

Episode 127 - Boosting Team Productivity

Hello, everyone, and welcome back to the It's Your offer Podcast. I'm so excited to be here with you today to talk about this important topic in this episode, which is boosting team productivity. So if you're an entrepreneur and your business is growing and thriving, you more than likely have a team. And if you're getting to that point of growth, where your kind of growing and expanding outside of yourself, you're going to need to hire people that are part of your team, whether they're w two employees, or they're contractors. In my mind, it doesn't really matter as far as how they function with helping you grow your business and create a bigger impact and bigger results for you and your clients. Over the past six months, this has come up quite a bit from different people that I've talked to whether they're trying to figure out how to best boost productivity on their team, or they're hitting some sort of hurdle where the productivity isn't there, or they're having some sort of issues with their team, that's, frankly, stunting their growth and creating a lot of angst within their organization.

[01:00]

So, I want to talk to you today and share some of the things that I have done to boost team productivity both in corporate America and as an entrepreneur. For those of you that have been following the podcast for a long time, you know that I was in the corporate world for 15 plus years, I actually built teams all over the globe, and helped to build different departments and organizations across the globe. And so, I ended up working with a lot of people. And I ended up having to learn how to help teams work together to create the biggest outcomes. I also fortunately or unfortunately had to learn when it wasn't really working and how to navigate through that. And so, your team and the way that you put the team together, and the way that they work can be such a fantastic thing in your organization, it can be really a source of pride, it can be such a positive thing, both for you and your team. And as far as what you create, on the back end those results in that impact. It is so much more powerful and so much bigger and richer when you do it with a team. So today, I want to talk to you about how do you create what I love to call the A-team. And right now, in my business, I have an A team, I am so blessed with the people that are within my organization, the contractors that I work with pretty much everybody that I touch. Because I've really mastered how to do this in a way that feels good.

[02:24]

Now, sidenote, does it mean it is a dream, and we are all like singing songs and skipping down the street every single day? You know, it's kind of like a family, right? It goes through these cycles. And sometimes there's bumps and this and that. But the truth of the matter is, we all have clarity, and we all have each other's backs. And we all know that we are in working in each other's best interest. And developing a group like that, that really is harmonized. And that can have a lot of different distinct people, but that are all working toward a common goal and outcome is so important. So, I'm going to walk through the things that I think actually impact that the most. And frankly, that every single person listening to this podcast, can go and do in their business. Right now, this is not rocket science, but there is a formula for it. And it is sort of an art form to write there is some intuition that goes along with working with a group of people and understanding what each individual need and how they're

navigating through whatever it is that you're working on. As well as understanding how to bring people together as a group, and how the team can function together. So let's walk through each one of these pieces.

[03:33]

So, the first piece that I found to boost productivity of a team hands down, is clarity and visibility. What I mean by that is it is so important to communicate to your team, the bigger picture, you as a leader within your organization, are there to set the tone and to craft the vision. Now, for many of us who started off as solopreneurs, this can be a huge shift, because we're so used to being in the trenches and doing all the things and frankly, the only person we have to be talking to is ourselves to then evolving to the leader of the organization that is setting the vision and casting this, you know, view for people and then being able to communicate that to others and not be in the weeds is a shift. And a lot of times people forget how to do that they're making decisions as if they were a solopreneur. They're not showing people the big picture. They're not casting the vision and letting people connect to what is possible, and what they actually want to achieve. And so, people really they get lost in the dark. We also sometimes have this problem where we're making decisions sort of in isolation up here. And we're not allowing people to see that or be connected to it. And so, the people in your organization or your team, they just feel like things are coming out of left field and constantly shifting. And when that happens, people get really disgruntled and it kind of fractures the progress because as people can't see where you're headed, or what's really going, so they're just trying to navigate in the dark, and they're getting little bits and pieces of information that are not helpful. So, bringing everybody together to cast the vision, tell people what you're seeing, what it is you want to accomplish, what your vision is for making that happen. And how they fit into that is huge. It is huge. So, the way that I did this in corporate America, for many of you who might be listening to this, who are in corporate America, and may be transitioning, this is an amazing transferable skill.

[05:34]

So, in corporate America, I would put a meeting on the calendar where I would be pulling all the different stakeholders, all the different departments and people into a room and I would be showing them like, here's the project usually was on a project timeline, right? Here's the project. Here's the goal, here's what we want to accomplish. And here's what it looks like. And here's all the pieces. And here's what I see and why I think this is important, and why you're involved in this, you know, particular meeting or situation. In the entrepreneurial world, we don't do this enough, we work with a lot of contractors or people that are out there, but we're not bringing everyone together, people are kind of living in these silos. When I started my business, this was one of the kinds of crazy rogue things that I did, where I actually scheduled and paid my contractors for their time to get on a call for an hour or 90 minutes. And I literally put together a handful of slides and said, Here's the company over the next quarter. And here's the different products and workstreams. And here's what it is we want to do and why. And here's the things underneath those projects and work streams that we're actually going to need. So, an example of this, in my business was I used to run a group program called the 10k accelerator, and that accelerator launched every quarter. And underneath that accelerator, there was a whole bunch of different timelines and different, you know, projects that needed to be done in order to launch that thing, and then get it off the ground. So, when I would bring people together, let's pretend in January, maybe we had just gone, you know, been done with our launch in December. And we were

going to do another launch in March, I would be showing them here is my world here is the strategic plan. For January through the end of March in my world, I work in 90-day years. So essentially in quarters, these 12-week years, and I would show them the whole quarter the whole 12 weeks. And I would say here's the accelerator. Here's what we want to accomplish with this. Here's the purpose of it. Here's the goal. These are the kinds of people we want to have. And here's all the things we're going to need for that particular program. There is a content strategy, there is a technology strategy, there is a promotion strategy, there's all these different pieces. And this is what it looks like. And underneath each one of those things, we're going to need these different workflows. And I would also talk a lot about the themes. So, you know, if people were struggling with a certain problem or issue that we wanted to target for that accelerator, we would talk about that. And we would then also discuss how that would impact different people's workflows.

[08:02]

So, you know, if the theme was people were wanting to, you know, kick the year off strong, for example, then we would talk about how that fed into the content, social media strategy, we would talk about how that fed into the copy. We would talk about what sort of technology we would need to run the accelerator. Did we need to set you know, set up a membership portal in the back? Or do we need to create a new landing page or a payment gateway, or what that looked like and how not only each workstream would be affected by what we were talking about meaning the goals of the project and the themes, but also how those things intertwine. So, for example, the content person who is doing the social media strategy would be able to see that they would, that the tech person would need to give them the link, for example, to this payment gateway or the landing page, you know, by a certain date in order for those social media posts to go live. So, the clarity of what the goals were and what the vision was for the company over those three months. And then the ability for people to see where they fell into that plan and where they also overlapped was huge. And people also were able to give input and ask questions.

[09:20]

And sometimes we would tweak some of these things. Because when you have the experts in the room, that are actually doing the tactical execution, they might see where there were gaps, or they might see where maybe, you know, we need to speed something up or slow something down. So, we would really get all of this collective knowledge in the room, and they felt like they were a part of something. They could see how they were connected to the goal, and it boosted their morale, and it boosted their ability to produce because they could see the big picture. So, bringing your team together in some way and I would even argue bringing them into a room together in A consistent, repeatable sort of pattern that they can expect is also very powerful, doesn't mean you need to be pulling them into a room every day or even every week. But maybe you have a meeting once a month, or maybe you always have a meeting at the beginning of every quarter, or maybe you meet on a biweekly basis, whatever makes sense for your team based on the size of your organization, the amount of work streams where people are, like what that looks like.

[10:26]

But putting something on there, where the whole goal of that meeting or that coming together, is to provide visibility and allow people to see the vision and connect with it and ask questions is really, really

important. And I found that that was one of the best ways to get my team all on the same page and make them feel like they are part of something and they could see all of the pieces. As a leader, it also helped me really sort of consolidate all my thoughts, because now I have to put this in a way to present it to my team in a simple, streamlined fashion, so that I'm not confusing people. And I'm not all over the place. And it really helped me get my ducks in a row, so that I can see what's happening over the across the organization over you know, like I said, a quarter. And also, just clean things up so that it's easy for people to understand. So that was the first thing is clarity and painting that picture of vision and visibility for your team so that they can see what they're part of the next piece. And I sort of alluded to this in my first comment.

[11:34]

It's really helping people see their roles and responsibilities and the timelines. So when it comes to goal setting, and a more we're talking about a quarter for me and my organization, and I tell this to my consulting clients, and all of my how Yes, offer clients, etc. Less is more. So I think about in my you know, 12 week years, I usually think about three big goals. And so when we're looking at those three big goals, and those three big projects, we're looking at the timelines and the tactics that roll up into that. Helping make sure that the team really understands their role and responsibility as it relates to those projects is important. Because sometimes you can have the best people, but if they're tripping all over each other, it's super inefficient. And it's very frustrating for everybody. So who is doing what, as it relates to which project and by when is extremely important? Now, I'm sure you're probably listening to this, and maybe even rolling your eyes like, yeah, of course. I mean, I know I've heard this, I've heard this too. But I cannot tell you how messy this can get. So really take the time of here's the plan, here are the pieces and the workstreams. And the tactics, who is going to do what and by when. I also want to just side note, caveat this, that I have seen so many organizations that race to the finish line, as far as people doing stuff, I cannot impress upon you enough that it is so important that people are doing stuff and you figure out who's doing what and by when.

[13:06]

But if you don't take the time to pull people together, gain clarity, get those opinions of the experts, so that the project plan is clear, it is strategic, it makes sense. You can see the pieces moving together. And you're like, yes, this makes sense. I have many of these things, or we're going to do this thing. You know, before we do this other thing, if you don't take the time to really flesh that out with people, and then decide who is doing what, you will just have a bunch of people who are running around doing a bunch of stuff. That's not only not growing your business, but it's actually slowing your growth. Less is so much more. So, get clear on what it is that you're doing, as I mentioned, like starting with that visibility, pull people in and look at that plan. What are those workstreams? What are those pieces, gain, you know, consensus around this, and then decide who is doing what and make sure it is clear. The other million-dollar tip that I want to give you around this is pick one person who is responsible for each tactic. Now it doesn't matter if, let's pretend I'm going to make this up, you have two copywriters, and they're writing things, and they tag team. Or you're working with an agency and there's like a bunch of people in the agency that can be tasked to do whatever it is that you need.

[14:21]

I'm just going to use writing copy as an example. Still pick one person who's going to be responsible for making sure that that tactic is done. So, if Suzy and you know Johnny are going to be writing the copy for your sales page, that's totally fine. And they're going to do it. Let's pretend by January 31. That's great. They can figure that out. Right? You want to stay in their lane, they're the experts. But one of those people needs to be responsible for making sure that by January 31 that copy is locked and loaded and done. They get to work out if they want to do it, how they want to do it all that stuff. That's there, that's their lane, but it being done it needs to be one person's responsibility. I cannot tell you how much angst this is going to save you, and how many times I have seen teams that break down, when you have like three names next to it. Don't do that one-point person, okay, one point person is responsible for that tactic. Okay? So accountability that makes very clear roles and responsibility and timelines is crucial, and one person on each one of those tactics, that's going to be responsible for making sure it's done by the deadline.

[15:30]

The third thing is accountability and managing the outcome. I love this, I cannot even tell you how much this changed my entire business. So many people, especially if we have any expertise in the area at which we hired someone. So, many CEOs, and business owners, end up in the weeds micromanaging how things get done. And I have found this to be such a tremendous time sink, source of frustration for your team, a way to slow down your productivity and a way to make you pull your hair out. Because what is happening in those moments where you're micromanaging is you're not actually delegating the task, which is what you need to do when you're growing. When you manage to the outcome of something versus managing how something is done, you can then hold your team members accountable to that thing that you agreed on, versus how it is that they're doing it. So for example, I'll give you an example of this, let's pretend that one of the outcomes is that we want to get more people to download the lead magnet, right, our lead magnet, that's the goal. And part of that is we've agreed as a team that we're going to revamp the lead magnet by changing the copy on the landing page first. And then we're going to go to change the content in the lead magnet. Because what we're seeing is like not a lot of people are consuming that lead magnet. So we think people are going to the page, but they're just not converting.

[17:06]

Okay, we're going to start with the copy on the landing page. What I do with my team is I've hired people who are experts in copy. And I think I'm pretty decent at copy. And I've been in marketing for a long time. But I'm not a copywriter. I'm not the hired copywriter on my team, somebody else's. And so, what we discuss is the goal for that landing page to convert, we're looking at moving the needle X percent. That's what we do we agree on it. And then we say, okay, we want to write copy, to create that outcome. So, let's pretend we want to have 5% more conversion on that landing page. We talk about it; we agree on it. And then she goes and writes the copy. Now we probably are going to also talk about some of the messaging or highlights that we've had from Avatar exercises that we've done that really highlight the problem and talk about why they should consume this lead magnet. We're going to talk about those things. But ultimately, we're on the same page. And you know, we make sure that we both understand each other and we're in agreement. Yes, these are the things we want to highlight.

[18:10]

But ultimately, she's going to go write the copy. Now, I don't care how she writes that copy. It's due by Friday at for that landing page needs to be changed. In other words, she needs to put it on there and I need to review it. So, we've agreed to that. And she's going to go write that copy. I don't care how she does it. If she does it sitting on a beach, if she does it at two o'clock in the morning, if she does it one sentence at a time every day between now and Friday, that is completely fine. How would I do it? Probably the way the copywriters hate which is like I always go into the landing page. And I create the copy right in the actual graphics in the landing page. I've been yelled at so many times, they're like, No, you need to write the copy first. And then we put it you know; we have the design. I'm like, No, I need to like go and write it right in there. I do this with presentations, too. I've gotten so much feedback like no, you build the slide after you figure out what you want to talk about. I'm like, No, I figure out what I talk about in the slide. And whatever. Everybody has a different process. But my point is, I don't really care how she does it. What I care about is that we're on the same page. It comes to me by Friday at four so I can review it. And that we are in alignment with the goal that we want. Once that copy goes out, or let's pretend it doesn't come in, whatever, then we talk about it, then we talk about it because we have agreed on the outcome. The outcome is that thing needs to be on my desk at four by four o'clock on Friday.

[19:42]

And the next outcome is going to be we want this kind of conversion on that landing page. I can hold somebody accountable to that. We can talk about why that may not have happened. It might have been part of her process. Maybe it wasn't. But what I really care about is the result I don't care about the process. Now, I want to caveat this by saying, you know, if something is external client facing, or there's something that has to be done in a certain way, so that people cannot sort of skirt that, you know, it needs to be professional, it needs to roll out in a certain way, we want to make sure all those things are agreed upon. So I say all of this with guardrails and boundaries. But within the agreed upon constraints, I am managing that person to the outcome. And by doing that, it actually gives my team members such a breath of fresh air and a sense of responsibility and accountability. Because nine times out of 10, the team members that I have worked with, and this is incorporated everywhere else, want to do a great job. But they often feel stifled. And they often feel micromanaged. And so, we want to allow them that breadth and that, you know, that freedom to be able to do what they want to do with a clear expectation of what is expected and the timelines and the guardrails that are necessary. And if people don't adhere to that, or something goes awry, then we can talk about how we make sure that we do this better.

[21:10]

So that again, we manage back to the outcome so that this thing that we actually want is actually happening. And there's an open line of communication. And we can work through that. If you are constantly holding the rain, and you are not delegating all that you're doing is basically micromanaging your team members and doing twice as much work for yourself. And it doesn't work well that way. Because really, that next level of growth in an organization, and next level of productivity is delegating. And sometimes for many of us, if this is our baby and our business, this is very, very hard. Because so many things are attached to this emotionally, our reputation, how is it going to come out? How does it look? Are they going to do it as well as us like all these things, but I promise you, if you don't let this go, you will be stunting your team's productivity and your company's productivity. So, accountability and

managing the outcomes is a big, big thing. So, know what you want, know what the result is, know what the outcome is. And then make sure that there's clarity between you and your team member around that. And then how that's going to happen. I also want to add another important piece of this is to make sure that's happening also on the team level. So, if you, for example, are running a program, like I was talking about, you know, the 10k accelerator, and our goal was to have 15 people in it, that's a company outcome. That is the team's outcome. And so, when they understand that they also work better together, they also support each other, because they have clarity around what the goal is, they're looking across all these work streams, and how they're fitting together. And they come up with some really incredible things. They are super creative, and they also work to support each other. So, it's really, really powerful. So, I highly recommend that.

[22:54]

The fourth thing is giving honest and heartfelt feedback. And I think this is one of those areas where we're not really taught how to do this as CEOs and leaders of companies, we kind of trip through it. And those poor people in the beginning when we're like tripping through it, it's, it's hard. But I think it is an art form. And I think it is something that we can evolve to learn. But also, there's so much information out there to help teach you how to give good feedback and how to broach the subjects where sometimes the feedback isn't that easy to give, it's hard, maybe someone didn't meet a timeline or didn't, you know, do something the way that they needed to do it. And you need to give that feedback, you know, to them. And also sometimes it's like, how do I give great feedback? You know, people don't want to be like gushing all over the place. Or maybe they do. But how do you do that in a way that's impactful? And is always received? Well, right. That's what we always have to remember. It's like there's somebody else, hearing it on the other side of sort of like the microphone and or the other side of the desk, and you want to make sure you're doing this in a good way. I will say that one of the most powerful things that I have found that has helped me in this way is two things. Number one, give feedback as often as you can, whether it's positive or negative, let people know. I'm you know, I was Jokowi. I'm from New York, and I tend to be a straight shooter.

[24:12]

But you know, honestly, people have told me over and over that they really appreciate that, you know, they're not, I don't pull punches, they're not wondering what I think I'm not creating drama around it. It just, it's just data. And I think it's really important to just give that feedback and have that open line of communication as much as you want. So, for me communicating over communicating, I think is actually really powerful. Stay in touch with your people. Let them know when they're doing a great job, let them know when something can be different. You know, I think it's all really important that it's not just coming like once a quarter or you know, they never hear from you. It's really important like stay in front of people. The other thing that I have found that is equally if not more important in this vein of giving feedback is to get your mind and your head and your intention straight. And what I mean by that is it is true. Totally okay, for us as business owners to have feelings about whatever the outcomes are our team things that have happened like it is okay. You do not want to be in the river of misery when you are giving feedback to your team. So it is really important that you give yourself the space, the time, if you need to get coaching, if you need to bounce this off of someone else, or whatever you need to make sure that you are aligned in what the feedback is that you're going to give, so that it can come out in a way that is productive, it is well received.

[25:35]

And I would say, most importantly, that it's something that you can stand behind as an individual. The one thing that you cannot really control when you are giving feedback to someone is them, right? They are their own person. And they're going to hear things and filter that through their own brain and their own, you know, perception. So, on some level, you can move on a very big level, you cannot control them. But if you really take the time to think about the feedback, think about the person and think about why you're giving this feedback. What is it for them? What is in it for you? Which is a really important question that I asked people like, Why do I feel the need to give this feedback to somebody? What do I feel the need to tell them? Is it to make myself feel better? Do I am I just like, pissed off? You know? Do I just feel like you know, they shouldn't get away with this? Like, what is it so that my heart is in alignment with the result that I really want to create by giving this feedback. So, asking these questions and getting in alignment, so that I'm almost like pure of heart, you know, the intention is pure, I think is super, super important. Because the vibe and the energy and the tone, and all the things that come through that conversation, all the unspoken stuff is what people pick up on. And I have found that if I am truly in service of my team members, it's really about bettering them and bettering the outcome and making sure that they have information to make what they do better, to benefit them in the long run, to benefit the company, you know, all of those things, what I say is very different than when I am just pissed. So, I'm human, I'm glad to be pissed. And so are you.

[27:14]

But as far as creating the outcome that you want, by giving feedback to people good and bad, you know, what is it that you want them to really receive? And how do you align around that. And I promise you that even if you went into the meeting, it said the exact same words that you would when you are out of alignment, the result and the outcome will be totally different. People know how you feel, it's an energetic exchange. They know when you're either not being honest with them, or you're saying something, but you don't really mean it. So, you know, really think about that before the conversation. And I would also say make sure that you have people's best interests at heart. Because we've all been in the presence of a leader or a mentor who loves us. And it doesn't mean that they don't tell us how to make things better, or they don't give us constructive criticism. They do. But under the surface, we know they love us, they have our back, they're in our core, you know, it's all those great things. And when you are that for someone, you can literally change the entire trajectory of their career, because people walk away with these nuggets. And you are an example of how to do this in a powerful way. So it really, really matters. So make sure that you're in alignment around that, that you give the feedback and that you give it often right don't just swoop in with some bad feedback, right? You know, the kind of feedback that isn't enjoyable, randomly, you want to do it in a way that feels really good.

[28:36]

And then the last thing that I want to add to this is sort of a, this is a bonus. So those were my you know, top four things, but this is kind of the number five. And this is a little bit of a bonus. And I think this is important for many of us. And I will say that I have been definitely guilty of not doing this well in the past. And I'm getting better and stronger at it at it as my team gets stronger, and my company gets stronger, and I am better able to find the people that really fit the mold. But it's never going to be 100%. And things happen and people happen, and you never know. And it doesn't have to be a horrible thing

what I'm about to say, but I just this is the sort of the bonus piece. Know when it's time to move on. What I have found is that many people hold on too long. And this is true of hiring people that they hire, but it's also true of projects that we think we've invested this time. And so we should hold on to this thing for longer than frankly, we should because eventually it'll work out and if we don't if we let go of it, and we don't keep moving forward. It's almost like we've lost all this time and energy.

[29:45]

And I want to offer to you that use your intuition and your best judgment. But when you know it's not the right fit and it's time to move on from a higher just do it. And the faster you can make that decision and do it in a intentional, meaningful way, the better off your business will be. I also think, good or bad, you want to do it with kindness, professionalism, and you want to help people set themselves up for success in the future. So if there's a way that you can do that kind of give them a springboard, you know, to go someplace else, or do something else, I'm always a big advocate of that too. But often we hold on to these hires too long, we hire really quickly, and then we sort of fire really slowly. And I think that that needs to be the other way around. I think knowing who you want to hire, taking the time to do that really being intentional. But when it's not working, making that transition quickly is really important. And again, it doesn't have to be like a terrible situation, like, oh, everything's going to hell in a handbag, and I got to get rid of this person.

[30:49]

It could just be time, like the project is coming to an end or, you know, the, you've moved to a different, you know, place in your business, and maybe their services aren't needed as much, you know, how do you do that in a way that is quick, and it's decisive, but it's also kind. And I think that's a very important piece of the growth process. Because again, we are very emotionally tied to our teams, we're emotionally tied to our company. And I think there's all a place for that. But there's also a place to know when it's time, and to really do that in a deliberate, intentional, kind and quick way. And that really makes a difference. And it makes a difference also for the team dynamic, because one of the most poisonous things you can have is somebody who's part of your organization, that's like poisoning the water. And we've all been in a situation like that. And we've all likely been in a situation where there's been somebody like that, and your leadership knows, and they're not supporting you in this, they're not doing what they need to do. And it just breaks down the trust within the entire organization. So you don't want to be in that place, there is a place for everybody. And it does not need to be on your team or in your organization. So know when that is.

[31:59]

So to recap, here are these five things that I think really boosts team productivity, and I have found in all of my career had been the biggest impact on my team's productivity and boosting productivity on my team. So number one is giving people clarity and visibility to your vision and your plan. You are the CEO, you're the owner of this company, let people see what it is that you want to create, the more they can see it, the more they become attached to it, they see themselves in it, the more powerful it is. Number two, make sure that people understand their clear roles and responsibilities within that vision and within that plan, so that they know where they need to be. and at what time, as I mentioned, make sure the plan and the strategy come first, and it's solidified. And then you roll up who's doing what and have one person accountable per tactic. Number two is make sure that you manage to the outcomes,

that people are accountable, and that you manage your team to the outcome, not the process, delegate, let them do their thing. Make sure there's clarity around that outcome, and manage to that outcome, you will be shocked at how creative and how efficient people get when they believe they own it, because it's really they're attached to that thing. And most people want to do a great job for you and for the organization.

[33:17]

So, give them the opportunity to do that, again, within the guardrails and the constraints that are necessary for what's going on the organization. For make sure that you provide honest and heartfelt feedback, both positive and negative, and do it frequently. Don't be like out there that no one ever hears from you, then you stupid with some constructive criticism, it won't be received. And frankly, people they don't they want to hear from you. They don't want to just be out there. So make sure that you're engaging with people positive and negative, and you keep that line of communication open. And that you're really able to provide feedback and, you know, constructive criticism, criticism to people and do it with a pure heart, right, really get intentional about why you're telling people these things and, and be in service to, to them and to them thriving. And then last but not least, the bonus is no one it's time to cut ties. You could have the best employees, you could have the best team members. And sometimes the projects just coming to an end or your company is evolved at or something's redundant and it's okay.

[34:17]

But don't hang on for the sake of hanging on that is one of the fastest ways to tank productivity, and to also just slow down your growth. And you don't want that. Also, you know, after it's time for people to go and they're just hanging around, a lot of times things go south pretty quickly. So doesn't need to get to that, you know, make those decisions quickly. And be decisive and you know, no one has time. So those are the top tips that I have for you boosting productivity of your team. For any of you with an organization. I promise you if you go and look at all these five things, you will find places where you can optimize this and the more productive and happier and loyal your team gets. Guess what the more growth you have, right? The more ideal customers you attract, the more money you make, the more impact you have on the world. It is the epitome of a fantastic ROI. And your team and your human capital is one of the most powerful assets in your business. So take the time to go back and look at this. For any of you who don't have a team yet use this as your guidepost. This is a great thing to think through when you're hiring people or when you're starting to get on that journey about how best to construct your team. So with that, everyone I wish you an amazing week, and I'll see you here next week!