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14-Time Inc. 5000 Winner Says More Money is Not the Key to Winning the War for Talent -- But These 4 Things Are

Steve Sanduski:

Hi everybody. Thanks for joining us today. I'm your host Steve Sanduski. You know, it's not easy to hire the very best people and it's even more difficult when you're in a tight labor market. And in today's conversation we're going to talk about the specific things that you can do as an employer to be that employer of choice. To be the first choice of the best employees out there. My guests today are Todd Bavol and Megan Couch. Todd is the founder, president and CEO of Integrity Staffing Solutions. And Megan is the VP client relationship manager. Todd and Megan have cracked the code on what you have to do to be this employer of choice and they actually counsel their client companies on this same topic. And in fact, Integrity Staffing Solutions has been on the Inc. 5000 List for 14 consecutive years. So they know what it takes to hire people at scale and to be a desirable employer. And I want you to be sure to listen to the end where I ask Todd and Megan what their company has done that has enabled them to be on that Inc. list of the fastest growing companies for 14 years in a row. And their answer is something that you can do too. So with that, please enjoy my conversation with Todd Bavol and Megan Couch.

Todd, Megan, welcome to the show.

Todd Bavol:

Hey Steve, good to be here.

Megan Couch:

Thank you.

Steve Sanduski:

Yeah, excited to have you here. And we've got another great topic lined up for today. And what we want to talk about today is as we are recording this, we have a tight labor market here in the United States and you guys are in the

temporary staffing business. So you're really on the front lines and to some extent bearing the brunt of what happens when we have a tight labor market. So we're going to talk about what can employers do to become an employer of choice in a tight labor market. So when potential employees are scarce, the companies that become attractive places for employees are going to have a better pick of these top people. So we definitely want to get into that. So where I thought we'd start is just talking about the labor market and what are you guys seeing from the front lines in terms of how tight is the market right now?

Todd Bavol: Yeah, I'll tell you it's pretty tight. We started our business back in '97, Steve, and it happened to be the last talent war that we really found ourselves in. In fact, it was the year that... I think his name was Steven Hankin from McKinsey & Company. He coined the phrase the war for talent. So this is probably, we're in talent war number two and it's a pretty bad one. Megan, I think has some pretty good data on that.

Megan Couch: It's currently, we're at a 3.6% unemployment rate right now. So we haven't seen that rate in decades. And kind of to put it simply, there's 7 million jobs available and there's 6 million people looking for jobs. That's it. That's the whole equation.

Todd Bavol: Yeah, yeah. And then you have 10,000 baby boomers who are retiring, Steve, every single day. And that's going to happen for the next 19 years. So be prepared. And we have the about 65 million generation Zs entering the workforce. And so the shifting demographics and also technology shifts are really causing a change.

Steve Sanduski: And there's been a lot of talk in the last two, three years about this idea of the participation rate. So we've seen that number actually declined. So the percentage of people that are in the labor force hit a low, I think not too long ago.

Todd Bavol: It did-

Steve Sanduski: It might be trending up a little bit now. How is that impacting you in terms of this lower participation rate?

Megan Couch: The participation rate is usually, well what we've come to get used to is 62 to 65% just for reference, or 65 to 66, excuse me. It's a 62% rate now. So that's just telling us the participation rate is shrinking. It's like Todd said, you have 10,000 people retiring each day just from the baby boomer generation. So we're trying to find as much talent as we can in shifting demographics of the workforce, which everything is completely pointing towards. He said 50% of the workforce will be millennials by 2020. By 2025 that's going to be 75%.

Todd Bavol: Yeah, and I think Steve, part of the challenge there is that with technology, jobs are changing. So if people are starting college, by the time they're graduating

skills and what they're learning are becoming obsolete. And so one of the things we're really focused on right now is how do we upscale our workforce? How can we take our existing workforce and recruit from within and build and develop from within so that we're able to close those gaps.

Steve Sanduski: Well, I think that's a great segue then to just talk about what can companies do to become the employer of choice. So why don't you say what it is that you guys do, because again, you're really on the front lines here. So what is the business that you're in? And then we'll start talking about what are some of the things that companies do, what do you counsel companies that they should be doing to become a more desirable employer?

Todd Bavol: Well, so we're in temporary staffing and we have a really focused our business on high volume staffing for eCommerce and fulfillment center operations really in the retail, and other industries. That's really our focus and we really work closely with our companies on these very complex staffing engagements. So we have full teams onsite at our client locations that manage all of the HR, safety, as well as the sourcing and recruitment. So you can think about it, in many ways, as outsourcing that full scope of recruitment. So there's many things that we advise our customers to do, to number one, make it possible for us to hit their goals. And number two, even if they're not recruiting, if we're not recruiting for positions specifically in a location, we can really help them through advisement to build their employer brands so they can become that employer of choice.

Megan Couch: Yeah. Let me give you an example, Steve. So we usually partner with our clients to to ask specifically what is the value proposition that is being provided? And sometimes they're not aware of necessarily what that could be. A good way to start is thinking of your perception of what maybe the customer wants may be vastly different than the reality. Right? So part of what we do in the exercise that we go through, and I would suggest to anyone out there, is the voice of the customer exercise. So actually I have a third party come in, go talk to associates, go talk to clients and find out what they really want. And I'll give you a good example from us. So we went through this exercise and we have a large temporary workforce. So we automatically assumed that daily pay would be something that they would be interested in.

After we went through this, we found multiple folks, good percentage, said, "Absolutely not. I don't want that choice. Please don't give it to me." So then we said, okay, we're going to have to rework this and then give them the option for that. It works for some and not for others, but while we're going through that we also find out they don't want that option because they don't know how to budget necessarily for the next two, three, four weeks. So then it was, there's the root cause. Let's figure out how to help them and provide budgeting skills for them too.

Steve Sanduski: Are there other examples that when you do this voice of the customer type survey, what are some other things that you're finding that employers or potential employees would find attractive in a company?

Todd Bavol: A number of things, so one, and I'll say it in a way that I saw it in our most recent voice of the customer program, is my manager has my back. They want managers that are going to support and empower them, help them be successful, stand for their success. They want a work environment where their work has meaning, where they can see very clearly the difference that they're making in their job, in the world.

Steve Sanduski: Well, let's talk about that first one there that you mentioned, which is my manager has my back. Now in practice, how is that actually implemented? What does that mean? And I think you mentioned a lot of your workers are maybe in a warehouses, eCommerce, retail fulfillment, that sort of thing. What that mean to that type of worker that my manager has my back?

Megan Couch: So one of our core values is advocate for associates' success. And this is just a value that we have continuously displayed, and I think instilled in our internal team. That translates to, we may have clients that we're currently partnering with that may have different policies, but don't always take into account necessarily things that happen on a daily basis or in associates' daily lives. I can tell you one, even just from yesterday, we had an associate with transportation issues. We had a staff member advocate for them and they get to remain on a temporary assignment. But that needs to happen on a daily basis. Then you need to make sure that it's part of your culture.

Steve Sanduski: And then the second one that you've mentioned there was that workers want to feel like they have meaning to their work and that they have an understanding of how the work that they're doing maybe contributes to the bigger picture. How do you see companies communicating that and designing work so that the workers feel that?

Todd Bavol: well, it's interesting Steve. So we went through in our internal voice of the customer, when we look at, what is the why behind the reason folks come to work everyday? Well obviously one word, we're a business that makes a profit. But deeper than that, we generate opportunities for individuals. And so when we hire a sales person, for example... and this is especially important with millennials. Millennials who found meaning in their work were six times more likely to stay with a company, than where they didn't find meaning in their work. So with the millennial generation, very much different from gen X or baby boomers, this meaning concept is really, really important.

So when we interview for a sales person, we don't say, "Hey, you're going to go out and you're going to knock on doors and you're going to get job orders and get jobs." We actually put a different spin to it. We say, "Every time you go out and you are able to secure new business, you generate opportunity for

someone to get a new home, maybe get a better apartment, put food on the table for their family, make sure their car payments done on time." So that's what I mean by bringing meaning to the work, and we find that that really appeals and it's significant to our team.

Steve Sanduski: Yeah, I think maybe a similar example is, I was reading one time about, I think it was a hospital where they were talking to the pathologists and the pathologists were working in the basement of this hospital and didn't essentially see the light of day. So they're looking under microscopes and they're looking at slides and they're analyzing tissue and that sort of thing. And they were trying to figure out, how can we make these pathologists feel like they've got a deeper connection to the work that they're doing and how that's impacting people's lives? And so they ultimately ended up taking those pathologists out of the basement and having them actually meet some of the people whose slides they were actually analyzing so that they could actually see the impact and, and who they're actually impacting in the work that they do. And so that might be a maybe an analogous to what you're talking about here in terms of helping your people see how the work that they do contributes to a greater good to elsewhere.

Todd Bavol: Absolutely. And that's a great example. I've read that case study and it's amazing. That same case study, Steve, they were able to... the x-ray technicians, the technicians actually found more anomalies in the x-rays than...

Megan Couch: For the people they met.

Todd Bavol: Yeah, than for the people that they met. So that connection made them more vigilant in the work that they did.

Steve Sanduski: Now I think this is a wonderful idea, what you're talking about. How do you make sure that this doesn't turn into a cliché? And what I mean by that is we've seen examples of companies that are perhaps in an industry that nobody would wake up in the morning and say, "Oh, I want to be an employee in that industry." And so the employers then try to come up with some grandiose way of saying how this contributes to the greater good of the world, sort of thing. How do you avoid the idea of turning that into a cliché, in a job that maybe not a lot of people wake up wanting to do, versus a true understanding of, yeah, we really do have an impact on people's lives, or here's how you contribute. Is there a way to maybe think about how to make sure that you're not overselling the impact that you make? Maybe that's a way to phrase it.

Todd Bavol: Absolutely. You have to be authentic. There has to be authenticity and it truly has to relate. And you can take it a step further if you happen to be in an industry like that and make sure that you're tying meaning, you're looking at what's important to the individual. What is important, what difference do they see and really tying the work that they do and what's important to them. That's all in the selection process, I think. You want to be choosing folks who are

energized by the work that they're doing and understand what their goals are and so find meaning that way. It may not be in the type of business you're in, but really tying the work that they're doing to the goals that they have in their own lives.

Megan Couch: I also think that the way that we've built the culture and very aware that we didn't want it to become what you're saying Steve, a cliché, is that the means of feedback that we have and that we consistently see on a daily basis. And with our team, it's very conscious of the fact that... we will start off meetings, we will start off communications with, how did you make a difference or an impact today? And the impact is different to other people. It's not going to be the same thing, but only the communication with your team members can tell you that. But we also promote heavily the fact that if you want to tell us that something important to you, then please, it's an open door. We want to hear that.

Steve Sanduski: Now. I know you guys work with a lot of different companies, some well known brand names for sure. I would love to hear, as you look at the companies that you work with, who's doing a great job in that area, and then if you could mention a company name, great. If you can't, totally understand that you're not able to do that. But can you give an example of a company that you work with that's really doing a good job of making the connection between the work that a person does and how that really connects to the bigger picture?

Todd Bavol: I would, I would probably... We have several examples, but I would probably say we have a company, American Eagle Outfitters. Megan?

Megan Couch: Yeah. American Eagle Outfitters. They have been a great partner. They have worked with us kind of each step to understand the shifting demographics of the market and are willing to test different items, willing to listen to the feedback of what may be important to the people that are actually working in the facility. And that goes from everything from scheduling to transportation to perks they like to see. And they've just been a great partner to work with. And we have seen changes with each step that we've implemented to different parts.

Steve Sanduski: Now you mentioned that they test, so I'd love to explore that just a little bit further. So do they come up with a hypothesis and say, "Hey, I think this might be a good idea. So let's try this with a small group of our employees and see what kind of feedback we get." Or how do they actually go about either coming up with the idea and then how do they actually implement a test of that idea?

Todd Bavol: Well, what's great is that we have a great example that we're going through right now. We have a tool called Flex Force that if you think about the gig economy, it's basically Uber for staffing. And AEO is, is a great partner and they wanted to explore this type of flexible work option with us. And so we've gone through this process of really looking at what shifts would work, how do we engage the managers in this flexible work workforce technology. And then once

we go through that selection process, we're going to Beta test it with a small group, and then look at the outcomes. So they're just good partners that way. They're not afraid to explore opportunity.

Steve Sanduski: And what have you found are the most popular, I'm going to call them perks, but that might not necessarily be the correct name for it, but what are the perks or the benefits that you're finding today's generation of workers are really most interested in? Is it things like the flexible scheduling? Is it transportation? Is it manager has my back? What are some of the other things that you're finding are really popular among today's workers?

Megan Couch: I would absolutely say flexible work schedule by far would be the top choice and that's across multiple clients and it's not just flexible as in the Uber piece. I would say it's really the ability to balance different parts of their life cause that's what they're saying with flexibility, with their work. Because we understand it might not be their primary position, it might be a secondary position. The second I would say absolutely would be the work environment, which includes managers having my back. No doubt you need to come to the table. And then I think every organization does, with that value proposition of I want to walk into work every day. And I think, maybe it was Patty McCord actually, she said it best, that you want to be a company that you want to come from and you want to go to. So I absolutely think... I'm very passionate about it, that it's so important to our associates and our clients are understanding that.

Steve Sanduski: Well let me switch gears here a little bit. And so you mentioned that you are a high volume employer, so you're constantly searching the marketplace, you're hiring a lot of people on behalf of your clients and I think the people that you hire become co-employees of your firm and the client from that you place them with, is that correct?

Todd Bavol: Oh No, no. We, in fact, we do everything we can to make sure that they're not co-employees. We really try to bridge that gap. So that's why we provide a lot of the, the human resource services, the safety services, but they do have an opportunity to become an employee of those companies down the road.

Steve Sanduski: Okay, so they're employees of your company and then you end up placing them in your client companies. Is that correct?

Todd Bavol: That's correct.

Steve Sanduski: Okay. So I, I'd love to hear how you go about hiring people at scale. What kinds of things are you doing to communicate that you're hiring, that you're looking for these kinds of people and how do you actually accomplish hiring a whole bunch of people in a short period of time?

Megan Couch: I think the factor that is the most important is speed. The first thing I would tell everyone is to go onto their own company's application or platform and fill it

out. Just see. Because I think there will be some surprises along that route. You have to do it yourself, and how long does it take? So if it takes longer than 15 minutes, you're going to lose 55% of your candidates right out of the gate. And that's how important it is and that has to do also with the shifting demographics of the labor force.

Todd Bavol: Yeah, absolutely. Megan, I think it's also so important that think that first experience, that application, like you would a great experience on an eCommerce site. So I think about Amazon, think about the ease of that experience. You want to look at your application the same way. You want to make sure that it's mobile enabled. 80% or more of our applicants now complete their application on a mobile device. So these are things that we're doing. We have our applications to be down to five minutes. Netflix is fast at one minute. Salesforce I think is two minutes, but if you're running over 10 minutes right now and a job application, it's too long. So you're going to lose a large percentage of that workforce.

Steve Sanduski: And you guys I would imagine are using like a third party piece of software to process these or have you developed your own staffing software that people actually go online and they do their application that way?

Todd Bavol: We've in fact developed a full workforce management suite. We started it back in the early 2000s. We call it Workforce and it's what we run our entire business off of. So our ATS, our employee management, our HR, safety, the full thing. So that that's how we've really been able to scale because we've automated a lot of the process through technology and I think that's something that companies that are hiring in high volumes have to look at is how technology can be used to automate pieces of the process without losing that human touch. That's so important.

Megan Couch: Yeah, we have a great system. I will say systems aren't people and a lot of times we get the question of how do you not lose that human touch? I will say you can still have portions of that human touch. You just need to make sure that the customer service experience is excellent.

Steve Sanduski: So let me ask you this. Out of a hundred applications that come in online on average, what percentage of those hundred would a human actually see their application versus it being bounced out because of key words weren't there or something was missing or what have you.

Todd Bavol: That's going to really vary. It's interesting. So it really varies by client, by geography, by location, by job type. I'll, I can talk from our experience, for us, our app to hire ratio can range anywhere from eight to one to 10 to one or less. So for every 80 applications we may get eight hires.

Steve Sanduski: Okay. And so let's switch gears again a little bit. And so we've been talking about what you're counseling your client companies to do so that they can be a more

desirable employer. I'd love to hear about what you guys are doing, and once we talk about that for a moment, I'm also going to segue into the fact that you guys have been on the Inc. 5000 list for about 14 years in a row, which certainly puts you in a very, very small group of companies that have had such a fast growth rate consistently over all those years. So I'm going to ask you some thoughts on how you're doing that. So obviously you guys are an employer of choice because you've been continuing to grow like crazy. So what are some of the things that you're doing that has made your firm a desirable employer?

Todd Bavol:

I can talk about that two ways. I think first there's what are we doing to make ourselves a desirable employer and what are we doing to ensure that people see us as a desirable employer? I think for folks listening in, Steve, it's so important to really look at how people view you as an employer because that's the important part right now with the labor shortage. The second part is the retention part. The things that you're doing after they get hired because those are what will drive your brand reputation. But I think first and foremost is folks need to really pay attention to their brand reputation. So something we're very vigilant about is managing our brand reputation. And today if you think about it, you go to the movies, you go to a restaurant, where do you look? You look on Yelp, you look on any of the review sites. If they have bad reviews, you're probably not going to spend your Friday night going there.

Employees today are the same way. Millennials are very likely and most people are very likely to research a company. They have a control at their fingertips. And so they go to places like Indeed or Glassdoor. And here's the challenge. Folks realize that these things are important. Companies realize, but they're not responding to negative reviews. And I don't know about you, but when I see a negative review that's not responded to, I believe it. But if I see a response, it almost equalizes it. So I think it's really important. I think first and foremost is for companies, because we do this, when you have a negative review, respond to it and be authentic. So that's something we're doing out of the gate. Now on the flip side, in terms of internal, it's really about culture and it's about making sure your culture is not just values that live on a wall or on a sheet of paper that you really bring them to light. And there are some things that we've done to really bring our values to life. The cube is one great example.

Megan Couch:

The cube is an internal mechanism that we created and it's pure promotion and it's basically to congratulate other staff members or associates-

Todd Bavol:

For living our values.

Megan Couch:

Yes. And so our values... basically you can go on and choose any of them and say how am I going to recognize this person, client, associate, or staff member for small, medium, large items that they've addressed. And it's consistent, it goes to their managers, they can go to other people and it really creates and helps with the culture to continue, that it's one we're communicating about what we're

doing in a positive light and look at how people are also learning about our culture. And you can see it, you can see it and track it how it goes along.

Steve Sanduski: And is that somehow communicated to the organization at large or is it just more within that employee's immediate circle of people they work with?

Todd Bavol: No, it's organization wide. It's an app and so folks that go onto the app, they can see people on their team, they can look across the organization for new hires coming in. They can actually go through a cube translator, which they can look at all of our core values in see, how do people get recognized here for these core values? What things do people look for that make them stand out and are recognized?

Steve Sanduski: Well I'd love for you to share one or two of the core values and then if you can give an example of someone maybe off the top of your head that an example of how someone actually lived that value.

Megan Couch: I would say the first and one of my favorites, to advocate for associates success, and I am going through a Rolodex of examples and then trying to pick one, but I will actually pick another one, even from the earlier topic or separate from the earlier topic. We had an associate who was in a very challenging situation, very difficult time that they were going through and worked with one of our managers continuously for about two weeks until we helped them stabilize the situation. And it wasn't something with inside work, it was outside of work and it ranged from transportation to housing to just multiple factors that were really impacting obviously their ability to potentially continue with work.

But that really wasn't the reason that we were trying to help, just to save them so they can keep this one single position. It was in totality of how can we assist them with other parts of their life as well. And I could name hundreds of them Steve, but that's just one small example.

Steve Sanduski: Great.

Todd Bavol: Yeah. My favorite is run with thoroughbreds. In our organization, we want to hire great people and bring great people into the team, people that can grow within the organization and really elevate the organization. And I think of Jaelynn Anderson and she started with as an associate with one of our clients on the floor. And then she made her way up into a coach position, into a supervisor position, into a shift lead position. And now she's an account manager over our Las Vegas operations. And she was also just named the American Staffing Association's temporary employee of the year. And so really proud of her. And to me that's that running with thoroughbreds and she really showed that if you have the desire and the commitment and that you can really succeed and do anything.

Steve Sanduski: And as I mentioned here a moment ago, your firm has been on the Inc. 5000 list of the fastest growing companies for about 14 years in a row, which is just an incredible feat. Congratulations. What would you say are maybe one or two things that your company does that has enabled you to have that consistent growth rate and get on that list for so many years?

Todd Bavol: I think it's innovation, is number one. I think it's always making sure that we're on the leading edge and not on the leading edge of the trailing edge. And so we work with some pretty fast moving brands, which means that we need to stay in front of employment, of recruitment, of our labor markets. So it's really pushed us to make sure that we've innovated and so that... Innovate, simplify is one of our core values. And I think when you look across the organizations, our ability to maintain and grow with our most significant accounts has really been through that ability to innovate.

Steve Sanduski: And when you say innovate, are you talking technological innovation? Are you talking business model innovation? Are you talking service level innovation? How would you frame that?

Todd Bavol: Across across the board. I'll give you a couple of examples. So service level innovation, business model innovation as well as technology. I'll give you a business model innovation. And so several years ago we saw this trend start with this desire for flexible workforce. And so we built own technology to manage our standard workforce. And so we decided to take on the challenge of creating our own on demand tool. And we did that. And it's starting to... it puts us in one of maybe five temporary staffing companies across the country who have this type of technology themselves. And so it's really put us out front.

So you think about temporary staffing industry, there's 19,000 staffing companies in the US. To be an innovator is to be in front of your competition and not doing it later. So that's one of the innovations I think. As far as service, innovation around service, just looking at the way that we've built our technology to be able to manage large, very large start groups elegantly. We started as many as a thousand workers in a location in one week period of time and done it seamlessly and elegantly with no disruption to our clients' businesses, and we couldn't have done that without innovating the tools that we use to make that happen.

Steve Sanduski: Yeah, and I think it's an important point that I think oftentimes when people hear the word innovation, they think it's all about technology or software or an app type thing. But there are different types of innovation and sure technology might be underpinning it, but it's oftentimes it's just a tool that we use, but the innovation is really in an area that's not specific to the technology innovation piece of it.

Megan Couch: Absolutely.

Steve Sanduski: Great. All right, good. Well, two quick things here. One is, as we get ready to wrap up, is there anything else that you want to share that we haven't talked about?

Todd Bavol: No, no, I think we're good.

Megan Couch: I don't think so.

Steve Sanduski: Okay. So let's jump into a few rapid fire questions. And Megan, I'm going to start with you. So how about, what's a book that you're reading right now?

Megan Couch: Patty McCord's book. Powerful. Midstream in the middle of it, but so far it's a great read.

Steve Sanduski: Great. Is there one idea that is sticking out in your mind as you're going through that right now?

Megan Couch: Yeah, I think I mentioned it earlier, but I'm going to say it again. If you want to be the company that someone wants to come from and go to, and I think that really resonates with us here.

Steve Sanduski: Yeah, and that's a lot of what we've been talking about here today is how to be that desirable employer of choice so that if someone ultimately does leave your company, they're like, "Wow, you know, that's a great company to be from and that looks really good on my resume." So that is going to have the other effect of attracting people to you on the front end because they know if I leave, this is going to look really good. So yeah, I think that's true. That's powerful. Just like the name of her book. All right, Todd, how about you? Is there someone that you would say has had the greatest impact on you as a leader?

Todd Bavol: I would say my coach, and this is a shameless plug for CEO International, Sheldon Harris. I'll tell you, my coach has made a huge impact for me, both in my ability to be confident as a leader, in my ability to be, to feel confident about the decisions that I'm making and the direction that we're taking the company. And just as an ally, someone that I can... I'll tell you as a CEO, for me it, it's great to have somebody that I can trust and feel accountable to in many ways and at the same time someone that I could just bounce ideas off of and do it willingly and Sheldon's fantastic. He's really made an impact on me.

Steve Sanduski: Great. Well I appreciate you sharing that. I know Sheldon will love to hear that. And so thank you for that. And Megan, since we're talking here about some leadership here, what is one leadership trait that brings success?

Megan Couch: Grit.

Steve Sanduski: Great. Okay. And how are you, how are you defining grit?

Megan Couch: Literally having enough grit defined is enough courage and resolve to commit and move forward. And you don't always have to have the complete picture, but you know you want to go in that direction.

Steve Sanduski: Great. Okay. Todd, we'll, we'll give you the last one here. What is a new skill that you are trying to develop?

Todd Bavol: Yeah, so, so a new skill I'm working on is patience.

Steve Sanduski: Okay.

Todd Bavol: Patience, patience, patience is the new skill. No, seriously, that is one that I'm working on, but as skill that I'm trying to fine tune is this. I'm reading right now Radical Candor and it's a great book. It's a great read. In fact I saw the speaker at a CEO summit I believe, previously. And for me, I think the biggest thing, the trait in radical candor is making sure you're leading with caring deeply, but also being very direct in making sure someone knows what they're doing really, really well. And sharing that with them authentically, but also letting them know what they're not doing well in a way that they can understand and they can move forward. There never should be any surprises. And, and it's a real talent because there's a tendency with that that you can be a little obnoxious or aggressive, it can appear. So, so I'm trying to really balance directness and feedback with deeply caring at the same time. So I'm finding it to be something that I'm practicing and it's a skill I'm working on.

Steve Sanduski: Excellent. All right, well Todd and Megan, really appreciate you spending some time here today. And for all of you listening, you can go to CEOcoachinginternational.com and you can get the show notes. We'll have a nice writeup about our conversation here today with some of the key points that they talked about. You can also download a transcript of today's conversation by going to CEOcoachinginternational.com. So Todd, Megan, thank you.

Todd Bavol: Thank you.

Megan Couch: Thank you very much.

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