

Women In Product Podcast Episode 4 — Building Community

Elizabeth Ames:

Stacey, welcome to the Women in Product podcast. It's really great to have you here and to be able to chat with you about both your career in product and also about some of your community and volunteer activities. Hopefully we'll be able to dive into those. I thought we could start today and just have you talk a little bit about how you got started in product. What was your first role? What took you there?

Stacey Feero:

So, that's an interesting story, well interesting I think in regards to my background, and what I studied, and what is really a traditional product manager background, especially in the San Francisco Bay area versus where I'm based which is in Toronto. We tend to have a much more varied background of product managers. I studied film at school, and I didn't study filmmaking. I studied film as an art, and my trajectory was to become a professor.

During my undergraduate degree, I ended up getting a part time job at a startup, and I fell into it in a really interesting way. I found the job on Craigslist, and I know I've heard other product people in the world who are around my age that they found their first product job or tech job on Craigslist. I found it on Craigslist, and I was the human training an algorithm, so the team was working on a very early recommendation engine. This is 10, 11 years ago, and I was the human who started to categorize the data. The interesting reason... I feel the reason I got the job was I happened to gush about loving this film I had just saw by a Canadian filmmaker, and the founder of this tech startup used to be a producer for that filmmaker, and he was a buddy.

Elizabeth Ames:

An indirect personal connection there?

Stacey Feero:

Yeah, my love of film got me my first job in tech. Doesn't seem very logical, but it happened. My title was research assistant, but really I was mapping categories to articles and content, training an early recommendation engine model. So, the product that was being built at that time was a Taboola competitor. That was my foray, so I did this job part time while I finished my undergraduate degree. I decided to do a master's degree because I thought I'm on my academic track, so I went away, did my master's, finished my master's, and decided that I hated academia. I did not want to do a PhD. I didn't want to have a career as a professor, and the founder of that tech company had become a mentor for me, so I reached out to him.

I met him for coffee and said, "I don't know what I'm going to do. I just did this master's degree, and I don't know what to do next." And, he said, "Well, why don't you come back and be our office manager while you figure life out? Take time, figure stuff out, and you'll get paid." And, I was like, "Yes, I'll take you up on this offer." What I didn't realize was he saw potential in me, and office manager meant I got the coffee, I got the baked goods, I prepped the meeting rooms

when people came for business meetings, but I also started getting tagged into those business meetings. I started to do research on competitors. I used to prep materials for depth to update our funders, the backers of the company. I started to do a bit of project management and work with the depth team. I got to ask them questions, understand how the software was built. I got to sit really closely with our UX designer and learn from him which was invaluable because he went on to work for Google's Pixel Buds and meta translate, and he had a super successful design career, and I got to learn very early on from someone's who is super talented.

So, I got immersed into the world of software, and that transitioned into a role. My title was business operations lead. I think at that time in Toronto, we just didn't have a lot of product managers, and it wasn't really a discipline that was well formalized, but I was doing product work. Eventually that startup went under, and I tried to figure out what to do next, and the only thing I could think based on what I had been doing there was to get into project management. And, then I went on to work in project management, and I did that for several years, and I decided at a certain point it was not fulfilling to me in my career to ship things on time, within scope, on budget. What I cared about was shipping products, features, digital services. That had impact on customers. That had value, and I cared much more about that value than getting the thing done. It wasn't fulfilling.

So, while being a project manager at a company, I started to take product people out for coffee and be like, "So, what did you do? What did you study? What did you read? I think this is what I want to do. Here's why. I had this early experience, it was very formative, and I want to get into product." And, I happened to bug enough people that word had gone to the VP of product at that organization. When I was in my current role, he needed something done, was hitting a lot of red tape. This was a traditional digital media organization. He wasn't getting anything done. I was able to cut to the quick, help him get a quick win on something, and we had built a bond. And, he said, "I heard you want to do get into product," and would meet with me, give me advice.

And, then a member of his team was going on maternity leave. He encouraged her to reach out to me to interview me for the role. I said, "I'd love to. Let's talk about it next week." Next week came, and I was like, "Whoa, she didn't follow up with me. I'm going to swing by her desk." I said, "Oh, hey. Where's so-and-so?" to her desk buddy. "Oh, she had the baby on the weekend. She's not coming back. She's on mat leave." I was like, "Oh, damn. Okay." And, the VP of product stepped in and was like, "I need someone ASAP. Do you want this? Take it." And, I got it, and I ran. That was my foot in the door and my first gig traditionally as a product manager.

Elizabeth Ames:

It's so great to hear different stories, but so many of them have those elements that we see all the time, like your story does, how you serendipitously came into tech and then serendipitously discovered product and worked your way over there. Even though you had done pieces of it and even though you had already demonstrated some clear aptitude for it, it still is a very sometimes mysterious process as to how to get there. And also, how it happens in one organization doesn't necessarily mean it's going to happen that way in another organization. One thing that really

sticks out to me is how you had two people who really became sponsors for you internally and said, "Hey, you. I'm going to bet on you. I think you can do this."

We see that happen all the time. It's really interesting how people come into the field so indirectly. You probably know that we did a research survey last year, and one of the things that came out of it is: 93% of people in the field didn't come directly into the field. They came through some other channel. It's very interesting how that works and how people get in. And, I know a lot of people who aspire feel like how do you do that? So, it's good to hear all the different stories, so they can envision what their path might be.

Stacey Feero:

It is sort of idiosyncratic. You have to think: what's your secret sauce that you're trying to sell, and then leave yourself open to as many opportunities. That's what I often say when I speak with and mentor folks who want to get into product management. Just be open to the opportunities. Try.

Elizabeth Ames:

Right, watch for any little opening that moves you forward and take it. It's a challenge. So, one of the things you talked a little bit about learning things on the job, doing one job and discovering, the project management piece. "Yeah, I can do that, but that's not what drives me." Talk a little bit about the training that you got and how you learned. We see a lot of people learn on the job. Some people get training, some people don't get training. Some people walk away and figure out their own training, some way, shape, or form, so that they have some credential and then come back in. How did that work for you?

Stacey Feero:

For me it was a combination of on the job learning since I got to walk into my first product management role, but I also realize that I got to walk into it, but I was ignorant on how to do it. I had never done it before. So, what I did at the time that I got into product management, a lot of those third party schools for tech disciplines had started to open up, and the first one that's locally based here in Toronto, it's called BrainStation. And, I think they had been going for a year or two, and then I stepped in and took their product class.

And, that I self funded. I asked for money to take that class. I was rejected. Luckily for myself, I had the means to fund it, but I chose to make the investment in myself because even though I had the title, I had the humility to realize I didn't know how to do it and I needed some guidance. I recognized I needed guidance outside of the organization because based on what I had been reading... Because I avidly... At the time early in my career, I consumed all tech news. Like a hose, I loved learning who got funding, what was this company doing, what was this technology they were using? And, I was learning more about the discipline of product management, and I realized that the way it was done at this organization was not exactly contemporary in its practices, and I needed to go where the discipline was going. I didn't want to learn based on out of date practices. I wanted to understand the best, and that's really why I went and got the training which had more focus on human-centered design and that approach to building product.

So, it was really a combination of learning on the job and taking a bit of outside courses, but the best thing about taking those outside courses was not necessarily the material I learned, but the community, and the people I met were bonds. The person who taught my cohort at this school ended up advocating for me for my next job. My next potential employer which ended up being my employer reached out to him and said, "Oh, you taught Stacey? What do you think? Is she capable enough to do this job?" And, eh advocated for me. And, I didn't know that until after I got the job, so again, another instance of sponsorship.

Elizabeth Ames:

Exactly. It's that situation where it's people who are in rooms that you're not in or virtual rooms that you're not in who are advocating on your behalf, and you're right. Sometimes you don't even know who those people are or that it has transpired, but it makes such a huge difference a lot of times.

Stacey Feero:

Yeah.

Elizabeth Ames:

I guess I'd like to link this with... In all of the time that I have known you, I have always seen this very relentless focus on people. You're always thinking about whether it's the person at the end of that technology, or the people in the community, or the people who should be in the community, but aren't in the community for one reason or another. You were one of the founders of the Women in Product Toronto chapter, and I'd like you to talk about that experience because really community and people seem like that is something that is incredibly important to you, at least that has been my experience with you, so I thought maybe you could share some of that.

Stacey Feero:

What's really funny that I feel like fooled you, Elizabeth, a little bit. The reason I really started Women in Product Toronto was because I am not a good networker. I am an awful networker. I am an introvert at heart. I fake it a lot to do my jobs. I realized how important connections are. You just heard my story about my career, and I mentioned three different areas where connections were integral for my leveling up and success. So, I recognized that, and I realized that being an introvert, I had a really hard time getting out of my shell, and I needed to get out into the community and meet other people who worked in my field because my own personal connections are quite separate. I really separate my work and my personal life. The people closest to me do not work in tech, so I needed to facilitate those relationships in other ways.

I would go out to events, but I would show up, grab a beer, and sit in the corner, and not talk to anyone. And, I realized that was not a recipe for success, so the reason I selfishly started Women in Product Toronto was to bring the community to me because if I had a purpose and a goal, I would chase it, but if that goal was just me talking to other humans at other events, that seemed more insurmountable in my mind than building a community, so it was my selfish reason. I also had a very lovely colleague who pushed me to do it, and she was like, "You need

to do this. You care about it too much. You care about seeing women successful in tech. Just do it." It would just hit me until I pushed it forward.

The way I actually started it before I got involved with the official Women in Product organization is I worked with my company at the time to sponsor a dinner for women locally because I knew the founding story of Women in Product was based on meals that a lot of the board members and the founders had. So, what I did was host within my company's space, a catered, lovely, I think it was three course dinner with a group of 12 people, and we had repertoire over different questions and talked about our discipline, and that was really successful. After that was when I reached out to Women in Product and found that there were other women in Toronto who wanted to start up the chapter. And, I think we met within the week, and within three weeks, we had our real, first, official kick off which was amazing because we turned it around so quickly. I remember we were at capacity, and the wait list was 100 people long even at the first event.

Elizabeth Ames:

It's like, "Oh, we had a need there."

Stacey Feero:

Yeah. Toronto has been serving that need now for, I think we just hit our three year anniversary.

Elizabeth Ames:

You know, I love your story, and I love your idea that you've been deceiving me, but I think it's a great story. I hear this all the time from women like, "Oh, I don't really know how to do that networking thing. I'm really an introvert, and it feels really uncomfortable." It's great to hear somebody in that position finding a way to figure it out for them and recognizing that path forward may be different in terms of how to connect for different people. So, let me ask you this. Since you've had this experience, do you feel like you're better at networking now? Do you feel like you still have the same barriers, or do you think that you have a different perspective on that now?

Stacey Feero:

I think I have a somewhat different perspective, but I also realize I think building that community put me in a bit of a spotlight within the city's tech community, so I feel like it's just made my life a lot easier to reach out. I hesitate less to reach out to people. I still hesitate to ask for help. This is the thing, I don't like asking for help despite how necessary it is. I find it a little easier, but I think I still find it hard to mingle. I'm still going to be the woman in the corner with a beer. I'll maybe talk to three people, but maybe not 10.

Elizabeth Ames:

I can totally relate. I feel like I've had the same trajectory, and given my current role people are always like, "You're not an introvert. You're great at networking." And, I'm like, "Not so much really. I'd rather me home reading a book." It's just one of those things that I think you over time become more comfortable with it the more you do it. The more you practice that muscle, the more you use that muscle, the better you get at it, but there's still always that little bit of

hesitancy. I definitely have times where I'm like, "Talked to enough people. Don't talk to me for a week because I am so full on that front."

Stacey Feero:

What you said triggered a memory for me. You said, "I would rather be at home reading a book." Me too. That's where you refill your cup, and some people refill their cups by being with others, and other people refill their cups by being alone, so that just means if you need to get out in the community and interact more, you need to give yourself enough of that time to balance. One of the people I actually mentioned earlier who had helped me get one of my jobs, I remember hearing him speak at an event. We were talking, and I was like, "Oh, he's such a great people person, so great at networking," and then we ended up leaving together, and as we left the building, I could visibly see the transition mode from being on to like, "Okay, off. I'm ready to go home and recharge." So, you never know who comes off as that uber confident, uber social, extroverted person may actually not really be, that's not how they recharge.

Elizabeth Ames:

Right. I think it's just such a great example that even though this might not be your comfort zone, you can learn how to do these things, and you can find that balance in your life where you recharge your energy and then use it judiciously. It may be that you know that you only have so much of that that you can do, but you pick your spots and use it to make those connections that can become valuable for you.

Stacey Feero:

I think that's it. I helped found the Women in Toronto community that's now expanded to a thousand plus women. Does that mean I have a connection to every one of those? No, but I have really solid lovely relationships with peers now because of it? Yes, at least a handful that have become people I know I can reach out to and lean on, ask questions to, or provide mentorship to. And, to me it's the value of that depth of finding those gems of people you really connect with, and enjoy talking about your craft with, and whose opinion you trust. Its invaluable.

Elizabeth Ames:

Yeah, it really makes a big difference. So, I'd love to hear your response to this, but one of the things that I hear all the time from women in the field is really a couple of key things. One is this sense of isolation. I hear this especially from women who are in roles that are higher up. They just don't have other women to talk to, and they don't always feel comfortable sharing their experiences with men. There are some times that they do, but oftentimes they're looking for somebody else that really has that same perspective that they have that they can share with and not feel so isolated, but also I think safe places to ask questions. A lot of times, women and underrepresented groups, we get into a position, and it feels risky to ask questions that are truly questions for you and that you feel you might be at risk of revealing that you don't know as much as you should know or something like that. And, so having those other resources that are safe that you can ask those questions to becomes really a life line for a lot of people.

Stacey Feero:

And, that's what I was looking for when I co-founded Women in Product. I was looking for those relationships, and it really got triggered based on working with mostly men at one of my old companies and saying to my male boss, "Where is the women in product leader that I should know in this community? I don't see her." And, he was like, "I know her. I'll introduce you," and that person is now my boss, so that's a valuable thing. But, I also wanted to see someone who had walked the path that I want to walk and build that relationship, but I also wanted a community of peers to be able to ask questions with.

One of the great things we did in Toronto, we started this pilot for creating small groups where women could get together in a small group of five who had maybe a similar purpose, maybe in a similar period in their career, to get together on a regular cadence. They didn't know each other before. They agreed to commit and then build a relationship. It hasn't fully taken off, I'll be honest, but I was part of one of those pilot groups. We started with seven women. Three to four consistently meet every month now, and I had one of those meetings actually yesterday evening, and I can't tell you how delightful it is to share in the joy of promotions. As well as for myself, I had a rough week and was struggling with some of my new management duties, and I just shared what was going on, what was happening. And, it was so nice to hear insight, feedback, different ways of thinking about the problems I was facing from people who were not in my organization but peers who have the same level experience I have, who have walked in my shoes, to give me that feedback, and that level of community is invaluable.

Elizabeth Ames:

It's interesting because I hear that as a need up and down level-wise. Literally, I had a conversation this morning with a woman who's a chief product officer at a pretty good size startup. And, she's really looking for a peer group who can do exactly what you just said, who she can go to and talk about the stage that they're at in terms of this startup, and what she should be thinking about next. She's got ideas, but she's looking for a safe place to bounce ideas off of and think about things. I see that need all the time, and it really does depend to some extent on how people gel together. It's really hard to match the right people. You can go through and look at their experience level, and the industry, and all these other little factors, and it's no guarantee that these people will have the right kind of chemistry. There is some chemistry there.

Stacey Feero:

That is exactly it. That's exactly what we saw. Like I said, we started with this group of seven people and with different priorities, different timing the stick-to-itiveness can only happen if each individual is getting value out of the relationship with each other. And, it's only through trying, and pushing yourself a bit out of your comfort zone, and letting that awkwardness sink in with new people that you don't really know. But, kismet I think can happen when you keep consistent and all parties find value out of the conversations. This is what I find consistently, like I said three to four women I meet with every month, and it's the same folks. It's because we find value in the conversations. We wouldn't show up if we didn't find value in those conversations because guess what? We busy. It's hard to manufacture that, but it's a huge problem to solve.

Elizabeth Ames:

Right. And, there is some value in groups that are formed just for a very short period of time around a particular topic area, but the ones that last are the ones that have that chemistry where there is some longterm thread, some longterm connection there that just makes you... I guess it's partially that you end up getting to this point where you believe that those other people have your best interests at heart. They're not telling you something with some agenda other than helping you which makes you want to help them back, and gives that really virtuous cycle there that is really important in those kinds of relationships. It just happens or it doesn't. It's weird that way.

Stacey Feero:

Definitely. Virtuous cycle is the perfect way of describing it, and I think it's not a failure if you... People are involved around mastermind groups, and you get together around a problem, and you meet people, and you tackle that problem. And, if you don't walk away with a relationship with every person that you started that group with, c'est la vie. But, if you get one out of five, out of 10, that's the value. It's not about quantity. It's about quality.

Elizabeth Ames:

Yeah. So, one of the things that I wanted to ask you about is advocacy, advocacy for yourself, advocacy for others who are like you, but then also even advocacy for people who aren't exactly like you. This is one of the things that I really noticed about working with you over the past, I don't know, year and a half or something. There would be different times when we would get together chapter leaders or community leaders in the organization and just talk about different things.

You were always one of the people asking about how does that work for other types of people that are more marginalized than you and I might be? Underrepresented groups in product, it might be. Definitely Latinas are underrepresented in the field, and so trying to make sure that we're inviting them in, making sure we're meeting their needs, black and African American women. So, you really stood out to me as somebody that had that advocacy at heart. How did that happen? What was the genesis of that?

Stacey Feero:

I think I'm pretty opinionated about my feminism, I guess I will call it, and I think that's come from a very young age. I just was one girl amongst... I have one sibling, but I have a very large Italian family, very few women in my family, and I think I, from an early age, fought for my place. I was the first woman to be university educated and I think post-secondary educated in my family. So, I think I've always felt a chip on my shoulder about being marginalized as a woman, and I feel like that was exacerbated when I got into tech, even though I think my experience in tech, I haven't come across much discrimination, and I've had great advocacy from male allies to sponsor me. But, I think the more I've aged with time and really opened my eyes, my marginalization is not as great as it is for other folks in the tech community and in the wider world. I am a white woman. I'm cis. I am straight.

My fight is not as great as others, so when I think about bringing people into this field... When I think about working in tech too, the opportunities that I've had, it's enabled me to level up from a class perspective. It's given me opportunities to have things that I know a lot of other millennials do not have in my city, and I think why can't we bring more people in on that? Why can't we bring more people in on providing a really amazing middle class life? That doesn't happen without sponsorship, advocating, being that voice of dissent in the room, and having those conversations.

I think that's been my perspective, especially last year, as people just really had enough with the amount of black folks being murdered by police, enough, and I think we need to hear more of those kinds of voices, especially product management. People tend to have diverse backgrounds, so why don't we look as diverse as we should physically? In Women in Product Toronto, we set goals to ensure we had speakers and facilitators of our sessions from the Black, Indigenous, and any people of color communities, and we always focus on highlighting women speakers. That's something I've been pretty opinionated about within the Toronto chapter because I just feel like every day is the white man's day in tech. Every conference is your conference. Your window of opportunity is so widely open. If I cut a sliver of that away from you, I really don't care.

Elizabeth Ames:
Right.

Stacey Feero:
I just don't.

Elizabeth Ames:
Yeah. I can totally relate to that because I've worked in this field for quite a while now trying to advance women in tech whether it be on the engineering side or on the product side. I've always had people say to me, "Why don't you have such and such man come and speak?" And, I'm like, "They got plenty of opportunities. They don't need more opportunities." I've got all of these other incredibly talented brilliant women who aren't really being seen or heard from, and I want to give them a platform. And, really when you give them the platform to speak, it's amazing what happens. They have a lot to say, and a lot of it is very interesting. They have a ton of expertise. I love getting them out front. It makes a big difference.

Stacey Feero:
It does make a big difference because, like I said earlier, early in my career I asked my bosses, "Where is the female leader? Where is the woman leader? I need to see someone who's walked the path that I desire to go down." And, it's so important. I won't play white knight and pretend this is the reason. I've recently stepped back from being really directly involved with Women in Product Toronto, but me stepping back allows two women of color to be chapter leads in Toronto.

I'm not white knighting here. That is not the reason I stepped back. I stepped back for personal reasons, but I also recognize too that I'm a bit of a force. I can take over a room and suck it up with how passionate I can be. I did a lot of the intros at our events, and I know that my personality came across really widely, and people tend to still associate in Women in Product with me in the community, and I was like, "This can't be the Stacey show."

If I'm really doing my job, I have to step out of that spotlight, and I have to give back in other ways. Volunteering has always been a really important thing for me in my life, to give back, and I realized I still needed to do it, but I needed to do it in a different way. So, I've been doing a lot more one on one mentoring, giving more of my time there than serving the community widely.

Elizabeth Ames:

Yeah. I can definitely relate to your comment about seeing other people step up on the stage and step into leadership roles. There are so many really capable and talented women out there that aren't necessarily visible if you don't make an effort, but they're there, and once they step forward, they can absolutely be superstars out there. It's great to see a breadth of leadership. It makes a big difference.

Stacey Feero:

Yeah, give the stage. Give back.

Elizabeth Ames:

Yeah, share it. Share the love. What is your advice? What advice would you give to women who are interested in the field or early in their product career? What advice would you give them based on your experience?

Stacey Feero:

Not specific to women, I think anyone early in their product career, I said this earlier, is just be open. Say yes to a lot of things and try because I think it's without saying yes and being open to opportunity and being vulnerable, you could miss a lot of opportunity. And, that's really generic advice, but let's be honest, product management is a very jack of all trades job. Doubling down on any one skill is not going to guarantee your success in this role, and so much of the job is being able to communicate effectively, collaborate effectively, and influence effectively no matter who you are working with, whether that is peers or someone very high up and intimidating. So, being able to attack this kind of job with confidence means you've got to be fearless. Actually, one of my old peers I worked with used to call me Stacey No "Fear-o" because I would just dive right into things. I think if you can bring that kind of attitude to your career and to your work, you'll start to see good things happen.

Elizabeth Ames:

The thing that I see underline what you're talking about there is really that sense of curiosity and learning mindset. I really see oftentimes with product managers and product leaders that they really have this insatiable curiosity and learning mindset. They don't get fixed on something. They're always willing to dig into something new and go, "Oh, tell me more about that." I think

that is a really valuable trait and skill to have. I say trait. Some people are naturally that way. It doesn't mean you can't learn it. It's absolutely learnable.

Stacey Feero:

It is totally learnable. Right now I've got an associate product manager working with me in a co-op program, so he's straight out of university, and I can tell in his first week it was so important to do the thing my boss does and execute. The desire to be successful and be perfect. After seeing that, immediately the feedback was, "You want to get into product right?" "Yes." It's not going to be perfect. There's going to be a lot of gray. There's going to be a lot of unknown, so you've got to just open your mind, get curious. I think he's about a month and a half into his term. I'm seeing it happen, the mindset shift, the attacking problems with that insatiable curiosity and onto the next step. It is definitely learnable and in within a very short time.

Elizabeth Ames:

It definitely happens faster when you have somebody who is coaching you in that direction too, who can see that and will say, "Don't worry. Let go of that need for it to be perfect. It's not going to be." We won't ever get to perfection if we don't have this perspective of learning, so just start with the learning piece, and we'll get to the better thing.

Stacey Feero:

Yeah, not everyone has that kind of psychological safety at work, but if you can manufacture it outside of work should you not have that psychological safety... This is again, we're just repeating on a theme here, community is so important to your career success.

Elizabeth Ames:

Yeah. So, what advice would you give to others who are interested in community and advocacy, or people who aren't who you think should be, or they might want to explore it?

Stacey Feero:

I would say get curious. Look what's available in your community out there. Toronto is a thriving scene. We are all based on our network here. Any week of the month you can attend something, taking a look at meetups, get connected through whatever social media tools you use, and even if you're curious, you've got an idea about the community you want to start, Google it, see if it exists, and if it doesn't, start it. You can do it. I did it. I definitely didn't think I could for sure, but you can, and I think there's people willing to connect. I think the interesting thing is I find that people love going to events, and connecting in a community of peers, and talking about their craft, but they may not be the first one to kick it off. Someone's got to be the one to extend the hand, the olive branch, the invite, and if you don't see it happening in your community, extend the olive branch. I bet you're going to find someone who wants to tag along.

Elizabeth Ames:

Yeah. Thank you. I think all of that is great advice, and thank you so much for taking the time to talk to me. I know that what you had to say will inspire a lot of people to get involved, think about

their careers differently, try new approaches, and that's incredibly valuable, so thank you so much.

Stacey Feero:

Thank you. I appreciate it, Elizabeth. It was such a good conversation. I hope it's of value.

Elizabeth Ames:

It is, for sure. We're done with the interview. Thank you for taking the time. I loved your story about being an introvert because we got so much feedback about the conference being virtual and how much easier it was for introverts to connect.