Andy:

Hey, everybody, Andy Crissinger here, I'm the director of Coaching at Reboot, and we're here with another podcast extra. Today, I have Jerry with me. Hey, Jerry.

Jerry:

Hey, hey there. How are you?

Andy:

(laughs) Doing great, thanks. Thanks for joining me today. Um, we wanted to talk today about a topic that seems to have been coming up more and more in our conversations with clients. A couple of our coaches have noted this, and we thought this would be a great topic to explore today. It's the topic of doing planning together as a leadership team. And we were thinking about the, even the term collective planning to emphasize the fact that when leadership teams come together to plan, and that might be at the beginning of a year to set yearly objectives, it might be to set quarterly objectives and priorities, it might look like, uh, a conversation, uh, re, you know, readdressing strategy for a business. But any time, uh, a team, a leadership team comes together to do planning.

Andy:

We wanted to take a look at what are some of the best practices that we've observed and some of the pitfalls that we've seen our clients fall into when they're trying to do this well. And so this might be a bit of a meandering conversation. We're going to see where it takes us, um, but Jerry, maybe we can just get started with this, this question of, uh, pitfalls. When you've worked with clients in the past and they've said, "Hey Jerry, I, I've got this, I've got this meeting, or this off site coming up with my executive team, and we really need to emerge, I'd really love for us to emerge with a coherent plan for this next quarter or this next year," what are some of the things that you start thinking about uh, in, in helping that, that client be set up for success, heading to those conversations?

Jerry:

Well, you know in some ways my response is going to be typical reboot in the sense that, um, the thing that I get curious about more often than not, like I get, you just, you just, im-, you know, im-, imitated a client asking what's my plan, how do I do this?

Andy:

Yep.

Jerry:

And what I, I often speak to, and I know you experience this as well, is that when a group, when a team moves too quickly to the structure-

Andy:

Hmm.

Jerry:

Uh, it more often than not is a signal of a kind of underlying insecurity and anxiety that may in fact be uh, uh, evidence of a lack of trust amongst the team.

Andy:

Mm-hmm (affirmative).

Jerry:

So what do I mean? It's like when a client comes to us and says, "I'd like to do coaching and I'd like you to tell me how to hire people, how to fire people, how to do this, how to, how, how, how, how." And there's so much emphasis on the process of the planning that they lose sight of the core, uh, structures that are necessary for successful planning in there, regardless of the methodology.

Andy:

Right, yep.

Jerry:

Right? So think about, you know, think about something as simple as what we do with a red, yellow, green check-in.

Andy:

Mm-hmm (affirmative).

Jerry:

And I often joke when I, each red, yellow, green check-in, which is that moment of sort of checking in before a group endeavors to do anything, s-, I often joke, "Imagine trying to do your whole planning session and three people in the room are in the red."

Andy:

Mm-hmm (affirmative).

Jerry:

Right? (laughs) And everybody laughs because they've been there they've done that. So I would argue that the planning process actually begins before the planning process.

Andy:

Yeah.

Jerry:

It begins in really understanding how well functioning is that team, how well functioning is that structure.

Andy:

Yeah.

Jerry:

Does that align with your experience?

Andy:

Absolutely. I mean as you were talking I was thinking about this concept that now seems to be pretty widely used in the coaching and facilitations sphere, which is the idea of containers. That we tend to go right to content and not think about the quality or strength of the container.

Jerry:

Mm-hmm (affirmative).

Andy:

And so what I hear you saying is, before we decide what process we're going to use, if we're going to do an OKR structure or if we're going to adopt EOS or something like that, we need to be thinking about the quality of the container. Uh, the relationships among the team members who will be present, uh, perhaps the unresolved or unaddressed tensions that are present. Um, how much do we trust one another? Um, these sorts of things, uh, need to be attended to, yeah.

Jerry:

Yeah, and if I can add to that, I'd say, what's the desired outcome?

Andy:

Yeah.

Jerry:

You know, oftentimes we use annual planning on a collective basis as the, uh, basis for, uh, budgeting. And so fall starts to roll around, people start to get anxious thinking about, you know, what are we supposed to do next year, how are we doing it? And all that is a healthy, uh, good experience. But if you go into that process believing for example that the planning process itself is just performative and that in the end, the CEO by themselves are going to make all the decisions-

Andy:

Hmm.

Jerry:

You're going to have one planning experience. Regardless of whatever methodology you use.

Andy:

Yep.

Jerry:

Or if you go in with a tremendous amount of, as you pointed out, unresolved conflict or a lack of trust, regardless of the methodology you're going to end up with a mess.

Andy:

Yeah.

Jerry

And, and in fact the tensions associated with planning exacerbate the underlying dysfunctions within the organization.

Andy:

Hmm, mm-hmm (affirmative). Yep. Something that you just said got me thinking about if we, maybe we can just go in a, in a particular direction here. It got me thinking about clarity around constraints.

Jerry:

Hmm.

Andy:

You mentioned, you know, the, the idea of, like let's say we're going to bring the team together and we're going to do, you know, quote-unquote, collective planning, and this is going to be a collaborative process.

Jerry:

Mm-hmm (affirmative).

Andy:

But if the team feels like, whatever we talk about here today, um, kind of doesn't matter because the CEO's going to set the objectives and decide what they want to, what they want to do coming out of this. Um, regardless of whether that's healthy or unhealthy, leadership dynamic, what is happening there is, there is a set of constraints on that process that has not been clearly named and identified.

Jerry:

That's right. That's right.

Andy:

And so we have sort of a charade that's playing out in the room, whether, whether the participants know it or not, and I think that's one way that I've seen teams really get in their own way around this is, they're, they're just not being clear with one another, or someone's not being clear, about what the constraints are here.

Jerry:

Yeah, it can lead to what we often see as a kind of collective individualistic sandbagging.

Andy:

Yeah.

Jerry:

You know what I mean, right? So the CEO sets a top-down directive of 30% growth in some sort of number. And then hands that off to the vice presidents or their leadership team. And then everybody starts overestimating what resources they actually need, 'cause they all know, collectively, they're going to be cut back. So then the CEO, or the decision-makers, are handed this mess, and then they're told, "Okay, now we have to go back and everybody has to cut their protections by 10%, 15%, 20%," and it's all kind of a waste.

Andy:

Yep.

Jerry:

Whereas if you start off with, okay, what is it, what are the set of objectives that we're really striving for? What is the optimal outcome we're going for? Bottoms up, you know, reality-driven objective with, with a constraint that's clear, you know. You, you, you're, you'll relate to this, you know. CEO says, "I want 40% profit on all of our activity."

Andy:

Mm-hmm (affirmative).

Jerry:

That's it. Everything else in between is up to you, right? All of a sudden there's enough constraint.

Andy:

Yes.

Jerry:

And it's set up at, in advance, that the planning process isn't a waste of time, it's actually drives to a particular objective.

Andy:

Mm-hmm (affirmative). Mm-hmm (affirmative). What about a situation where, so we've been talking a little bit about hypotheticals that imagine the CEO coming in with a strong view of, of, of something, right?

Jerry:

Mm-hmm (affirmative).

Andy:

What, uh, you know, a particular outcome that they're wanting to drive toward. What about the opposite? Um, I feel like I've seen this a few times with clients and client systems, um, and it's usually where you have a, you have a, a senior leader, CEO who perhaps really, really wants everyone else on that leadership team to be happy about the outcome of the plan.

Jerry:

(laughs)

Andy:

And so then my, sort of lean back a little bit in those conversations, and that can create this sort of um, stasis or, or stuckness, because everyone feels like the CEO really has a view here, but they're just not saying (laughs) what it is. Have you seen that play out in ... ?

Jerry:

Yeah, I think you're naming two different, uh, but related uh, consequences. It's, it's when the person who has the most power in the room ... This is a, a well documented, um, phenomenon. When the person in, who has the most power in the room starts to speak, everyone starts to orient themselves around that person.

Andy:

Yep. Yep.

Jerry:

And so one of the leadership techniques is, you know, it's a then lean back and let things happen. But that wasn't the full setup. The full setup, which made me laugh, was, what happens when the leader just wants people to be happy?

Andy:

(laughs), yeah. Mm-hmm (affirmative).

Jerry:

And, and my little radar antenna went up and I said "Uh, is Andy talking about a conflict-avoidant person here?"

Andy:

Hmm. Yeah. I think so.

Jerry:

And, and you know, that's a terrific example of, one of many in which conflict avoidance as in an adaptive strategy, growing up out of childhood really doesn't serve a leader well. Doesn't serve a team well.

Andy:

Mm-hmm (affirmative).

Jerry:

Right? And so um, uh, let's reframe that, because let's imagine, if you will, that one of our clients is a CEO and they're w-, struggling with this right now. The way I might reframe that for a client is, let's redefine happy to organic and productive.

Andy:

Mm-hmm (affirmative).

Jerry:

Right. Okay, I didn't get everything I wanted. I'm the VP in this process. I didn't get everything I wanted but I was respected. My objectives were clearly addressed. I was treated with res-, with, with respect, I, you know, um, and I can buy into the results, even the outcomes. Even if all the things that I wanted to get didn't happen.

Andy:

Mm-hmm (affirmative).

Jerry:

Right? The point is that by avoiding the conflict or by focusing on the individual's happiness, you run the risk of having a mess of a process.

Andy:

Mm-hmm (affirmative).

Jerry:

Whereas by focusing on the healthy outcomes of a process, you may suffer the consequence of having an even higher functioning team where people are, uh, putting aside their individual political agendas and, you know, subordinating those to the collective agenda.

Andy:

Yeah.

Jerry:

Which if you think about it is probably even more important than the answers to the questions that you're driving for in the planning process to begin with.

Andy:

Hmm. Could I get you to say that one more time because I think that's really important?

Jerry:

Sure. If you are willing to be brave enough topush up against they, a, your impulse for, for conflict avoidance and to set aside making everybody happy and lean into the notion of making the process

productive, the consequence may be not only do you have a good planning process but you have a strengthened executive team.

Andy:

Mm-hmm (affirmative).

Jerry:

So that people at the end know that they didn't get everything that they thought they wanted, but that the whole benefited greater than me as an individual member of that team.

Andy:

Right, right.

Jerry:

The result is a higher functioning team. You can use planning not to um, uh, exacerbate the tensions and conflicts within the team, but actually to make the team even stronger at the end of the process.

Andy:

Yeah.

Jerry:

Regardless of the outcome.

Andy:

Yep, yep. Okay, so that brings up, um, a topic that, that I wanted to, to ask you about, and then I, and let me see how to best set this up. Uh, I have had the privilege of facilitating lots of off-sites with teams over the years, some of [inaudible] ... Yeah, some of them, uh, have been for the purpose of helping a team emerge with, um, a, a, a strategy they can all get behind and, and then go actualize. Sometimes it's more related to these sorts of, you know, quarterly, yearly planning-type endeavors. But regardless, I feel like one of the patterns I've noticed in teams doing any kind of collective work, collaborative work that matters, and that's com-, that's complex, um, there is this, there's this period of time, and it might last an hour, it might last an entire day, it might last two days, where it just feels like they're trying to walk through quicksand (laughs) and that sense of stuckness, and should we do this? No, or should we do that? And, and sometimes it's because people disagree but often it's, it's not because there's even, you know, it's not an advocacy war necessarily. Sometimes it's just confusing.

Jerry:

Mm-hmm (affirmative).

Andy:

Should we do this, should we do that, or are we even talking about the right thing? And I have a hunch or a theory that I wanted to check out with you. I feel like one of the qualities of a highly functioning leadership team is the ability to hang in there through those times and stay at it until we find, we find

breakthrough (laughs) from that stuckness, and um, I don't necessarily have the perfect, you know, solution for how to get there, but I, but I have a general sense that it involves continuing to listen, continuing to, to speak with clarity, trying to hold one conversation at a time. Trying to move toward the areas of misalignment as opposed to evading them or talking around them.

Jerry:

Hmm, hmm.

Andy:

But I'm curious if one, um, have you observed that phenomenon and if so, you know, wh-, what is your take on that? And then secondarily, what are some things that you would say to a leader that doesn't have a professional (laughs) facilitator there to help but is trying to, to lead a team through that period of stuckness?

Jerry:

Yeah, uh, I'll tell if, uh, a story about when that sort of happened to me. I w-, I was also facilitating a, a planning session like that, and one of the things that I noticed was that, middle of day two, and I noticed a phenomenon that every time we got to that murky, quicksandy place, somebody would make a joke.

Andy:

Hmm.

Jerry:

And then all of the tension would be alleviated. And then we would move on. But we actually never made any decision. And there were like three major decisions that were just punted. And so by the third time this happened, I noted it, and (laughs) our CEO puts his hand on his head. He goes, "Oh my god, that's what happens that, wh-, on my fam-, at my family when I was growing up, every Sunday afternoon."

Andy:

Hmm.

Jerry:

It was like the minute that something difficult was happening, somebody would make a joke and alleviate the tension. I think that, that one of the things that I think can be really helpful is, and, and, and first I would say, yes, I've seen that phenomenon a lot. And I had a little bit of uh, uh, queasiness 'cause I have actually been in the executive seat in those meetings. And I hate those meetings.

Jerry:

But one of the things that I have found that can be really helpful is, the, uh, you know you spoke before about setting up the container, is the set up on this. And so, you know, I know that you've done this technique as well. Sometimes it's really helpful when gathering any group together, to say, "Hey listen, we're going to talk about things and we may not resolve them."

Andy:

Yep.

Jerry:

And that's okay. And so you in effect give permission to the group to not resolve. This is related to the same phenomenon where you can sort of begin the process and you can say, "Okay, and as we've experienced before there's this quicksandy moment that's probably going to emerge, and when it emerges what I'd like us to do, whether I'm the facilitator or the leader in that group, what I'd like us to do is stick with it and perhaps put up on the board what our stated intentional values are "... so that when we're stuck, we can get side, outside of the problem. Should we go left, should we go right? Well, our values tell us that we should always be moving forward. Okay, well which direction moves us forward?" All of a sudden you have this other place to bring in some guidance in that moment.

Andy:

Yep.

Jerry:

So that you have this, first of all you normalize the experience so you don't say "Oh, you know, so screwed up that we get into this process. But then you start to create the conditions where people start to name things and say, "Can't stand it when we get stuck in this way," and wonder what it is, what's the fear, for example, that might be holding us back from making a choice?

Andy:

Yep.

Jerry:

Right? What's the sense of loss that may be holding us back from making a choice? And then you name those things in the context of what the values are, and hopefully, it starts to move you forward.

Andy:

Yep, yep. I wholeheartedly agree with that. You know, when I'm, when I'm with a team that's in that place and I'm sitting in a facilitator's seat, because I'm a neutral third party it's very easy for me to actually get excited because I see that as a learning opportunity for this team. So if I can encourage them to pay attention to the unfolding that's happening in the room right now, not the, not necessarily the topic or the content or where we stand vis a vis this decision, but what's actually happening in the here and now, um, then there's an opportunity for the system to see itself and make different choices.

Jerry:

Hmm.

Andy:

I think probably the challenge for the leader who's self facilitating in a situation like that is, they're probably pretty frustrated (laughs) too, and so they might be resorting to all of the conscious or

unconscious, uh, approaches, tactics, that they've learned to get unstuck, to help groups get unstuck, and that might be coercion, it might be evasion, it might be humor to diffuse the tension, like you talked about.

Andy:

And so I think one of the things, I'm curious if you'd add to this, one of the things I would encourage a leader who's trying to tend to a container in the context of a planning conversation, is actually to, to begin to play with taking that, that different facilitative stance, which is, uh, for a moment I'm going to pause the role that I'm playing which is to drive the action forward and I'm going to turn into a mirror for us. And I'm going to encourage us to see, what's happening here? Hey, I'll just own, I'm frustrated.

Jerry:

Mm-hmm (affirmative).

Andy:

This is frustrating to me. I wonder if anyone else is feeling that. And I wonder what's going on right now.

Jerry:

Hmm. Yeah, I agree, and I would add too, I would encourage the person who's frustrated to get curious about that frustration. In my experience, more often than not it's a mask for the fear. And the fear is, we're going to go into the new year and we're not going to have a budget. Well, that's not going to happen.

Jerry:

Or, we're going to go into the new year and we're not going to know what we're doing. Well, you can have the most beautifully written plan imaginable and the team still doesn't know what they're doing, right? But the fear, leads one to overemphasize certain aspects and underemphasize other aspects.

Jerry:

So when the frustration's showing, if you can bear it, you then turn to the curiosities. We often say, turn to wonder in that regard you turn into curiosity, and say, okay, "What am I afraid of right now?" I'm afraid we're going to spend a day and a half and leave without making any decisions.

Jerry:

Okay, is that likely? No decisions? All right. I'm n-, I'm afraid we won't make all of the decisions. All right, well what if you don't make 10% of the decisions? Is it terrible or can you come back? Is there a third day that's available? There, it's like these sorts of dialogue which then encourage a kind of, a healthier communication within the team.

Jerry:

This is what I meant before when I said before, you can use this process to strengthen the bonds of the team, and not just like doing trust falls but really doing the work of communications within the team.

Andy:

Hmm. Mm-hmm (affirmative). You mentioned decisions there and I wonder if this might be a good, a good place for us to go next and perhaps we can, we can bring this can round out at least this version of this conversation. The question of decision-making. And as you know there are all sorts of decision-making frameworks that are out there that have been, uh, written about recently. Dacey, Racey, (laughter), a variety of others. Here's how you make decisions well inside of an organization. Here's how you bring, uh, clarity to uh, a joint decision-making process. Um, I think there's a lot of wisdom and, and value in a lot of those frameworks that are out there.

Jerry:

Oh, I agree, mm-hmm (affirmative).

Andy:

But I wonder if we were to sort of think, um, maybe a level up from those specific frameworks. Are there patterns that you've observed when you've been facilitating w-, within an executive team or even perhaps, you know, coaching one on one with a CEO who's struggling to do decision making well collectively at the, at the executive or leadership team level? Um, are there patterns of challenge that you've observed that would be helpful for those listening to this, uh, to hear and maybe reflect on in their own context?

Jerry:

I think so. I think that, in my experience, it's probably, very broadly speaking, two buckets of, let's call it indecisiveness. Whether it's at the individual level or at the group level. There is the kind of indecisiveness that really stems from, uh, let's say, a, an abundance of choices. I don't know which way we should go because I don't know, um, how the world is going to un-, going to un, unfold. And that's really rooted in discomfort with uncertainty.

Andy:

Yep. Yep.

Jerry:

The other bucket is similarly rooted in a discomfort but to me, it manifests in that phrase, uh, "Don't just sit there, do something." It's a kind of, uh, overemphasis on decision and action in the belief that not taking an action is somehow disastrous. Right? And, and so um, and, and the result is, it leads to a kind of indecision because then the, then the feeling is, "Well, I can't make the wrong decision." And so there's a spinning going on.

Andy:

Hmm.

Jerry:

And I think, if we talk about the latter for a second, I think that the work becomes, um, part of that work that we might do with an individual coaching plan, which is, "Let's imagine the worst case scenario. Let's actually talk about the thing that you're so terrified is going to happen." Well, if I make the wrong

decision about this product, then what's going to happen? Then what's going to happen, then what's going to happen?

Andy:

Yeah.

Jerry:

Can you handle it? No, I can't handle that. What, at what point can you handle it? Right, and so you start to work with the fear which is leading to the indecision. In terms of the abundance of choices, that's where the use of constraints come in. Right? And so, uh, and if we start to think about values, for example, that could be a constraining factor. Well, we could sell meth amphetamines, but our values tell us not to. It's going to get me the 40% profit margin Jerry wants, but that's not how we do business.

I mean I'm joking but all of a sudden starts to shape our way through the uncertainty. We do have things that we can be certain about. We are certain that we're not going to enter that business.

Andy:

Right.

Jerry:

Or if we entered that business then we would be choosing not to be in this business. I don't know, am I being clear with this?

Andy):

Yep. Yeah, I mean I, I think both of those, um, cases that you laid out to me seem like, uh, different manifestations of perfectionism, which blocks the [inaudible] the decision, uh, right off the bat, because we can't make, we can't make the wrong decision here.

Jerry:

Right.

Andy:

So we'll, perhaps we'll deliberate and deliberate or, or, you know, w-, we'll spin our wheels and not act. Um, but what about maybe one last, one last case that I see play out, which is where we have multiple stakeholders, maybe members of the same leadership team, who just struggle to agree, and so you, you know this phrase that has been just, you know, now, used all over the place in our industry but the idea of disagreeing and, and committing. We're going to disagree and commit. Which I, again, I see some value and wisdom in that.

Andy:

So maybe let's, maybe let's end on that. Let's think about what, what about when members of our team are really at loggerheads with one another and [inaudible 00:31:36] here I am on the CEO, yeah.

Jerry:

Yeah, it, it's a perfect example to understand what's at, what's at s-, what's really behind the loggerheads? What's really behind the intransigent position entrenched, it's my way or the highway, position. I would sort of pull back and say, "Okay, what do your values tell you about collaboration? What do your values tell you about exploration and possibility?"

Andy:

Mm-hmm (affirmative).

Jerry:

When that notion of disagree and commit is successful and healthy, what is it that you're committing to? You're actually committing to the greater good. You're committing to the values within the team. So what, what it's really, when it's used in a healthy way, what it's saying is, "I'm, I as a leader within this organization know that m-, what I think is right won't always be the choice that we make. But what matters more is the well functioning of the whole. Because I believe in the team."

Andy:

Mm-hmm (affirmative).

Jerry:

"Even if the team makes a mistake. It's more important that the team work together than it is that the team exhibit that perfectionism you spoke about before."

Andy:

Right. Right. Yeah.

Jerry:

It's like what is more important? You know, I work with a lot of venture funds, for example, and, uh, we are often talking about the internal operations and what they do, and I, what I say repeatedly to my clients is, "Your fund is your most important portfolio company." And they sort of pause, because it's so easy to fall down a rabbit hole thinking, the work in front of me is the most important thing I have to do. But if we extend this to the full leadership team, no, the most important thing is the company. Not my piece of the work.

Jerry:

So congratulations, you got your way, but the company's well functioning leadership team got destroyed in the fu-, in, in the fight. That's not success.

Andy:

Yep. Yep. Yeah, I, maybe just a slight add to that and I 100%, um, cosign with everything you just shared. I think if, if disagree and commit is being too glibly applied to, uh, in the sake of expediency. Bringing about action and closing debate, the risk that I worry about is that we have, um, seeds of resentment that, that can grow and, I, and it's this idea that we can't actually, um, if, if disagree and commit also

means we can have a way to share that disagreement, document that disagreement, um, not, not continually hash it out or re-litigate it but just to be, to, to still be able to have healthy dialogue and to have times where we might revisit this, predetermined. Then I think it can be a great, a great principle. I worry about it being used to, uh, to, to close down discussion or debate. I don't know, does that resonate for you as well?

Jerry:

Yeah,I think it's part of the larger theme here that we've explored, which is that uh, it doesn't matter, what methodologies you use in these planning processes matters, matter less than, um, the interpersonal dynamics. And the way in which you strive to create cohesion among the team. Now, in your example, what you were adding to in the, on the discussion of disagreeing, and committing, I would argue is respect.

Andy:

Mm-hmm (affirmative).

Jerry:

Right, and what you're saying is…We may disagree you and I, Andy. But if you walk away saying, "But I was respected. And I know that if I need to raise this as an issue again in the future, I can and I will be greeted with respect and trust, then I'm fine with committing."

Andy:

Yep. Yep.

Jerry:

In a similar fashion, we want to sort of bring in a blamelessness to the process here. Which is, I have to put a stake in the ground. I could be wrong. When the team says, we are with you, they're implicitly saying, "And if it fails, this is on all of us." Even if I disagreed with that in the beginning.

Andy:

Right.

Jerry:

That's what disagree and commit means.

Andy:

Yep. Yep, yep. Yeah, I'm not going to use this against you as a weapon in the future.

Jerry:

That's right, yep.

Andy:

I think that's really well said as well.

Jerry:

That's right.

Andy:

Yep. Well, I feel like we've covered a lot of ground on this topic.

Jerry:

Mm-hmm (affirmative).

Andy:

I really appreciate kind of coming back to this point that um, w-, listen, there are some great approaches to doing planning out there. There's some tried and true methodologies. Um, we're not trying to say anything disparaging about those approaches out there. I think what we're just hoping, um, folks listening to this will do is r-, recognize that, um, you can have the best possible framework out there and still not necessarily get the kind of results that you want if you're not tending to these kinds of, um, container, what we've been calling container elements, uh, of the team. And hopefully, those two things coming together can be a pretty, uh, powerful recipe for some, some great, some great and en-, maybe even enjoyable (laughs) planning sessions.

Jerry:

Yep. That's, that's right. Enjoyable and furthering in the development of the total team. You know, this whole phrase, [inaudible] is what we have, which is everything is workable. So you use that to grow the team so that you're growing leaders every step of the way.

Andy:

Mm-hmm (affirmative), yep. And it's not always fun, this process. But it sure can be.

Jerry:

Yeah.

Andy:

When, and even the difficult times, uh, if we're, if we're doing it in this way, it can be pretty invigorating to be part of a team, that's moving through that process. Well, thanks, Jerry. I imagine we might come back together and talk about some more aspects of this process, but I really appreciate this conversation and, um, we'll talk again soon.

Jerry:

We will indeed. Take care.