

Episode 114

Head to Head x Jackie Larson: My superpower is kindness

[00:00:00] **Ryan Robertson:** Hi Jackie. Thank you so much for being here. Welcome to Head to Head.

[00:00:03] **Jackie Larson:** Well, thank you for having me, Ryan. I'm excited to be here today.

[00:00:07] **Ryan Robertson:** So I thought we would start with just what led you to financial services. What do you love about this business?

[00:00:15] **Jackie Larson:** Well, that's an interesting story. I had no intention of becoming a financial advisor or even going into finance. We had a family friend that lived across the street from my best friend growing up and I was going to be an occupational therapist. So I knew very young, I wanted to help people. And so, as I was waiting to get into occupational therapy school, my parents were, of course, were at a cocktail party talking about my future and this family friend was asking what I was doing.

And my Dad said that I was going to be an occupational therapist. And this gentleman very assertively said, I think she needs to go and visit with somebody up in the Twin Cities about becoming a financial advisor. I think she would be great for the career. And I do believe my Dad's comment was the only thing she knows about money is how to spend it.

But, I had done a little bit of volunteer work at, as an occupational therapist, at the Emma's Achievement Center and also at the children's burn unit at a hospital in Minneapolis. And I very quickly realized that even though I wanted to help people, I wasn't really able to change the outcome.

So, I realized it was a little hard on my heartstrings. And so I thought, well, what the heck? I'll go visit. And I met a lady by the name of Audrey Casello, who was at Morgan Stanley at the time, Dean Witter. And she was amazing. And I thought, you know what? I'm going to give this a whirl. And so...

[00:01:41] **Ryan Robertson:** And can I go back? So at the cocktail party, I'm just curious, that gentleman who said that to your father, what did he see in you that made him say that? What was it that made him go, she should go talk to so and so?

[00:01:54] **Jackie Larson:** It was my personality. He said, she loves people.

She's a good listener. She's a good talker. But I think it was just that I had always seen him bopping around my friend's yard and we'd go over and they had a swimming pool. So we'd go into their swimming pool. And even just at family events. So I think that's what he saw.

He was also in the business. He was a Branch Director at the time, in Rochester, Minnesota. And I think it was just the personality.

[00:02:27] **Kirsten Pickens:** That's awesome. We can see that. I mean, as soon as you walked in the room, that smile lit up the whole room. So I think relationships and engaging right off the bat is so much of this business, don't you think?

[00:02:37] **Jackie Larson:** Oh, a hundred percent. So, then I fast forward, I started as a Client Associate. I started and literally my Dad wasn't totally wrong when he said I just knew about money and how to spend it. So, I mean, I did a lot of studying. I got my Series 7 right away and got all the licensing, but then very quickly realized that I kind of wanted to be more in a client-facing role.

I did do a little bit of a pivot from a Client Associate because I realized I wanted a little bit more; and I went to American Express at the time and I was working in their trading unit. And that was a call center and I was really good on the phones. I mean, it was just like you were picking up the phone and talking and supporting the advisors and that was great. But what I quickly realized there is I was missing the client interaction.

[00:03:30] **Kirsten Pickens:** That's great. I love this. It's actually so similar to my path because I did not start in financial services nor did I want to. And then I ended up on the phones and then I'm like, wait, I want to be in front of people. And I try to tell my kids this story all the time because I would love them to get into this side of the business.

But I think what's great about your story is that there's so many paths to financial services and an unconventional start, sometimes it's actually the best way. I totally agree. I'm curious, what do you think your biggest skill set is? Even in the beginning, in the very beginning, what helped you get in front of clients?

[00:04:09] **Jackie Larson:** I think obviously there's a lot of hard work, right? I think you have to have empathy. I think you need to be a fantastic listener. I think at the end of the day, though, curiosity is probably a great personality trait to have because you have to be curious to learn the other person's story.

[00:04:30] **Kirsten Pickens:** Yeah.

[00:04:30] **Jackie Larson:** Right? Because that's what this is all about. It's about people's lives and everybody has a different background as to what their upbringing was around money. And I think the sooner you can learn about that language that they are accustomed to and how they speak, if you can speak on that same level, they feel heard and understood.

[00:04:53] **Kirsten Pickens:** So how long did it take you after you got out of the client services to then become an advisor? What was that transition and like? What was the timeline on that?

[00:05:01] **Jackie Larson:** Yeah, so I started in the business in 1992. Okay. Managing myself. And then I went to Ameriprise in '95, and then I was there for a little over a year-and-a-half. And in '97, I came over to RBC. Oh wow. So I've been with RBC for about 27 years.

[00:05:17] **Ryan Robertson:** Congratulations.

[00:05:18] **Kirsten Pickens:** Yeah, that's fantastic, it's such a good firm.

[00:05:20] **Ryan Robertson:** It's an amazing run. So, you're a Forbes Shook top advisor for multiple years. And so you're sort of at the top of your industry now. But as you go back and you think about, to Kirsten's question, about being either a CA or even at the call center.

What was it that you learned then that helps you today? I would imagine being able to make a lot of phone calls and being comfortable on the phone. Right. And, starting in '92, maybe you were cold calling, maybe you weren't. You can tell us a little bit about that. But I would just be curious about early on, some of those first steps, what you learned that helps you today.

[00:05:59] **Jackie Larson:** Yeah, I think again, it was, I felt real comfortable on the phone talking to clients. I mean, again, I didn't know a ton about stocks, bonds, analyzing stocks and bonds, but I knew that I very quickly could connect with the clients. So I kind of leaned into that connection. Working hard came pretty easy for me.

I'm pretty disciplined. And so even with the people that I supported, I had great relationships with. And so that whole client connection, I think again, when I did the pivot to American Express, being away from the client didn't feel right. So I knew I needed to get back to that side of the business, right?

And I had a great opportunity when I was kind of looking to get back over to that side. RBC, at the time, had a different name. It was Dane Rocher at the time, but yeah, it's a great firm. But at that time there was a management position that they were asking me to apply for, and then also a junior advisor role.

And this opportunity, in the junior advisor role, was really attractive because again, that was closer to the client, right? But if I'm being honest, I think I didn't feel that I was quite ready for that. But again, I just kind of leaned in. And I thought, well, if not me, who, and that was 27 years later.

[00:07:34] **Ryan Robertson:** Can I just follow up on something that you said there? Because Kirsten and I oversee and manage a bunch of young people. And you said something there that, as I said, I want to follow up on. You said you felt like you were a hard worker or that hard work was...you were comfortable with hard work.

What does hard work mean to you? Define hard work because I think everybody has a different definition. Like again, Kirsten and I oversee a bunch of young people and sometimes they think hard work is showing up at nine and leaving at 4:30. So to you, and we have a great team, we have a great team, but I just would love to hear what hard work is from a top advisor.

[00:08:10] **Jackie Larson:** I feel like it's making sure that you're showing up genuinely and authentically and early. Sometimes it means staying late, right? And I was worried about that. I mean, because I know that when I put myself and my heart into something, I'm going all in. And at the same time, I was starting to think about starting a family.

So that, to me, was a little scary. Because I kind of thought that I was going to stay home and raise a family and then, hop back into a career. So the hard work is not just being afraid to kind of dive all in, but trying to have boundaries so that, you know, if it was, you know, my days start in the office at about seven and they still go to about 5, 5:30 sometimes.

Right. But on the evenings and in the weekends, I try to reserve that for my family and friends. Because I know, everybody says there's no such thing as balance. Right. But I do think you have to have a well-defined what's important to me. Sure. And prioritize that. Right.

[00:09:18] **Kirsten Pickens:** Yeah. I mean, just everything that you're saying is speaking to me because you have grit.

You just have determination. I can just tell early on that you just said, you know what, I'm just going to do it. I want to do it. I want to have it all. But to your point, I mean, one of my favorite quotes actually by Jack Welch is, there's no such thing as balance. There's choice. And so you make choices and you just go get it done.

And I want to pivot; maybe because you mentioned that you wanted to start having kids and I want to pivot to just the...you can do it all mentality. Because part of the reason that Ryan and I started this podcast was to help bring diverse talent into the financial services field and especially women. Yes.

And I think that we have a hard time finding women to come into this field, still. We interviewed so many people and very few of them are women. And I think it'd be awesome for you just to talk about how as a woman you can actually do this and you can have it all. I mean, maybe you can't have it all at the same time, but you can have it all.

So I would love your perspective on that.

[00:10:16] **Jackie Larson:** That's great. So, at RBC, we do have a Women's Association of Financial Advisors, which we lovingly call WAFA. And the purpose of WAFA is to recruit, retain and enhance the productivity of our women advisors. And so when I look at going into this field, I think part of it, the barrier to entry is everybody feels maybe women, men...that they have to be really good at math. I know. And I think that's so interesting. It's not true. We have a calculator. We have computers. Right. Exactly. But I think that the more important thing to this is it's more of an art, right. It's more about the relationship. We can use organizations like yours to do the actual investment, right. You've got great smart people that are telling us these are good investments, right. And so I think that if women could see the fact that this is a great career because you kind of control it. Nobody's telling you that you have to get in at 7 in the morning or stay till 5 in the afternoon.

You get to choose how many clients you're taking on. So again, it's that choice, right? And I think that's so important when we look at bringing women in. I think if I look at this as being an art versus the math piece of it, I think women are really good artists. I really think we're great listeners.

We love a good story, you know, we're very empathetic, we're pretty humble and those are all great traits for a successful financial advisor. Plus, you know, if you decide that you need to be at a child's sporting event at four in the afternoon. You can do that, right?

[00:12:10] **Kirsten Pickens:** We do that a lot, but I think it goes back to what you said earlier, which is, I kind of feel like it's a 24/7 job. But you have the flexibility to make it when you want to make that time 24/7, because if you have the mentality, if you always have to get it done, you have to work hard and you don't have to shut off. But you get the balance and you get the choice to have flexibility with your life and with your kids. What a great industry this is to be able to provide that.

[00:12:38] **Jackie Larson:** A hundred percent. Couldn't agree more.

[00:12:40] **Kirsten Pickens:** Well, let's pivot for a second because you brought up RBC and the Women's Symposium and one of our colleagues actually got to hear you at a conference that you spoke at recently where you talked about five strategies for working with wealthy women.

We would, first of all, love to hear that, but maybe that's for another day. But I'm just curious...your thoughts around that, maybe recapping anything that is important to you from that conversation and really how you strategize for wealthy women advisors...or clients.

[00:13:07] **Jackie Larson:** Yeah.

So that was a great event. It was an advisor hub event that they had in New York City at the Metropolitan Club. And I was fortunate to be on the stage with Angie O'Leary, who is the head of our Wealth Planning Strategies area. And we were really kind of focusing on how to understand, and I alluded to this earlier, what the client's money language is.

And again, I think that if we start diving into financial planning and you have to save this much, and this is the rate of return we need to get, and we miss how they speak and how they think about money, we're just not going to connect with them. So I think it is asking a lot of open-ended questions, really getting to understand kind of what money means to them, kind of what their upbringing with money was. That can help us kind of craft our conversation. So it's much more meaningful for the client.

[00:14:10] **Kirsten Pickens:** That's great. I'm sure you have a lot of tools and tricks on how to do that.

[00:14:14] **Jackie Larson:** Yeah, we do have this. These are all the questions that we like to ask, but again, every time it's different because everybody is so different.

In fact, my business partner's favorite saying is we put together this perfect financial plan, but then we know you're going to walk out that door and life's going to happen. Right. And so, you know, we always tell the client, call us, we'll walk alongside of you.

We'll make sure that you get back on that path because we've all been there and we've all done that. And, you know, that's what we're here to do is walk alongside you.

[00:14:49] **Ryan Robertson:** So you mentioned your partner. Can you tell us a little bit about your team and 27 years at RBC—amazing career—but just tell us about your team and maybe what separates your team from others?

[00:15:02] **Jackie Larson:** So, I'm of course a little biased. I love my team, and there are eight of us on the team. Now, end of February, our Senior Financial Associate, she just retired after 46-plus years at RBC, at RBC. She was amazing. And so I'm not going to lie. I was very nervous about that, but I have two fabulous business partners and they're both gentlemen. And then we have another advisor that just joined our team probably about two years ago. We have one other Senior Financial Associate, an Investment Associate, a Client Associate, and just recently, my oldest son just joined our practice.

So that's kind of like a proud Mom moment. So yeah, that's so fun. Yeah.

[00:15:53] **Kirsten Pickens:** Did he always want to go into finance or did you have to really get him there?

[00:15:57] **Jackie Larson:** I really didn't. So before he went away to college, he asked if he could do an internship with my team. And I'm going to be honest with you. When he came, I was kind of, I don't know how this is going to go. I was pleasantly surprised at how much I loved having him there. But part of it was, I was wondering if he was just enjoying having breakfast because he came in and he said, I'm hungry, Mom. I'm like, most people eat breakfast before they come to the office. I gladly brought him down and we got something and then we'd go to lunch. But I think what he saw is you have a lot of fun.

[00:16:30] **Ryan Robertson:** Yeah.

[00:16:31] **Jackie Larson:** And I think that's the one thing I would say about our team is we work really hard, but we really love what we do and we love doing it together.

And that makes a huge difference. I mean, we spend a ton of time at the office, right? And a ton of time working, so you might as well love the people you work with.

[00:16:49] **Kirsten Pickens:** A hundred percent.

[00:16:49] **Ryan Robertson:** And what's the dynamic with your son at work? Is it colleagues, or is it Mom, Mom, son?

[00:16:57] **Jackie Larson:** You know, that's a great question. So, for the most part, he's pretty professional but he still does use the word Mom, unless he's emailing me and then he is attaching other people to the email; but it was cute.

Just recently, my husband and I went on a trip to London and Paris. And right before, I came into work, kind of half-day, I was leaving for the airport and he came up and he gave me a hug and he just said, I love you, Mom. So I was looking around to see if anybody saw that, but I was like, this is okay.

[00:17:27] **Ryan Robertson:** Yeah.

[00:17:28] **Kirsten Pickens:** Well, what kind of things are you doing? I'm just curious in your office, you guys are always having fun. I bet you have so many different practices, things that you need to get the group and the team together. Anything that you can share?

[00:17:39] **Jackie Larson:** We try to do like off-site things where we all get together.

So the latest one that we just did when my son, Henry, joined our team is...we went to office golf and we just did some golfing and had some appetizers. But we do golf outings. We do happy hours every once in a while. We do a lot of client events, too. We love kind of breaking bread with our clients.

So, we do that. We had a retirement party for our colleague that just retired in February. And it was amazing to me, she was blown away. She didn't want to do it. And I kept saying that our clients need it. It's kind of like that closure. They want it, not you.

[00:18:21] **Kirsten Pickens:** Exactly.

[00:18:23] **Jackie Larson:** And she was like, I cannot believe how many people showed up.

I mean, it was, kind of scooching around because there were so many people, but I remember towards the end of the evening, one of our clients came up and...we're huggy people and you're giving hugs. And she said, "I'm pretty sure this doesn't happen with all financial advisory groups."

[00:18:43] **Kirsten Pickens:** That's special. Yeah. That's very special.

[00:18:45] **Jackie Larson:** It makes you feel good.

[00:18:46] **Kirsten Pickens:** Absolutely. But real quick, staying on your son. I'm curious. Are you changing communication style—because of him—with other clients, or like the multigenerational approach? TikTok is how these kids learn and ChatGPT or Snapchat. Is there anything you're having to do differently just because of that?

[00:19:06] **Jackie Larson:** So this younger generation...so our succession plan just put together, they're doing wealth and wisdom. And they're doing quarterly calls for that next generation of our clients, which is super cool.

So they just had the first one and I hopped on the call and I was kind of eavesdropping in, but what a cool thing. And as I'm talking to clients about this, I think this is just going to kind of gain a little momentum. But I think this is something that our clients are saying, you know, for that next generation, they want to engage their kids.

They just don't know how to do it. Right. And it's better for an advisor to talk to him about it versus a family member. It's kind of like, if you tell your kids to do something, you can tell them a million times and then somebody else says it and they're...oh, I got to do this.

So, that's one thing that they're doing. I will say they're much better at social media than I am, I mean, clearly they're way more wicked smart than I am on technology. So, I kind of lean on them for that as well. And I am dabbling a little bit with this ChatGPT, because I just want to understand it.

You know, I think I was listening to a gentleman talk about it and I really don't think that AI is going to take over in a consultative or advisory role where you're talking about...you can't do this, right? You can't give hugs. I do think you have to embrace it because I do think it's going to make life a little easier going forward. It's totally helpful. Yeah, exactly.

[00:20:45] **Ryan Robertson:** Ultimately, it's just going to be an efficiency tool because I just don't think...again, this isn't my podcast, but the reality is, you just said it, the ChatGBT or AI isn't a relationship builder. It's an efficiency tool.

[00:20:58] **Jackie Larson:** It is. That's a great way to put it.

[00:21:00] **Ryan Robertson:** So Kirsten mentioned this, we do this podcast for lots of reasons. One, you know, we both have three kids and the concept of your son now working for you is very interesting. But the other reason that we did this was just, beside talking to fascinating people like yourself is a view into the business that maybe other financial advisors may learn from. And so one of the things that sometimes we hit on is just this concept of prospecting.

[00:21:26] **Jackie Larson:** Yes.

[00:21:27] **Ryan Robertson:** Growing your business. You don't become as successful as you have become without having a very...maybe strict policy procedure around prospecting. So I'm curious, what's your strategy for bringing in new clients or how do you prospect or how do you even think about that?

[00:21:46] **Jackie Larson:** We've been pretty fortunate. Most of our clients that we are getting are coming from our existing book of business. It's all referral based. We probably should get a little bit better about prospecting, but our theory is it's kind of, you do business with the people that are like you. So why not have them kind of be your prospecting, and I think that that's worked really well for us. We find that that's probably a better fit.

Interestingly enough, I did just get a new client, a husband and wife that are absolutely lovely. And it was one of those things...a cold call. They looked for an advisor in the Minnetonka office, because they were in the western suburbs. And we started working together. After a couple phone calls, they came in and started bringing in assets and they've been a fantastic client and a wonderful fit.

And so, you know, it gets you thinking that there are other wonderful people out there that maybe our clients don't know...

[00:22:52] **Ryan Robertson:** ...and they just did that off your website?

[00:22:53] **Jackie Larson:** They just did it off our website.

[00:22:54] **Ryan Robertson:** Wow.

[00:22:55] **Jackie Larson:** Right. Right. So that doesn't happen every day, but that was, I mean...

[00:23:01] **Ryan Robertson:** I looked at your website in preparation. It's a beautiful website to pick up a new client that is a great fit. It's really interesting.

[00:23:09] **Kirsten Pickens:** Yeah. I kind of look at your website and I feel like, you've incorporated fashion in finance. You guys all look good. You can't ever let go of that, right? Fashion's always gotta be there. Always gotta be there.

So, you touched on this a little bit already, but kind of going back to getting more women in the industry. You're on the RBC Women's Advisory Board. Is that right?

[00:23:32] **Jackie Larson:** I am the Wafa president.

[00:23:36] **Kirsten Pickens:** Oh, you are?

[00:23:36] **Jackie Larson:** Yes. I just became the president.

[00:23:38] **Kirsten Pickens:** Congratulations.

[00:23:38] **Jackie Larson:** Yeah. Last fall.

[00:23:40] **Ryan Robertson:** And how many female advisors are there at RBC?

[00:23:41] **Jackie Larson:** We've got about 320 women advisors at RBC. Yeah.

[00:23:46] **Kirsten Pickens:** I shouldn't mention this, but one of my most favorite videos, Candace Nemi actually, and it was at a women's event at RBC and you guys were like doing a circle of a line dance. Yes, it was maybe last year. Yes, and it was a male leading the charge, yeah, it was like doing a line dance.

[00:24:05] **Jackie Larson:** Yes, Warren Bischoff.

[00:24:06] **Kirsten Pickens:** Maybe it was but I need to go to that event next year, that looks fun.

[00:24:10] **Jackie Larson:** It's...you know what? I think the beauty about Wafa and how RBC has just kind of embraced this—supporting women advisors within the firm—is there's mentorship, there's ideas sharing, there's this support system that when you go there, you know it's something special, right.

It's interesting. We started doing these conferences, in the home office, just so we could get more people to attend before we were kind of going to different areas around the United States. But then we had to kind of restrict some of the numbers. So it's just been fun to see everybody get together and then the friendships that form.

I mean, even at this event, I think we have 24 women advisors that are here at the Forbes event from all over the United States. And I remember last year, somebody sat at our table that wasn't from RBC and she was from a different firm. And she said, oh, you must all be in the same office.

And we said, no, this person's from Washington, D.C., Minneapolis, Madison, Wisconsin. And she asked, well, how do you know each other so well? But it's because of this Wafa organization that we've all kind of come together and gotten to know each other.

[00:25:23] **Kirsten Pickens:** Well, maybe one more question on that, because I can even just speak for myself at our own Women's Network at FS, but you're the president of the Women's Network at RBC, anything that you've done special to try to get more people involved, like you kind of just hit on that.

But I think even for other female advisors or just with whatever organization, so many organizations have women's networks.

[00:25:43] **Jackie Larson:** Yeah.

[00:25:44] **Kirsten Pickens:** And sometimes you just get so busy. It's hard to attend them all. I would love to hear your perspective as the president of that group and how to get more women that are actually in their own organization involved with their own women's network.

[00:25:55] **Jackie Larson:** Yeah. I think that it's just the engagement. I think it's reaching out to people. I mean, we do have different timely topic calls that we invite more than just the women advisors.

[00:26:08] **Kirsten Pickens:** And that's important.

[00:26:09] **Jackie Larson:** It's really important. We have wealth planning, consultants that we have in our firm, that's kind of that stepping stone to become an advisor, whether that be an Investment Associate, Client Associate, Senior Financial Associate, it's kind of illuminating the path. So everybody understands that there is a path, right. You don't have to know a hundred percent about what it means to be an advisor, but we're going to show you how to do that.

And then there's just different events. So I also wear the hat as a Branch Director of the Minnetonka office. And I'm tasked with recruiting advisors. And of course I'd like to focus on women advisors.

[00:26:47] **Kirsten Pickens:** You're not busy at all.

[00:26:48] **Jackie Larson:** No, not at all.

So we do different events. We did a fashion event once. We did a home decor event at once. And the next one coming up, we're having a life coach come in and speak to this group. And it's just a networking group. So it's just trying to reach across the aisle and say, hey, come and learn a little bit more about what it means to be an advisor at RBC. We include some of these other roles within RBC so they can kind of get a little bit more exposure to the advisor.

[00:27:17] **Kirsten Pickens:** That's awesome.

[00:27:18] **Ryan Robertson:** So, you're wearing two hats at RBC, the Financial Advisor hat and a Branch Manager hat.

[00:27:24] **Jackie Larson:** Right, right.

[00:27:24] **Ryan Robertson:** How do you think about managing the office or the branch or when you have challenges with people in the office? As a manager, what are some of the things that you rely on to manage that office?

[00:27:36] **Jackie Larson:** I will say I'm extremely fortunate. The office that I'm managing...there's not much turnover. It's been a fantastic office, great producers, but even better human beings, right. I kind of feel like, as in parenting, too, it's kind of lead by example, right. You know, it's not what I say, it's what I do.

So if I kind of run a practice, how I feel, that I want to see my advisors run their practice, I think that's helpful. We do have endless resources at RBC to kind of help the branch directors do meetings, showcase different products and services that are out there to help the advisors run their practice.

So, a lot of it is having an open door policy, right, so if people have questions, they know they can pop in. And so that, I think, has kind of been where I've seen people enjoying or leaning into my kind of leadership.

[00:28:38] **Ryan Robertson:** So Kirsten and I may oversee and manage lots of people. Just inevitably though, you have to have tough conversations from time to time. How do you handle those?

[00:28:48] **Jackie Larson:** I think it's coming at it with compassion, right. Making sure that the person that you're having the tough conversation with understands that you care about them and that you're just trying to find the best outcome.

[00:29:00] So if it's somebody that's in the wrong role, that you have to kind of showcase that that might not be the right role for them. And also looking at it as you're almost freeing them to do something that is a better role for them or even just some behavior that needs to be changed a little bit. It's not always easy conversations, but I kind of feel like that's just life, right. We're going to always have these conversations and sometimes those things that challenge us a little bit more, obviously are going to make us stronger.

[00:29:29] **Ryan Robertson:** Absolutely.

[00:29:29] **Kirsten Pickens:** Totally. I mean, compassion and being empathetic, like you said, just helps those hard conversations so much.

[00:29:35] **Ryan Robertson:** And I also think too, as managers, like our colleagues or our employees, they want...if they're as good as we think they are, they want honest feedback.

[00:29:45] **Kirsten Pickens:** Absolutely.

[00:29:46] **Ryan Robertson:** They want to hear how they can get better and sometimes it's our job to let them know that.

[00:29:51] **Kirsten Pickens:** Agreed. A hundred percent. Yep.

Well, I have to say, I mean, your smile never came off her face once, so this has been such a fun conversation to have with you. Thank you so much for joining us. But we have one more question for you. Because we always like to end our podcast with the same question, which is what advice would you give your 20-year-old self?

I bet her 20-year-old self was a lot of fun. Because you...

[00:30:14] **Jackie Larson:** You know, I pride myself saying that my superpower is kindness. The one thing I would say is that inner voice, the way that I talk to myself, just be a little bit more kind to yourself.

[00:30:28] **Kirsten Pickens:** That's such a good point. It's very good advice.

[00:30:30] **Ryan Robertson:** Jackie, you were a pleasure to talk to. Thank you so much for joining us on Head to Head.

[00:30:34] **Jackie Larson:** Thank you, Kirsten. Thanks.