

# S5E19: Ruben Minor

## **Peter Margaritis**

Hey, welcome back everybody. Man, this is gonna be so much fun. My, I hope I can call him a good friend. I think I can call him a good friend.

## **Ruben Minor**

You can call me a really good friend.

## **Peter Margaritis**

A really good friend, Ruben Minor, who has been on the podcast before so he's a repeat offender. I'm thinking about starting I just had this idea of, if I get people to be a five time, I'm thinking about giving them a jacket like to do for the SNL five timers or something like that.

## **Ruben Minor**

Oh man, listen I won't be the first one to support it, buddy.

## **Peter Margaritis**

I appreciate you taking time out of your schedule to spend some time with me. Looking forward to this conversation.

## **Ruben Minor**

You know, heard someone say a long time ago if you don't make time for friends, you won't have any. So, let's make this happen.

## **Peter Margaritis**

Let's make this happen. And I let's just come out let's just come out of the chute with this strong. Emotional intelligence. You know, a lot of people go what is that? What does that mean? And, you know it's kind of... are they people skills? So, for the audience, for those who might not know what emotional intelligence is, what is your definition of emotional intelligence?

## **Ruben Minor**

You know, I'm glad you said that, was that you ask it in that way because you can come up with, you know, the dictionary version of what emotional intelligence is, but I think even with that, I think everyone still has their own idea of what that means. So, thank you for posing the question that way. So to me, emotional intelligence is the ability to process information as being received and it is going through a filter system in your mind that helps you to dissect what's being said, what the intention is behind it, so that your response to what you're processing will be emotionally appropriate. And the reason why I feel it that way is because oftentimes when we receive information it's going through damage filters, and based on traumas in bad relationships, and so the way we say things to ourselves, our truths, my air quotation marks, truths. Truths are being processed. And that's damaging, so if you don't have

perspective enough, or maturity, or even a healed emotional sense of being, then you're going to process what you're hearing, or what's being done to you in a very damaging way, and therefore the output of that is just more of the same. Does that make sense?

**Peter Margaritis**

Yeah, it does. And as you say that I think there's some, I think of the ego, our ego. If we have an overdeveloped ego, then we might not be as emotionally intelligent because our ego is speaking to what it's, it's about me, it's about me, it's about me, it's about me. And we're not watching that filter. We're not communicating, in a mostly connecting way.

**Ruben Minor**

You know, I think it's, you know, other people have a different perspective about this. And that's fine. But I think of emotional intelligence, like sales. Either you naturally have it and you're good at it, and it can be sharpened. Or you recognize you don't have it, and it just becomes a difficult process for you to gain that. Because I think life through maturity and through experiences kind of gives us a fresh start on how we view things. And so, for me, I look at that as an opportunity for somebody that's naturally good at it. Like somebody is athletically talented. They can do any sport, right? Because it just naturally in them. Now, it can be sharpened and some things can be learned, but there's an innate ability that exists. I think some of us are born with an innate ability to process information in an appropriate way. Right, because we have the character because I'm a people person. I know how to connect. I have empathy naturally, so I know how to listen. I know how to give people a safe place to speak. I understand what it means to be heard. All those things I think play a part of how your emotional intelligence radar is leveraged.

**Peter Margaritis**

I agree. And full transparency, my emotional intelligence, in my early part of my career didn't exist. Ego existed. It wasn't really until I got into the world of improv and started to learn more about it in such an indirect way. That the ability to listen, the ability to understand, the ability to watch someone's body language, the ability to take all of these feeders and process it and try to make that emotional connection. Where a lot of time we were putting our agendas in front of that emotional connection and didn't care.

**Ruben Minor**

I like that. I like that. But you know, let me ask you a question Peter. I know the interviews on me but you just brought this up.

**Peter Margaritis**

You've got a podcast. You're a host. You can flip it around.

**Ruben Minor**

So, you know, with you being such an expert at improv, right? I think you are an example of what I'm talking about with someone who has just a natural ability to connect. And in that ability to connect, then you automatically come with this inventory of I know how to listen. I know how to understand what people are saying. I might not agree. I might not like it. But in that moment, you can improvise your way

through a scenario through a conversation. How to engage. Probably when things become heated. There's confrontation. That seems to me that it's kind of natural for you. So, I can understand where you say your ego may be played a part. And you may be a little bit ignorant to some of those emotional intelligence characteristics and tactics and whatever. But I think that it goes right back to what I said. Something's innate in us. I have always been a people person. I've always been someone... I know right? So, I got to be honest. My mom and my dad are both people persons who both extreme extroverts. I just didn't have any choice but just to be the ball of the room. So and so for me, it's always been easy. And typically, what you're good at, you're doing it all along, even as a kid. And I was always the one, you know, trying to bridge all the conflicts together. Let's all be friends. Let's, let's let's...Make sure we just take away all the frustration. Let's get to the bottom of what's we're talking about. Let's have fun as kids. Trying to like mend other people's beefs. Always looking out for the underdog. That's just who I am. So, now you fast forward from a kid into an adult, into an experience professional. That stuff has always been in me. So what I've learned over the last few years is only really enhance what's already there. And that is what I believe makes you so successful is because you have enhanced what you naturally already have within you.

**Peter Margaritis**

You?! As you were describing your years, I grew up with a Greek American family. The only way we could shut up is sit on our hands.

**Ruben Minor**

I like that.

**Peter Margaritis**

Someone once told me, says, "You're really gregarious." I said, "Well, is that good or bad?" Let me go look it up in the thesaurus or something. I don't know. But I grew up in that environment. I'm not knocking this, but when I went into Public Accounting, I had to temper all of that. I did stifle it, like Archie would tell Edith. I just stifle that emotion intelligence, because it wasn't deemed an asset. It was data, facts and figures. And I had all this other stuff but once I got out of that and became... it all kind of resurfaced again.

**Ruben Minor**

Yeah.

**Peter Margaritis**

And I try to be very self-aware of my emotions, and I'm better at business-wise than personally, but I'm getting better over the years personally. I will share the story that my son came up to me one day and says, "Daddy, you always yell at me." "No, I don't yell at you." I do. And what I realized that I was not using 'yes, and.' I was using, no, and because, and in pushing my agenda. So, I kind of would respond to him, yes and I hear you, and what your thought. It's turning more into a conversation. After about three months, he came back and said, "Daddy, why don't you love me anymore. You're not yelling."

**Ruben Minor**

Wow.

**Peter Margaritis**

I felt like I get the greatest dad award. Take it away if I ever got it. I told him. I said, "Steven, I'm using 'yes, and...'. Remember those magic words? What was I using before? No, but, because." And then we had this dueling dialogue that nobody was listening. It was just, you know, escalated.

**Ruben Minor**

Yeah. Yeah.

**Peter Margaritis**

He goes, "You're right, Dad." Yes, and... And I think that was 25 years of living in that world of improvisation has really helped me become more self-aware now than I ever was in the past.

**Ruben Minor**

That's beautiful, man. That speaks to not just becoming more self-aware, but just the natural maturation process in this field, right? Let me give an example. So, I'm a singer. You know that, right?

**Peter Margaritis**

Yeah, I know that.

**Ruben Minor**

Sing in my local church, right? And one day after, I think after we finishing, we got off the stage and I was walking, you know, to the cafe to get some coffee. And I mind you this is a very diverse church. So, you have, it's just like the United Nations, there's a little bit of everybody in there. And so, this very sweet, very sweet older white lady came up to me. She said, "Ruben, you know what? I just love when you sing and you worship. I'll tell you my husband and I we just sit back. We just lift up our heads," and she's like modeling what they're doing. She said, "We just lift up our heads and worship and we just think Africa." And I froze in my steps, and I said to myself before I responded, Lady, I ain't never been to Africa so I don't know what you're hearing, and what you're feeling, but maybe you should tell me. But here's emotional intelligence and maturity at play. I knew that lady meant well. She didn't mean any offense. She was just paying me a compliment in saying how I blesses her. And that was sweet. So, my response to her was at all that processing I said, "God bless you. I'm so glad. Well, listen, you have a magnificent day." She said, "Thank you so much." Now, let's rewind 10 years. And she if she had said that, I would say, "What you trying to say?"

**Peter Margaritis**

Yeah.

**Ruben Minor**

Because that song wasn't African. That was a white, contemporary Christian song.

**Peter Margaritis**

Yeah.

**Ruben Minor**

It was really funny. But I learned something there, man. Especially when it comes to this whole diversity and race thing, DEI thing. It takes a special savvy, Peter, to be sensitive in moments like that, to know how to respond and not hurt someone. Because easily someone else really could have hurt her feelings. I knew exactly where she was coming from. So emotional intelligence getting to read the person's body language, as you mentioned earlier, is important. There is one term I love when I was going through my diversity, equity inclusion, certification at Cornell, and it was psychological safety.

**Peter Margaritis**

Yes!

**Ruben Minor**

It is so important to understand what it is, and most companies are already doing it, but just being more intentional about it. So, that means psychological safety is how do I create an environment where a person feels safe enough to say and express what is on their mind and their heart. And if you are able to provide an atmosphere of psychological safety, then you get a person that can share their whole heart, because they feel like okay, I'm being heard. I'm not being judged, but I'm being heard. And everybody wants to be heard as a natural thing inside of us. We all want to be heard in that. So, I think when you have the ability to exercise, psychological safety, I think that's the foundation of building great relationships.

**Peter Margaritis**

I couldn't agree with you 1,000%. And the challenge is the corporate culture allowing psychological safety. Embracing the concept of psychological safety. Because a lot of times if you speak in different lockstep with what manager wants, you're not a team player. And now, you're relegated over here just because you have different thoughts, different beliefs. Trust me. I've been told that a lot in my corporate life.

**Ruben Minor**

Yeah, yeah.

**Peter Margaritis**

I think differently.

**Ruben Minor**

You know, Peter, that's a really good point. And I think now, post Covid, I think corporations have learned a lot. I think they've learned how to effect Simon Sinek had a video on LinkedIn. And he talked about the Great Resignation, and how so many people lost their jobs, and then realize when work came back around, they didn't have to become subject to the abuse. The corporate abuse and the corporate boundaries. These toxic environments, and people recognize, I have a choice here. I don't have to stay here and take this. I can go somewhere else. I can start my own business. I can redefine my future. And I think by doing that, I think is causing the shift not just from our corporate culture, embraces their employees and provide that psychological safety. And I think it's the beginning of the change that the shift. This is not something that's going to change overnight. This is a behavior that has been in place

for decades. And when behaviors been in place for decades, it does not change overnight. It's going to be a constant. intentional effort by those in leadership, and those in leadership are going to be, should be, mandated to in some type of annual training to make sure they're keeping in step with what the culture is in the corporate community. You can no longer have these toxic environments and think that you're professionals. These people have been working there for years, are going to continue under that type of leadership. It's just not happening these days. Had the pandemic had never happened, we would still be in the same place. But I believe the pandemic as awful as it has been, has really birthed a brand new way of thinking in all of us from a corporate perspective, from a professional perspective, and from a personal perspective. We see things differently. So, almost like it's this disease, this trauma, this once in 100 years experience is causing us to grow up.

**Peter Margaritis**

I agree. There's a little trepidation in that agreement. I believe it's now filtering itself into corporate leadership. But we still have those, and it's been well documented, Jamie Dimon at JP Morgan Chase, basically mandated everybody had to come back to the office. There's no if ands or buts, and people left. We talk about psychological safety or emotional intelligence, the CEO of I think it was Better.com and online mortgage company fired 700 employees over Zoom call.

**Ruben Minor**

Oh My.

**Peter Margaritis**

You hear these. So, it's still out there, but I agree with you. As we see an older leadership is retiring, and the younger leadership's we're coming up. That's why it's becoming more popular. I believe. We're embracing.

**Ruben Minor**

I wonder if there could be some statistics out there that to speak to if you surveyed 100 companies, corporations, and Fortune 500 organizations, how many would be like the one you just described? That terminated all those employees over Zoom, and compare that to how many companies have decided to embrace emotional intelligence in creating a more healthier corporate environment. I dare say that the person the organization that fired those folks over Zoom, is probably one of a few. The reason I say that, and I could be wrong because I don't have any data but just my own engagement and conversations with other professionals. We're ... HR professionals at that, we're finding that companies are taking it very seriously on how they engage their employees. I heard I read a story years ago, I don't remember the name of the author of the story, but as a company that started out west and the owner of the company, the CEO would stand at the gate, entrance and exit of the building. And he would wave to his employees as they leave, leave to go home from work. The reason why he did that , is he said I want to personally thank and them see me appreciate that they are my greatest asset.

**Ruben Minor**

When I say that, and I could be wrong because I don't have any data but just based on my own engagement and conversations with other professionals with an HR professionals that that we're finding that companies are taking it very seriously on how they engage their employees. I heard I read a

story years ago I don't remember the other of the story, but as a company that started out west, and the owner of the company the CEO was spent at the gate, entrance and exit of the building. And he would wave to his employees as they leave home, leave to go home from work. The reason why he did that is he said, I want to personally thank them see me appreciate that. They are my greatest asset.

**Peter Margaritis**

That...that is powerful. And we, I'm not being the devil's advocate in this and I support it, and I believe in it. But we hear stories, you know, I speak to a group of accountants, CPAs, and ask them what business they are in. We're tax. we're consulting, we're this. I said, No. It's a byproduct of the business you're in. That's a byproduct of whatever business you're in. And again, to the point that somebody wants to come up and punch me. The business that you're in is the people business. Without people, you have no business. Without people, you have no employees. Without people, you have no customers, clients or whatever. So, we need to treat our people better like human beings, and not like a number. And I'm seeing that more and more happening. I'm starting to hear more and more of those stories, like you said, and there's a Harvard Business Review. It was I think, Campbell Soup Company CEO would purposely and intentionally walked manufacturing floor to get to know the people that was working there, and would write and make sure you knew the names of the family members, birthdays and stuff. And he was sending the cards out because he wanted to know and you said the word that he appreciated their efforts.

**Ruben Minor**

I have another example for you. I actually read an article about the CEO of an insurance company that recently launched, and they were attending to their customers during the wildfires in California last year. And the CEO was out there with his claims representatives giving out his cell phone number. If they had questions or concerns or they felt like they weren't being heard, they could feel free to call him.

**Peter Margaritis**

[Whistles. Explosion noise]

**Ruben Minor**

Blew my mind. Because how many are going to be out there. Now that could be viewed two ways. Number 1: He's a control freak. I don't know. Maybe so. But what I think in this moment, he's thinking about how can I help my team? And how can I let our customers know that they are our priority? They have lost the greatest asset that they have, their home. They have nowhere to go. So, what can we do as they're covering to help them find some normalcy as much as possible until they transition back to normal life. And I think that's the kind of leadership that is needed across the board not just in insurance industry, but gosh, on universities, in a government that oh my god, the private sector, public sector, across the spectrum globally, even.

**Peter Margaritis**

Right.

**Ruben Minor**

That's the approach that we have, of course, not every leader can do that. They can't get out on the field and be boots on the ground. No, they can't do that in every case, but I think this was just an example of the posture. I think that's required for leadership today, John Maxwell said it in his five points leadership. He said that when you reach the pinnacle level, level five, it is so important that you build a succession plan to have people that can take your place. Because if you build this wonderful organization, if you build this wonderful group and community of individuals and professionals, but yet you do not groom someone to take your place after, your organization and your business will fall apart. And I believe this CEO has that mindset that he's modeling what leadership is. So, whoever his successor is, they should take on the same approach that he has and more when it comes to how I reach my customers.

**Peter Margaritis**

When I used to hire people, I don't know who told me that. They didn't tell me the exact story, but they told me something similar to that. This you hire for your replacement.

**Ruben Minor**

Absolutely.

**Peter Margaritis**

You hired for your replacement because you don't mean that you want to go to another role. And you've got to pick somebody that you can groom to take over for you.

**Ruben Minor**

Absolutely.

**Peter Margaritis**

People find that as a threat to their control mechanism. They find it as a threat. They go, it's like, "Nah, I am I making somebody that can take my job." Well, isn't that what leadership's about.

**Ruben Minor**

Insecurity. Fear.

**Peter Margaritis**

Yeah, yeah.

**Ruben Minor**

And that has no place in leadership, but unfortunately, it is prevalent. And what we need is our leaders to be mature enough to understand is bigger than them. But it's about the bigger, the greater good, and most don't get that because they love their own little world that they create.



**Peter Margaritis**

Well, you know, you brought up Simon Sinek's name, and he had a quote saying leadership has nothing to do with your title, the job. That's authority. That's leadership has a positive effect that you have on another person. Not negative effect.

**Ruben Minor**

Absolutely, absolutely.

**Peter Margaritis**

Positive effect. And more people would embrace that simple concept of insecurity, control, the quest for power. the quest for I'm the person. I's me, me, me, me, me, me me. No. It's about them.

**Ruben Minor**

It's about them. John Maxwell, had a good saying about what leadership is. He says nothing but influence. Leadership is influence. That's it. Your ability to influence, not manipulate, because there's a difference, but influence a certain behavior to drive a certain result. And he said, If you think you're leading people and nobody's following, then you're just having a walk. I love it. If you think you're leading and no one's following you, all you're doing is taking a walk. I love it. Yeah, the emperor has no clothes. No clothes. But we've all worked with these types of individuals. Yeah, yeah.

**Peter Margaritis**

But you learned a lot from them, what not to do.

**Ruben Minor**

Yes. And I'd say if we had time, Peter, I can talk to you about some of my naval experience. And what I learned from the leaders there. I had one very good leader, and I have one very terrible, toxic, mean, hateful, racist. Oh, he was awful. Is that nice? I can talk about it. Yeah, he died years ago. Bless his heart. I hope he knew the Lord. But anyway, he was not nice to most people. So, not only was he, and it's not just from a racist perspective, but I just think he was an unhappy person. And so, he wanted everybody to be unhappy. And that's a sad place to be, because all it means is there's a lot of wounds and hurt that never been healed, or he's never dealt with it. So, he just deflects it, put it on everybody else. But I learned from him. One of the greatest lessons I learned is how to treat people. Because you know, the whole thing is treat people how you want to be treated, or how about you people how they want to be treated, instead of assuming that they want to be treated the way you want to be treated. Because we may see that differently, but the only way you got to know that unless you create psychological safety to find out how they want to be treated.

**Peter Margaritis**

Right. And listen to them and respect what they're saying. And if you're asking how you like to be treated, then make sure you follow up and treat them that way. That makes the job hard because not like an ala carte kind of thing. I just take can't do one thing and just brush it over everybody. That's the easy approach, right?

**Ruben Minor**

Nothing about life is easy. Nothing about running an organization is easy. So, someone has a leader that has that mindset, you're in the wrong business. You don't have a constant state of frustration because that's just not reality.

**Peter Margaritis**

No, it's not reality at all.

**Ruben Minor**

The beauty of good leadership is you have the wonderful platform to impact someone that you may never know how so.

**Peter Margaritis**

Say that again, please.

**Ruben Minor**

You may as a...being a good leader you have the position and platform to influence people that you may never know just how much you have influenced them, because they take what they've seen. So, most things in life are caught versus being taught. And so, oftentimes they can see and observe from afar, and say that right there. That's what I want to take from this guy and I don't want to be a leader like that. I want to be a leader that doesn't mind rolling up my sleeves and getting alongside the people who make a little bit above minimum wage, and work with them. Like the CEO of the insurance company. The guy makes a lot of money, but those people in claims probably making what maybe \$40-50,000 a year, but he's not afraid to get on that level and say, "Hey, listen, I can do what you're doing." And even though he may not know all those people, personally, I guarantee some have taken something away from that experience. Wouldn't you? To see your boss out there giving people his personal cell phone number. Oh, so here's the end to that story. So, I sent that guy an email. I sent him an email. And I said, I just want to appreciate the fact that you took the time to share that's what you think may be a small piece of information by offering your cell phone number to people to call you and your personal cell. I said that's the kind of leadership that is needed today. His response back to me was it was a pleasure. But just as much as that was a pleasure. You have made my day by reminding me of that. Boom.

**Peter Margaritis**

Boom. So, as we talk, a name just popped into my head, Herb Keller, who was the CEO of Southwest Airlines. He was one of the three founders, 2-3 founders, of Southwest Airlines. And his philosophy was that people are our greatest asset. And in the airline industry, layoffs were prevalent. We will not lay off anybody. We will cut other costs, maybe training or whatever, but we will keep our people. We'll let natural attrition take place. And he was known to speak to baggage handlers the same way he would speak to the Board of Directors. When you were describing that, that was Herb Keller. He was described as a chain smoking, Jack Daniels chugging, kind of guy. He passed, but that was his leadership style. And this goes back 21 years or more.

**Ruben Minor**

I think there's something special about people like him. That, I think, again, not to be redundant, I think should be shared more broadly. You know, and not that everybody has to take on the same style, but the theme of how they lead, the fruit which they lead should be evident in the organization's and their cultures in those that follow.

**Peter Margaritis**

It's, if they can take the mantra of servant leadership. And it becomes that mantra of being. of a gratitude.

**Ruben Minor**

Yes.

**Peter Margaritis**

And gracious and kind. They will be 10 times more successful than those who choose the opposite.

**Ruben Minor**

I agree.

**Peter Margaritis**

My opinion.

**Ruben Minor**

No, I agree. I agree with that. And I like to add to that. I believe that when you talk about leaders that typically ones who obviously make a whole lot more money because their the leader of the organization, right, so understand that. There's some deficiencies, there but that'd be a whole another podcast to talk about. But I think that having that type of access, having a type of a fluence, I think plays a part in how they constantly are feeding me me me, because many of them can do, buy whatever they want, whenever they want, and sometimes how much they want. Right?

**Peter Margaritis**

Right.

**Ruben Minor**

That feeds the human spirit, and almost gives place to be selfish. And that transcends into how they lead.

**Peter Margaritis**

Right.

**Ruben Minor**

Because when you're constantly feeding what you want, then it's going to transcend it to your leadership until somebody brings it to your attention. And even if they bring to your attention, if you're not in a place to receive feedback, then that person's not going to get fired or unemployment. So, you

know, there's a number of ways to approach that type of person. I think it takes someone very wise. Almost like, and I hate to use this example, but this comes to mind. So, just go with me. So, everybody's heard of King David in the Bible. Even today, what he did would make headlines. How you going to take somebody else's wife, and then send a husband on the battlefield to be killed, So you can have her. That's scandalous. His old buddy Nathan did him a scenario, and talked about someone who did the same thing. And he said that man should be put to death. And he said, My Lord, it is you. Sometimes we need a Nathan, so we can really see and hear, how we're showing up. Then when we have our own personal Nathan's to tell us about ourselves, it would be tragic, not to take the council but to give it to you in your own in your own stinking thinking of ways. And I'm afraid many leaders today, they have created such an environment that people are terrified to be a Nathan to tell them how they're showing up. And that is why dysfunction has run so rampant in our corporate environments. My opinion.

**Peter Margaritis**

I can't sue you. I can't follow that though. I mean, that was...just looking at the time, we've gotta start wrapping up. But I think that's, I mean, there's no better way in this podcast than what you just said. That was powerful. That was a emotion. That was a story, and it leaves this audience really thinking, who's their Nathan?

**Ruben Minor**

Who's your Nathan?

**Peter Margaritis**

And are you willing to listen to Nathan? And take it in and change or are you going to push Nathan away? Oh, you don't know what you're talking about? Ruben, I can't thank you enough for taking time out. You know, by the way, I just noticed something. You know you wanted to get. You want to get to the five. During the podcast... Well, that's a whole nother podcast. You just pushed out two more podcast episodes that you want to be on. So now you've got four.

**Ruben Minor**

Let's do that. You know what, let's make the next podcast we do. How do we identify our own personal Nathan? Everyone needs someone that can really get in our grit and give us good counsel on how to be better.

**Peter Margaritis**

You're on. You're on. If somebody wants to get a hold of you, how can they find you?

**Ruben Minor**

Oh my gosh. You can find me anywhere now. You can go to my website [www. Rubenminor.com](http://www.Rubenminor.com), and you will find there. It is Ram Consulting Group, and we are speaking, training and coaching organization. And we would love to hear from you, if you're looking for advice, counsel, coaching on how to become a better you in your professional world and your personal world. And also to help uncover your personal why. Why do you do what you're doing? And if you don't like what you're doing then let's figure out why that is and how we can map out what you were designed to do. We all were

born with a specific design and purpose. And if you're not doing that, you're missing out. Now, don't be like me wait to get in your late 40s, almost 50. Oh, I know I don't really want to be when I grow up now. Yeah, let's figure it out a little bit earlier, so you can have more satisfaction in life. So, look this up.

**Peter Margaritis**

So, given them one more piece of information, you said to me, and you sing. And I know you've got some songs that have been published. I guess, is that the right word?

**Ruben Minor**

Yes.

**Peter Margaritis**

Can you tell our audience where they could find your music?

**Ruben Minor**

Oh my gosh, Peter. So, I wasn't ready for that one. So, my music actually. What I will do is this. I have a song that's out. You can find, it's called Healing Grace. You can find it on Amazon. You can find on Apple Music. You can find it on Spotify. Everywhere you can find streaming music, you can find that song called Healing Grace by Ruben Minor. And I am working on some new material. In fact, I just got the mix back from another song the other day. I don't like the mix. I think to some things I want to have to change. But nevertheless, there's more music coming. My son and I wrote a song together, and he's going to do a part. He's actually wrote the rap for it. So, that's coming out as well. So, there's no music coming. You can go to Facebook and look me up Ruben A Minor Music. And you'll find me there as well. And so, the main message, tell if you like it. Tell me if you don't like it. I'm not sensitive. Well, I am about certain things. But I appreciate obviously how's that?

**Peter Margaritis**

For those who just learned about Ruben now, I learned a while back that about his singing, and he actually showed me a video of him singing the National Anthem at the Cincinnati Reds game. And then in the first podcast interview at the end, I asked him to, I'm not gonna ask you to sing now, but actually the thing and then you belted it out. Man, I get goosebumps. But Ruben, thank you so very much. It's a pleasure always to be a company. It's a pleasure having these conversations. I look forward to many, many more.

**Ruben Minor**

Awesome man, thank you so much. I look forward to it as well.

**Peter Margaritis**

I want to thank Ruben for thoughts and ideas on why everyone needs to grasp the importance of developing one's emotional intelligence. Remember, there are people who prefer to say yes, and there are people who prefer to say no. Those who say yes are rewarded by the adventures they have, and those who say no are rewarded by the safety they attain. Be a yes person. Thank you and be safe out there.