we might have. And so there's the tent of oddities, right? The tent of oddities is where like, everybody wants to be special, but nobody wants to be different. But it's not until we learn how to like fly our flag proudly. What makes us different actually is what makes us special. So, I'm listening to you say like, having anxiety has actually given me certain gifts being prepared and... But I also want to make sure that we underscore the fact that it's also given other people gifts. So the fact that you've had anxiety meant that you were more prepared for everyone else in your life also.

**0:24:25.7 Katie Berlin:** That's true.

**0:24:26.8 Laura Gassner Otting:** That you were more thoughtful about them also, that you spent more time thinking about them, and you weren't just a flaming narcissist. So I think we also have to remember that the things, and sometimes the things that we struggle with, they do give us gifts, but they also help other people around us. One of the things that I learned from the hundred different glass ceiling shatters, Olympic medalists, startup unicorns, CEOs, entrepreneurs, activists, philanthropists, politicians, musicians who, and everyday people, like each of us who I interviewed when I was trying to find my way out of wonder hell was that, they renegotiated the relationship with these emotions. So they didn't see anxiety as a sling, an arrow or something that they had to like swallow and push down, and just ignore and just deal with and push into that stomach achy place.

**0:25:14.9 Laura Gassner Otting:** They said, oh, I'm anxious right now, that means I must be excited about doing something new. How cool is that? It's not, oh no, you haven't done this before, but, oh wow, you haven't done this before. And so all of those feelings that we're experiencing, the uncertainty and the burnout and the exhaustion and the envy and the dread and like, wonder hell is the joy and the worry. It's the promise and the stress. It's the potential and the pressure. It's all of those feelings all wrapped up in one. And rather than just feeling the hell of the anxiety, they were able to say, wow, how wondrous that I get to be anxious and I get to try something that I haven't done before, I get to do something new. I get to do something unknown. And so they were able to

really renegotiate their relationship with these feelings so that they weren't limitations, but they felt more like invitations.

**0:26:03.3 Katie Berlin:** Invitations, not limitations. I love that. I'm gonna write that on my post-it. I have a couple very well chosen post-its on my computer monitor. It's limited real estate there. [laughter]

**0:26:13.7 Laura Gassner Otting:** I'm honored.

**0:26:17.2 Katie Berlin:** I love that, because I really do feel like I'm a big believer in strengths finder, and we all do that at Aha, and it helps you celebrate and work with your strengths rather than spend all your time thinking about what you're not good at, and then talks about...

**0:26:31.0 Laura Gassner Otting:** Right. You're not gonna get rid of the anxiety.

**0:26:33.8 Katie Berlin:** No.

**0:26:33.9 Laura Gassner Otting:** So you can either spend your entire life fighting against it, trying to work around it, being anxious about your anxiety, or you could say, what does the anxiety help me do? The anxiety helps me always be on time. The anxiety helps me always be prepared. The anxiety helps me be other-focused and rather than just self-focused. There are so many gifts if you choose to see it that way, and not just be exhausted by it all the time.

**0:26:57.2 Katie Berlin:** Yeah. And obviously, sometimes we need help managing these things.

**0:27:01.2 Laura Gassner Otting:** Of course.

**0:27:01.9 Katie Berlin:** And that's one of the things that I love about you talk about this in the book, StrengthsFinder talks about it, we talk about it at Aha is balancing out the things that you're maybe not so good at, or don't gravitate toward so well. There are other people in the world who are good at those things, and in fact might even love doing those things. And surrounding yourself with a team of people, whether it's at work or personally like that has been such a huge change in my life since I stopped constantly beating myself up about things that I wasn't naturally good at. And this is something vets, and I'm sure to some extent technicians, veterinary reception teams, we do that, because we are taught that we have to be good at everything. Veterinarians are supposed to be general, generally good at medicine, and customer care and communication and being touchy feely when we need to be in workman, like when we need to be. And it is a lot. It's a lot. And what you were saying about Dr. Jake that wasn't for him.

**0:28:05.4 Laura Gassner Otting:** Yes. And you know what I've always marveled about Dr. Jake is like, if I say to him, my dog threw up. My dog might be throwing up, because he ate too much grass in the backyard, he might be throwing 'cause he has cancer, right. It could be anything, and the fact that you have to have the entire western cannon of veterinary medicine at your fingertips at any given time. When my kids were little, I used to take them to the pediatrician and I would think, oh, the pediatrician, my kids are healthy. It's a well-check. What do they need to really know? And then I became friends with a pediatrician and I talked to her one day after work and she was, I was like, how are you doing? She's like, today was rough. She's like, I had a beautiful, well baby visit, I had a 14 year old girl with an ectopic pregnancy. I had a seven year old boy with a brain tumor. And I

was like, oh my God. And they're all seven 12 minute, the same thing.

**0:29:00.1 Laura Gassner Otting:** So just... And her patients can talk, right? So it's like you have all of that, and your patients can talk, and you have dog parents who are let's face it, way more emotionally invested in their pets often than in their kids. Because it's like their whole lives. So here's what I think. I think that we are often taught that we have to be good at everything, and we punish ourselves for the things that we're not good at, but we also don't reward ourselves for the things that we are good at. I tell a story in the book about how my husband is a math phenom, like perfect 800 SAT, right? Like perfect, perfect math score. On the other hand, I make my living with words. So this was kind of a problem when I couldn't make words of my pretty mouth face when... Right.

**0:29:49.8 Laura Gassner Otting:** When I can't even string sentences together, how do I do this? So when I, when I ran my executive search firm, I used to try to like do all these projections and try to figure out cash flow. And I was like, how do I figure out the square root of salaries over cash flow over my will to live? By then, two in the morning, I was giving up, and I banged my head against the table and my husband, he would come in, he's like, I could just help you with that. I could just make the Excel spreadsheet. But I was so proud that I was like, ah like, no, I wanna learn, I wanna be able to do it. And finally, I would just give up and I would send him a text the next day and I'd be like, I'm just trying to figure out what percentage of this number is that number, and like, how do I do this thing?

**0:30:28.6 Laura Gassner Otting:** And within three keystrokes and four seconds, he'd send me back a beautiful Google spreadsheet. And I was like, oh, nuts, he figured it out. And I would say, God, that's amazing. He's like, no, no, it's nothing. In the same way that when somebody says to me, gosh, you are a great writer. I go, oh no, it's nothing. But I think we have to be able to learn to say, yes, I'm great at math, or yes, I'm a great writer, or yes, I'm great with patients and their families, or I'm really good at sussing out the specific thing that's wrong with this particular type of animal. Because I think a lot of times, we brush off either what we've worked really hard to know how to do, or what feels like it comes natural to us, either because it does or because we've worked really hard at it.

**0:31:09.8 Laura Gassner Otting:** And because of that we're so busy punishing ourselves for the handful of things that we don't do well, which by the way, we should just outsource to other people. It was a revelation when I outsourced my billing to other people. I was like, oh, I don't have to do math for a living. I can just do words for a living, amazing. And I think we are... It's not that we're exhausted from being too busy, it's that we're exhausted from doing too many things that either don't matter to us or that we're banging our heads against the wall where we could be doing the stuff that actually does. So I think we need to really give ourselves a little more credit for the stuff that we do well and stop punishing ourselves and forcing ourselves to do the stuff that we don't do as well, and that we shouldn't be doing at all.

**0:31:55.9 Katie Berlin:** So much yes to that. And I see vets do this all the time and other veterinary team members do it all the time. And we do it to each other too. The idea, there are... I see posts all the time in veterinary groups from vets who don't wanna do surgery anymore, but they're afraid they're not gonna be able to get a job. And first of all, you could get a job as it like, you could spit and hit somebody who's hiring a vet anywhere in the country right now. But also, there are some vets that only wanna do surgery. They just love it so much, but they don't wanna be in an exam

room talking to a client for any longer than they need to be. That sounds like a great team to me. You know?

**0:32:36.4 Laura Gassner Otting:** Absolutely.

**0:32:39.7 Katie Berlin:** But there's a lot of judgment, a lot of self-judgment for us. When I gave up surgery, I went part-time, but I also just wasn't enjoying it. I was nervous a lot. I had been... I had gotten my first board complaint which was unfounded but also very emotionally traumatic and...

**0:32:57.4 Laura Gassner Otting:** It doesn't mean it still doesn't affect you. It affects you just as much.

**0:33:00.0 Katie Berlin:** Yeah, it took two years to go away and I felt very vulnerable and I had a lot of judgment for myself at that point and I was absolutely convinced everybody else was judging me too. Like she can't... She's only like two thirds of the vet 'cause she doesn't do the surgery. And we do that to each other. We do it to ourselves all the time. Technicians do it to themselves. So say, I'm only a technician or I'm only an assistant, so my opinion might not matter. Dude, technicians and assistants keep that place running, man. They are...

**0:33:32.3 Laura Gassner Otting:** Oh, yeah. Absolutely. [laughter]

**0:33:33.4 Katie Berlin:** The skills involved are absolutely incredible, and we do not stop and say, Hey, I did a really good job on a blood draw.

**0:33:43.4 Laura Gassner Otting:** Yes. I stop people all the time. I had a... I actually recorded a podcast just this morning where the woman who was interviewing me was, we were talking about exhaustion and burnout and she said, it's nothing like your book launch. I only just ran a retreat last week, but I'm feeling really tired. And I was like, let me stop you right there. Exhaustion is exhaustion. It doesn't matter if you did this or did that or like... There's a story I tell as at the end of the book, where I talk about running a marathon, my very first marathon and it was 92 degrees on this day.

**0:34:15.3 Katie Berlin:** Oh God.

**0:34:16.1 Laura Gassner Otting:** And I had like, basically, I had heat stroke. By the time I got to mile 16, I didn't know my name. At mile 17, my husband put ice packs in my jog bra, and at mile 18 I ran into a friend who pointed at my jog bra. I was like, wow, ice packs, what a good idea. And I was like, looking at it, and I'm like, well, how'd these get here? I was just so out of it. I get to mile 20, and my friend is standing in Newton Center, and he holds up his phone that says 92 degrees. And he says, Jeffrey Korir just finished. Like the guy who won the marathon. He just finished. Not only did he finish, he finished only 10 minutes slower than his world record setting pace the year before in perfect 50 degrees overcast conditions. 92 degrees this day, my shoes are like quick, quick, quick, like into the pavement.

**0:35:02.2 Katie Berlin:** The worst.

**0:35:02.3 Laura Gassner Otting:** Because they're melting. Like it is so hot. There are bodies littered on the side. Like Kenyans all over the side of the road.

**0:35:09.8 Katie Berlin:** This is what we call type two fun.

**0:35:11.2 Laura Gassner Otting:** It was, yeah. No, I don't even know it was any... It's not even fun when it's done. It's like, it was not even fun. It was not even fun when it was done. There were people on the side of the roads with IVs in their arms. It was awful. And as I'm cresting the top of Heartbreak Hill, and I know I only have a few more miles to go, I think to myself, I am running as hard and as fast as I can in this unbelievable punishing heat, just to try to finish with any respect that I can have. But I'm running as hard and as fast as I can. And I realized that Jeffrey Korir, or sorry, Wesley Korir had also done the same exact thing. He was at the depth of his pain cave too. He was running as hard as he possibly could, as fast he possibly could, given his body type, his training, his knowledge, his experience. I was running as hard as I could, given my body type, my training, my knowledge. I was a charity runner. I am not fast. To call me in running is like an insult to runners. But he finished at like two hours and 20 minutes and I finished at like five hours and 12 minutes. And the depth of our pain cave felt exactly the same.

**0:36:19.5 Laura Gassner Otting:** When you are working as hard as you can and when you are stressed as much as you are, and when you are running on all cylinders, it feels exactly the same. Whether it looks the same from the outside or not. So I am like fully rejecting this notion of, oh, well I just draw blood or I don't do surgery, or I'm just this and just that. And only this. No. My favorite Eleanor Roosevelt quote is this one, and you can put this on a post-it on your computer too, is, we would worry much less about what other people thought about us, if we have realized how seldomly they did. The truth is, everybody is so worried about what we think of them, that they're actually not worrying about us at all. They're just worried about themselves.

**0:37:04.1 Katie Berlin:** So true.

**0:37:05.3 Laura Gassner Otting:** Nobody is paying that much attention. And so I find that to be an exceptionally liberating concept that.

**0:37:11.0 Katie Berlin:** Yeah.

**0:37:11.8 Laura Gassner Otting:** We have a lot of time in between the time we make a decision and we change doing what we're doing till when anybody actually even notices to figure it out and get it right for us.

**0:37:23.5 Katie Berlin:** Yeah. Oh, that marathon metaphor is so true. And in fact, I would argue that somebody who's out there for five hours and 20 minutes in 92 degrees has had a much harder day because they were out there over twice as long is all I'm saying. 'cause I am also not a fast runner. So...

[laughter]

**0:37:39.1 Laura Gassner Otting:** I have said that in the past. I'm like, "Not only am I out there twice as long, I am probably twice as heavy." I probably...

[chuckle]

**0:37:44.3 Laura Gassner Otting:** Yeah. I mean, these Kenyans are like, they're made of bird bones. It's just you watch them run by you and their feet don't even touch the ground. They just glide.

**0:37:52.2 Katie Berlin:** Oh, nice. It is so beautiful.

**0:37:53.6 Laura Gassner Otting:** I do not glide. I'm like a mastodon. I'm like, and it's just, I mean, I don't know how they do it, but in those moments, we have to remind ourselves what we're made of. And I do think that when we congratulate ourselves, congratulate ourselves more often for the things that we've worked hard to achieve, it reminds us that we can do hard things. And I think the hard thing about doing hard things isn't the hard it's the doing. It's the actual...

**0:38:26.7 Katie Berlin:** So true.

**0:38:26.8 Laura Gassner Otting:** Getting up and starting and once we start, we get momentum and we can keep going. It's not the fact that it's hard. We are all capable of doing amazing things. It's just, we gotta make the decision that we can, that it's for, that we deserve it, that it's for us.

**0:38:39.7 Katie Berlin:** And sometimes the hard thing is the stopping. And we also, we hard drivers are also not particularly good at the stopping.

[laughter]

**0:38:51.6 Laura Gassner Otting:** Yes.

**0:38:52.1 Katie Berlin:** Like sometimes the rest day is harder than the training day. Because we feel like we're not getting anywhere, but the rest day is where all the real growth happens. And I was gonna ask you, we have a lot of conversations right now in veterinary medicine about, people who feel stuck. People who feel like, is it, they'll write into these message boards and say like, is it just me? Or is this place toxic? Like, is any place gonna be better than this? And I think that's a skill, but also sometimes it can just be really hard to see the label from inside the jar.

**0:39:24.6 Laura Gassner Otting:** Always.

**0:39:24.8 Katie Berlin:** When, how can we work on knowing when our feelings of feeling stuck are situational or if it's time to work on ourselves? You know, it's, that's a really difficult thing.

**0:39:36.0 Laura Gassner Otting:** It is a difficult thing and it's a hard answer to give. 'Cause I think it's different for everybody. I think there are those moments though, where, I mean, I often ask people, when people come to me, they tell me they want to switch to a new career or a new job, I will often ask them, are you running from something or are you running towards something? And I will caution people who are just running from, to think a little bit more about what it is that they actually want. What causes them joy, when do they feel like the best versions of themselves? And are there things that they can do where they currently are to have more of that? There's a notion called The Fundamental State of Leadership. And so if you think about a moment when you were crushing it.

**0:40:16.3 Laura Gassner Otting:** You were just firing on all cylinders. As a vet, it may be that

you were helping a family through a really difficult situation with their pet. It may also be that you put together a business plan to help scale your practice. That you fired a terrible employee and you found somebody who was great. Like, there is, there are moments in your work where you feel phenomenal. What are those moments? For some of us, they're loud. For others, they're quiet. For some they're public. For some they're private. It doesn't necessarily matter what it is. For me, when I'm crushing it, I'm on stage in front of 5,000 people and I look over front row and somebody's like wiping away a tear. Like, I'm amazing, I did it. For my husband it's crunching numbers on a spreadsheet in a quiet room where nobody talks to him.

**0:40:57.9 Katie Berlin:** Bless him.

**0:40:58.0 Laura Gassner Otting:** Bless him. It's gonna look different for everybody.

[laughter]

**0:41:02.4 Laura Gassner Otting:** So in those moments, what skills are you using? What clothes are you wearing? What words are you using? How is the energy on your body? Who is surrounding you? What does it feel like? And what I ask people to do, is to write a little bit about those moments and then to write about who they are in those moments. Put those adjectives on the home screen of your computer, on your phone, on your car steering wheel, on your refrigerator door. And every day, think about that person. How do you lean in more to being that person all the time? What changes can you make in yourself, in your workplace, in your career that allow you to be that person all the time? And if you can do that, a lot of times we're stuck because we forget who we are when we're at our very best, and we let all the... We let the monkeys get us down. We let the turkeys get us down as they say. And 'cause misery is contagious. It is absolutely contagious.

**0:41:55.9 Katie Berlin:** For sure.

**0:41:56.0 Laura Gassner Otting:** But joy is also contagious. So, if you can walk in reminding yourself of who you are in your best moments, and try to volunteer for more opportunities at work that give you that, try to get rid of the stuff that pulls you away from being that person. If you can do that where you are, then you don't have to change jobs. You're not stuck. You have stuck yourself, but you're not stuck 'cause of what's happening around you. If you can't do that, then at least now you know what you're looking for in the next environment that's gonna bring that part of you out. So, I think we have to do some thinking about who we are at our best, in our fundamental state of leadership. Because the more we can be that person, the more that person becomes a muscle memory, and we become that person every single day.

**0:42:38.2 Katie Berlin:** I love that so much. I just, I love all of that. And I hope everyone who is listening. I'm gonna like, want people to play that back because, somebody asked me when I feel the most alive a while ago, and I said, it's when I'm teaching Bollywood dance fitness.

**0:42:52.0 Laura Gassner Otting:** Amazing.

**0:42:52.4 Katie Berlin:** This is not what people expect me to say, but that's true.

**0:42:55.3 Laura Gassner Otting:** That was not what I would've expected. Yeah.

[laughter]

**0:42:58.1 Katie Berlin:** Yeah. But it is where I feel the most alive. And I think people don't normally see a connection between teaching dance fitness, teaching Bollywood dance fitness and working as a veterinarian at a nonprofit, which is what I do. But...

**0:43:11.9 Laura Gassner Otting:** Right. So then we take that and we say, okay, so you're not gonna teach Bollywood dance fitness in your veterinary practice.

[laughter]

**0:43:15.9 Laura Gassner Otting:** But who are you in those moments?

**0:43:18.6 Katie Berlin:** Much.

**0:43:19.9 Laura Gassner Otting:** Much, right. Much.

[laughter]

**0:43:21.4 Laura Gassner Otting:** I mean, my Doberman's pretty special. I think...

[laughter]

**0:43:23.6 Laura Gassner Otting:** She cured herself of Addison's. I bet she could learn how to do some Bollywood dance.

[laughter]

**0:43:28.6 Laura Gassner Otting:** But who are you in that moment? Why do you feel alive? You're teaching something, you're physical in your body, there's music, there's light, there's joy, like what are the things that allow you to feel that way? And can you now insert that? So maybe you don't spend all day sitting in one place, like the surgery is stressful and you're there and you're focused, but you like the moving and the interaction and the right. So, you can think about it's not how does this directly transfer over from one to the other, but can it, can the skills translate into some other type of way that you can bring it into your daily life a little bit more?

**0:44:07.2 Katie Berlin:** Yes.

**0:44:08.2 Laura Gassner Otting:** And maybe you do a lunch and learn Bollywood dancing every Wednesday.

[laughter]

**0:44:12.1 Katie Berlin:** Yes.

**0:44:12.1 Laura Gassner Otting:** I don't know. You could, it could be literal also. It can be a literal transfer, but also it could be a translation.



**0:44:16.4 Katie Berlin:** Yeah, definitely. We have had Bali ex a couple of times at vet conferences, which was really fun.

**0:44:22.3 Laura Gassner Otting:** Amazing.

**0:44:23.8 Katie Berlin:** But definitely it did teach me a lot about what actually makes me feel the happiest. And ultimately that's what matters. And I think everything you're saying resonates so deeply with me because I have had to come so far to think, okay, it's not what I owe people, it's what I owe myself, because then I'm going to be the best for those people. You had a quote in the book, you said, for your working life to feel right for you, it has to actually be right for you. So instead, what if you pursued consonance that sensation of alignment and flow that comes when what you do matches who you are. I love that so deeply because I think a lot of us care so much about what we do, but that doesn't mean that the routine of going to work every day, the way that we learned it had to look is going to be what really fills our cup.

**0:45:14.5 Laura Gassner Otting:** Yeah. And I think for people in the veterinary space in particular, it's hard because again, if you've chosen to be a vet since you were eight years old, saving the turtles, like it is your identity. It is who you are and the way that you imagine that you would interact in the world as a vet or working at a veterinary practice, it really is this, it's a little bit identity threatening to think about how that might change. Like, what does it mean? Who am I when I'm no longer, when I sold my executive search firm, I actually had a real crisis of identity. I was in executive search for five years at a big marquee company. And then I had this moment of rage where I decided I was going to go off my own. And I founded my own firm and I ran that for 15 years.

**0:45:58.5 Laura Gassner Otting:** And when I sold it, I'd been in recruiting for 20 years, but I was a CEO for 15 of them. And I had this like, who am I when I'm no longer LGO CEO? Like who, who, like what? I don't even understand how to work in the world. And I was at an event, it was a, I was the chair of a charity auction for a local AIDS and HIV services organization here in Boston. And I didn't wanna speak in public, I'd never spoken in public speaking in public is terrifying. This is before I ever spoke...

**0:46:30.2 Katie Berlin:** The irony.

[laughter]

**0:46:31.2 Laura Gassner Otting:** The irony that now I make my living speaking at conferences. So, I didn't get on stage. And so this is very fancy event. I'm wearing this beautiful couture gown that's loaned to me from one of our fashion sponsors and the gorgeous diamond necklace that's loaned to me from one of the jewelry sponsors. And I gotta give it all back like the second the event ends, sadly. But I'm standing there next to my husband who works in the finance sector and the, a local newscaster gets on stage and she's like, I'd like to, before we begin, thank my dear friend Laura Gassner Otting, who dedicates her life to philanthropy. And I looked at myself wearing this ridiculous outfit.

[laughter]

**0:47:05.4 Laura Gassner Otting:** This ridiculous jewels. And I looked at my husband who works in the finance sector, and I was like, oh my God, I'm a lady who lunches.

[laughter]

**0:47:12.1 Laura Gassner Otting:** I'm a lady who lunches. And not that there's anything wrong with dedicating your life to philanthropy. I had done 20 years of executive search, specifically for mission-driven organizations, universities, foundations, corporate socially responsible businesses, advocacy organizations, like this is, I did dedicate my life to philanthropy, but it was only one part of who I was. And suddenly I had no job, I had no business card, I was basically unemployed.

[laughter]

**0:47:36.4 Laura Gassner Otting:** I'd sold the business, but I was dedicating my life to philanthropy and I didn't know who I was. And so that crisis of identity, I went home that night and I bought lauragassnerotting.com and I started blogging about stuff that's bothering me in the world.

[laughter]

**0:47:48.0 Laura Gassner Otting:** Because I was like, I need a professional identity. And that's what actually got noticed. Which is how I got the first TEDx talk, and then I got an offer to speak...

**0:47:56.5 Katie Berlin:** Oh, my God. I love that.

**0:47:58.2 Laura Gassner Otting:** Speak for money. And so this whole career came out of this crisis of identity. So, you know what I'm saying is a crisis of identity actually can lead to something good, but it's a completely normal thing to feel. Like if I'm not gonna do surgery anymore, what does that make me? I'm I only two thirds of a vet? That's a totally normal experience that we all have, but the problems that we're focusing on, what we aren't, I'm not a surgeon anymore, but we're not focusing on what we are. It's not like suddenly you were only two thirds of a person. All the love and the joy and the curiosity and the drive just went into the other two thirds. And it filled that so that you were better at those two thirds and you weren't being drained so much by the third that didn't work for you. And so I like to ask people about every seven years, we need to sort of rethink who we are, what brings us joy, what we wanna do, and how we can be incontinence with ourselves. Like how much calling do we want, how much connection, how much contribution, how much control brings us to a place where we can actually feel like the fullest versions of ourselves.

**0:49:04.3 Laura Gassner Otting:** And it really is about every seven years, because about every seven years we change, our hormones change, the world around us changes. If you've got kids, those kids are now in school. Maybe those kids have graduated. Maybe there's a global pandemic. Like the world around us changes so much. The economic, whims, everything changes. So, if you haven't sat down by yourself or with your life partner or your veterinary partner in the last 5-7 years, you're probably due for a conversation about like, are we good? Am I happy? Are you happy? Are we still doing this? Like, what do we wanna be doing? And maybe what are we thinking about coming up? Because knowing that there's a plan, I think also makes us, it's another liberating thing. Like if I know that you're in it with me and you're definitely in it until your kids go off to college, then I don't have to worry so much about this little nagging thing in the back of my head. Like, you might just tomorrow come in and tell me you're done.

**0:49:53.3 Laura Gassner Otting:** You're burned out, you're finished. If we have that open, honest

dialogue that allows me to feel like I'm not alone. We are in it together, we're working on this together, we're building together, we're closing down together, whatever it is we're doing together. So, I think we have to keep having that open dialogue with ourselves and with all the people around us.

**0:50:14.0 Katie Berlin:** So wise and definitely not something most of us do. And remember, if things change, you don't have to give the trophies back.

[laughter]

**0:50:21.2 Laura Gassner Otting:** Don't have to. Just think about how much faster you can move through the world if you're not dragging a giant cart of trophies behind you.

**0:50:28.2 Katie Berlin:** Right. They can sit in the case at home where they're safe and you can just go on to the next amazing thing, which might be doing a lot of yoga or whatever's...

**0:50:37.8 Laura Gassner Otting:** Or Bollywood fitness dancing, I mean...

[laughter]

**0:50:39.2 Katie Berlin:** Yeah.

**0:50:40.6 Laura Gassner Otting:** That sounds pretty fun.

**0:50:43.5 Katie Berlin:** It does. Yeah. So, LGO, thank you so much. This was amazing. And I am holding up the book again and I will put, you can see all my bookmarks, you'll, I will put links to the book in the show notes as well as your website. But where else can people find you if they wanna learn more about you?

**0:51:00.2 Laura Gassner Otting:** Yeah. So as you mentioned, LGO, I'm on all the socials @heylogo. And if you're listening to this and you're like, "God, I wonder, am I an Imposter Town, Dotsville or Burnout city? And what should I do?" You can actually go to wonderhell.com where you can learn about the book and there's a quiz at wonderhell.com where you can...

**0:51:17.6 Katie Berlin:** Oh, we love that.

**0:51:18.9 Laura Gassner Otting:** Take a 15 question quiz and you can know exactly what ride you're on and exactly what ride is coming up. And I'll tell you some things that you can actually put into practice today to help maybe ease the pain of wonder hell, so that you can live into the wonder and not just feel the hell.

**0:51:34.3 Katie Berlin:** You said the magic word to veterinary professionals, which is quiz.

**0:51:34.8 Laura Gassner Otting:** Quiz.

[laughter]

**0:51:38.5 Katie Berlin:** We love quizzes. So...

[laughter]

**0:51:38.6 Katie Berlin:** I'm going there right now.

[laughter]

**0:51:39.1 Laura Gassner Otting:** All right.

**0:51:40.5 Katie Berlin:** But everybody definitely check that out and check out the book. And I am gonna hit deliver on that Amazon cart right now because I'm very anxious to read about Limitless. And maybe we'll have Dr. Jake on the podcast, who knows?

[laughter]

**0:51:53.6 Laura Gassner Otting:** Oh, he's just fantastic.

[laughter]

**0:51:55.7 Laura Gassner Otting:** He's fantastic.

**0:52:00.6 Katie Berlin:** Well, thanks again, Laura Gassner Otting, LGO. It's been a pleasure and an honor. Thank you so much for all of your time. And this, I hope we get to talk to you again, 'cause you are very wise.

**0:52:04.7 Laura Gassner Otting:** I would love that love. Thank you.

**0:52:11.1 Katie Berlin:** Thanks to all of you for listening. We'll catch you next time on Central Line.

[music]