Bridging the Product and Tech Divide

Michael Cinquino (00:02)
Welcome everyone to Ascendle Unscripted. It's great to have you here. I want to say hello to all of our guests, attendees coming in from all over. It looks like as far as Canada and as close as New Hampshire. I'm Michael Cinquino. Today I'm going to be moderating a conversation on bridging the product and tech divide. If you're not familiar with Ascendle, Ascendle is your strategic partner for accelerating software revenue. So I got to ask the CEO, Dave, what does this mean? What does this *actually* mean? And what he was able to share with me is that it means it addresses issues from leadership vision to the delivery of software into the customer's hands. And the next question is what does that cover? It covers everything from product strategy and design to architecture and development. Ascendle is your strategic partner for accelerating software revenue.

That's a little bit about Ascendle. Now I'd like to introduce two Ascendle team members who are going to have it out, if you will, over today's topic. I was going to say in this corner. And first let me introduce Clint Edmondson. Clint is Director of Software Engineering and an expert in development strategy. He's a hands-on technical leader with a bias for action. Clint has been helping companies maximize the use of their technology for over 35 years, working on everything from custom shrink wrap software and small startups to enterprise architecture and methodology adaptation at Fortune 500 companies. He is currently director of software engineering at Ascendle and lives in St. Louis, Missouri.

Not too far from there, we have Jason Ling. Jason is Director of Product Strategy, specializing in product management and alignment. Jason pioneered innovative digital experiences, including launching the first mobile social media network that set the modern standards. They established global product management processes, scale teams across regions, and launched B2B2C marketplaces, acquiring millions of users. Jason has a proven track record of creating digital experiences that engage hundreds of millions of users across the web and mobile platforms, driving user engagement and business growth. Disney, News Corp, and Expedia are all on his resume.

Gentlemen, welcome. Great to have you here. I'm going to do a little preface here about what we're going to talk about, and we're going to dive in. So today's discussion is going to explore the tension in between product and engineering teams. But more importantly, we're going to look at what Ascendle likes to call the language in between. This is the unspoken assumptions, miscommunications, and misunderstandings that often occur between teams. And rolling a sink, Clint, I'll ask you to weigh in first on our first question. And it's in many organizations, tension arises between product and tech teams. What does this divide typically look like from where you sit?

Clint Edmonson (02:55)
I've seen it surface itself in lot of ways. I mean, as simply as just lack of discussion, lack of conversation between members of the team to hostility, downright contempt. I've seen shouting matches, and those are good days. I've seen teams that show up and it looks like you're at a funeral where nobody wants to speak up. Everybody's already feeling this somber attitude. But it surfaces itself in a lot of different ways. Almost always emotions. And that obviously has a trickle down effect into the work product itself and ultimately the success of the project.

Michael Cinquino (03:44)
Jason, I see you nodding. Is it a similar purview from where you sit?

Jason Ling (03:54)
It's exactly it. It's eventually what happens is that when you have that tension between two groups and usually the most animated of groups is usually the product team and the engineering team. It usually ends up one of two negative ways. Unfortunately, it's either just total disdain for the other side or complete checkout like Clint says funeral - I say zombies. It's, yeah. And then everybody loses. So it's just that.

Michael Cinquino (04:33)
Yeah, so we've had a funeral, then one step beyond that, a rebirth into zombies. So I guess the next question would be, what drives this divide? What do you think is the catalyst for this kind of behavior? Jason, I'd love to hear from you.

Jason Ling (04:43)
I mean, simply, and this is such a broad brush, but simply it's communicating. Or the lack thereof. And it's also, I would say, another symptom of that is these groups feeling like they're not being heard. Like, engineers feel like they're just being told, hey, here's my vision, build it, do it - this is what we need to do. And then people in the product side on product managers, they hear from engineering, well, no, we're not going to do that. And it's like, well, why not? Because what you want us to do doesn't make sense. And it's just this massive misalignment that happens. And that's the cause. It's like they don't see the vision. Like if you look at product managers, product managers' sole job is to convince everybody in the organization that their vision makes sense and it's good for the organization. And I will pick on my own people. If they're bad at narrating that, that's what starts that avalanche. Cause then it's like, what do mean by that? Well, why that? Well, that doesn't make sense and everything like that. And then that frustration builds because it's the look of your engineering, your job is just, just build it. Like just build it. So that's what I've seen for a while.

Clint Edmonson (06:18)
Yeah, I mean, communication is certainly the key to it at the end of the day, right? We've got product folks speaking business language, coming in and talking to engineers who speak

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technical language on a day -to -day basis. They spend most of their day talking to a computer, and then they have to come and talk to an adult and a human talking about business stuff. like, we don't want to deal with that. We want to talk about bits and bytes and the peaks and pokes. So getting

Jason Ling (06:18)
Yeah, certainly.

or they're talking to computers.

Getting the teams to talk the same language. In our teams, we call it an ubiquitous language that everyone shares and they can understand. Getting them on the same page, getting expectations set about what needs to be built versus engineers are typically asked how long is it going to take. And if that communication has any kind of gap, you might not get what you need to know to give an accurate estimate. And it turns back around and like, we don't trust you because your estimates are wrong.

Michael Cinquino (07:07)
I feel like we have a little bit of time to dig a little bit deeper on this. You've talked about the what, you've talked about the why. As far as remedies to address this language divide between product and tech, what have you seen work? You've both laid out a couple of things. I know timing has something to do with it, but I guess that maybe starting from a high level, Clint, what are some remedies to address the language divide in your purview?

Clint Edmonson (07:34)
Yeah. So first we start with lots and lots of therapy that tends to come into play in the context that we're trying to help a team out or we're trying to help a company out and get past some sticking points is what I would call it. I know, clearly companies ship software every day. So it's not ruining our lives, but getting them over these humps where they're not quite getting there. So it starts with understanding positions and emotions and where they're at.

Clint Edmonson (08:01)
And then looking at, you know, I look at a Venn diagram of people, process and tools, right? Those are all the ingredients it takes to build a product these days. And starting to look at where's the breakdown. Is it the people, or they just do not have the tools they need to effectively communicate? Are they not meeting regularly, which is a process thing, which, you know, getting on a cadence, or do they lack the tools to see their output and to see their work products come together? So, you know, classic consulting answer: it depends.

Jason Ling (08:06)
ingredients it takes to build a product these days. It's starting to look at where's the breakdown? Is it the people? Do just do not have the tools they need to effectively communicate? Are they not meeting regularly, which is a process that's getting on a cadence?

Or do they lack the tools to see their output and to see their work products come together? consulting answer, it depends.

But it comes down to what is the nature of the dysfunction? And one of the great things I learned in some coaching and therapy I've had is happy families tend to be happy in the same ways. It's dysfunctional families tend to be dysfunctional in all kinds of crazy ways. So you have to look at where, what is that particular pain? What is that thorn in their paw that we need to address and start to work on that and then work towards more of a holistic look at how can we have all those three parts of that Venn diagram come together?

Michael Cinquino (08:44)
Jason, one of the things that came up when I was thinking here listening to Clint was it sounds like communication is not necessarily seen as part of the process. You know what I'm saying? It's almost an afterthought sometimes, and it doesn't sound like it's bad will. It doesn't sound like people are trying to screw themselves up, but it doesn't sound like it's usually part of the equation. Is that accurate?

Jason Ling (09:05)
Yeah, I wouldn't call it an afterthought. I would use the term assumed, which makes it even worse. That it's assumed that people are talking to each other.

And, in my past where I've overseen global product people in multiple countries and multiple product lines and everything like that. Clint, I know Clint has done the same thing as well. The thing that I have always found to be fairly successful is, again, it's that in-between language, I will call it the connective language - it is the understanding of the vision.

What I feel is important is to actually align. And how you do that is you get people exposed to that vision as early and as often as possible. A specific example from my startup days, I'd come up with a wacky idea for one of our products. I would literally pull UI/UX people into a room, product people into a room and engineers into a room. And we're drawing squares on a whiteboard. And it's like that like from day zero: this is what we're trying to do. And like I said, I'm only going to speak from the product side of it. But it's now my job to convince all y'all. Like I need to convince Clint, not what just what we're doing, but why we're doing it and why it matters. And most importantly, how you in engineering fit into the equation instead of just like I spent the last six weeks coming up with something with you, with the UI/UX people and other product people and marketing. And then I'm just going to call you into a room, throw something at you and be like, so, you got six months: go. Like, no.

Clint Edmonson (11:08)
That's a great point. Let me jump in. So I'll give you the perfect example of where I've seen that. And it speaks to process. Somebody thought, we'll implement an agile process and we'll set up a regular cadence of meetings and the teams will be aligned. This particular team I worked with, the only time the product owner and the technical lead talked to each other were in those meetings, which only happened a couple of times a week over the period of two

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weeks, four or five times. You can't expect that the process would solve the gap in communication. Like you guys should be talking all the time. This is just a place to make sure that we didn't miss something. And that's something you can only see from the outside as an observer. Like these guys are only talking and you see it by the language. Jason just said, like they come in with this this set of words and assumptions and things that they bring to that meeting, assuming the other party has heard it all and has been coming along for the ride, which they haven't. They've been busy doing something else. They come in and this is the first time they've heard of it and they don't have the context to understand exactly what the ask is. So yeah, it's very, very prevalent.

Michael Cinquino (12:12)
So can I ask about a question about modalities of communication from both of you? So Jason, you laid out getting in the room. I think you even said that, getting in the room together and beginning. We've got in the room, we've got video conferencing, we've got Slack, it's used a lot. Can I ask both your thoughts on modalities of communication? Because being in a remote organization, sometimes the question is, well, is this a Slack message, a phone call or a meeting? Could this meeting have been just an angry text, you know, that kind of thing? Because you get no tone of a text. Yeah. Sometimes it's a lot faster to have a three minute phone call than a 30 email exchange. So in your view, we're going to get to specifics on the language of in-between and how to bridge the gap, but could you just both weigh in on modality of communication and your thoughts and experience with that?

Michael Cinquino (12:42)
Right, and then vice versa, should this text have been a phone call? Right, because you get no tone over text. So, and sometimes it's a lot faster to have a three minute phone call than it is a 30 email exchange.

Jason Ling (13:01)
I'm going to give you a consultant slash product answer. It literally depends. Like the way that I've always seen it that has been successful is you can't force it because each group is going to it's like this almost kind of this whole I don't want to say self -governing because sometimes if you implement self -governing on a on a team and you don't have any structure or any visionary thing, it's just, you know, Mad Max. It's terrible.

But it's like, there, there are certain ways that certain groups communicate. You can't force a culture, to go back to what Clint was saying. It's like, if you just start throwing tools at it, that's not going to solve your problem. What you want to do is you want to instill the whole thing of here's how we expect to do things like case in point. I'll use, I'll use a personal one that we use here at Ascendle. Every time I get off of a call with a potential client, I drop my notes in our Slack channel and tag certain people. And that works. In the past, it would have been an email. It's like, what are you trying to do? What are you trying to convey? How is that, to your point, it may be a whole thing of no, I'm just going to drop a zoom link in a chat room and say let's talk. Or it might be five sentences. It's definitely more organic than that. And that has to do

with how do the people around you, how do they digest that information in the most efficient way? So it depends. Yeah.

Michael Cinquino (14:51)
Jason, I think the picture you painted in the beginning, pardon my reference, but it's how I think it. It sounds like folks need to know that they're in the same movie and they're making the same movie and they need to know what roles they are. And a lot of times the movie starts getting made and nobody really is totally understanding that we're telling one story versus another. It sounds like getting folks in the room, at least on the front end, could be a possible way to kick things off, like in a physical space in real time. So you would agree with that. Okay, okay. We're making the same movie. Gotta be.

Clint Edmonson (15:32)
Yeah, I was going to jump in. So I think it's multimodal. I don't think it depends. I think it's all of the above. I think cultures tend to evolve into certain modes of communication as their standard. We're certainly Slack driven. I think even in a meeting this past week someone said we managed by Slack, which I found interesting. I hope that's not all we managed by, but that is certainly a predominant mode of communication. I think as a leader, I'm looking across these different lines of communication and I'm trying to see where they're breaking down. So imagine I need a quick answer, a Slack message, yes or no, binary, one, two, three, four, five choices - answer, fine. If you start to see a novel emerge in a Slack thread or you start to see where two people aren't, where the conversation isn't congealing towards an answer, that's when as a leader, I tend to lean in and say, should we jump on a call?

Perfect world, every one of us should be smart enough to recognize that on our own, but we're usually so caught up in our work that communication is a side quest for us, right? So if you get busy, you tend to forget that there are other humans on the other side of that conversation. You just need your answer and you need it quickly. But if we want to be effective, we have to recognize when we're not being effective, if that makes sense. And potentially use paths of broader communication or even escalation, right? There's nothing wrong with pinging your boss to say, hey, I need your help getting a decision on this because I'm not getting it.

Michael Cinquino (16:59)
Yeah.

So audience - echoing Diana in the chat, if you're an audience member and you have a question for Clint or Jason, please feel free to chat and we'll take a look at that. Going back a second, hold on. I forget, I think it was Clint who said, all good places look the same, but dysfunctional families are all over the place. So before we go into dysfunction, how to correct it? What are some of the traits of when it is working? What are some of the traits to strive for?

Clint Edmonson (17:36)

Yeah, I mean, it's happiness. It's teams that are energized, teams that can meet quickly and exchange information and both parties leave satisfied. It's just this feeling that we're moving and everybody's in sync. It's hard to describe in words, but it's easy to see and practice when a team is gelling. It's a state of flow, if you want to think of it that way, right? We've all been in flow individually at times in our lives when we're working on something we're really engrossed in and we're really feeling it and we're really passionate about it. Teams and entire organizations can get into a state of flow if the conditions are set up right and the people participating are really, you know, they're skilled and they're conscious of it. Yeah, I would say in my experience, it's being heard. That's a huge, huge thing for like a really well functioning group. The individuals in that group truly feel like they're being heard.

Jason, how do you know?

Michael Cinquino (18:42)

Jason Ling (18:50)
It's engagement. You know, it's like you can absolutely tell - like I'll pick on engineering real quick. If an engineer doesn't feel like they're being heard, they're not going to say a damn thing during a meeting. They're just going to sit there. They're going to, like I said, they're going to be a zombie. And from a product perspective, a product manager, product leader, whoever we want to call it. If we don't feel like we're being heard, the frustration goes to 11 almost instantly because then it's like, well, if you're not listening to me, then why am I even here? And it happens pretty quick. But again, being heard and also to the point of like, everyone knows what their role is. To use the Michael, to use your movie analogy. Everyone knows which part they're playing. And as long as they know, okay, like this is what I'm accountable for. This is what I have the authority to do. In some instances, this is the autonomy that I'm given to do the two things that I need to do.

And if I'm being heard, then it all kind of like gels together, like to Clint's point. You just kind of see it. Cause everyone's like, cool, I know what I need to do. I know what I own. I know what I support. If I raised my hand in a meeting going like, Hey, I got some questions. It's not just going to be brushed off. It's a big impact.

Clint Edmonson (20:10)
They're happy. They enjoy working with each other.

Jason Ling (20:11)
Damn! They're invested. I mean, they're invested. They actually care. Yeah. So it sounds like a measurement of sentiment, in a way. Yeah. If sentiment is good, you know that communication likely is also good. If sentiment is not good, likely the opposite is true. There are tools out there to actually measure sentiment on calls. Avoma is one of them. It's a great tool that we use.

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Michael Cinquino (20:19)
So it sounds like a measurement of sentiment in a way. If sentiment is good, you know that communication likely is also good. If sentiment is not good, likely the opposite is true. there are tools out there to actually measure sentiment on calls. Avoma is one of them. It's a great tool that we use. If we looked at that, sentiment is good. I know it really depends organizationally and from team to team, but are there some predominant traits that might tip a team off other than not being happy or not having positive sentiment that might go, you know what, I think we need to communicate maybe in a different way or maybe change the frequency of communication. What does that look like?

Jason Ling (21:10)
If things are just dragging and things are taking long and also if you find yourself saying wow, we're in a lot of meetings. Like what's up with that? You know, that kind of thing. I mean, there are signs.

Clint Edmonson (21:28)
Yeah, it's the antithesis of flow, right? Things aren't getting done. People are complaining more. The unrest, the lack of coordination, right? It's contempt. I mean, it starts small and it grows and grows and grows to the point where you have almost a poisonous, potentially toxic environment. And that's, like I said, on some extremes I've seen that where they literally, the only times the product and tech got together was for scheduled meetings and they yelled at each other the whole time. Imagine what that product's output looked like. It was flatlined for years.

Jason Ling (22:01)
I mean, I personally would rather see, and this is going to sound bad, but I would rather see an organization with high turnover than just toxic, you know, zombie funeral environment kind of thing. Cause that's worse. Cause that's just like, we just don't care anymore. And it has a material impact on what you're trying to do. Sorry, but Michael, mentioned that there's tools that can, can spot that.

Clint Edmonson (22:14)
Yeah, Michael, mentioned, sorry, Michael, you mentioned that there's tools that can spot that. We've got one right here. I joined a meeting. You can tell by the tone of voice or the caliber of communication, whether or not teams are truly getting along and gelling. It only takes 10, 15 minutes most of the time. If it's a team that's got a lot of work, maybe a couple of meetings to really see it, but it does not take long to start to see those symptoms.

Michael Cinquino (22:47)
It sounds like it and it's got to start right on the front end because the picture that you both painted is that if someone doesn't feel in that very first meeting that they can speak up and be heard, then they're going to bite their tongue and then again, again and again, and then it's going to walk into what you both have laid out where teams don't want to talk to each other.

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And when they do, they're not talking, they're yelling. So it sounds like the communication, this language in between is really critical to be established on the front end of a cycle. Is that accurate?

Jason Ling (23:00)
Yeah. I mean, product is, like I said earlier, our job is to convey the vision and to get buy-in from across the board. And we can't do that if we're just terrible communicators and we're looking down our nose at the other groups and everything like that because I will say something complimentary to Clint the engineer and it's on record. I've always looked at engineering as it keeps product honest.

Michael Cinquino (23:49)
Pardon my interruption, I saw a couple questions come in. Joe has a question. It says, how do you account for cultural differences on distributed teams?

Great question.

Jason Ling (24:00)
Great. You bite because I've seen it more in engineering than product.

Clint Edmonson (24:00)
I'll bite.

Yeah, so, you know, I don't have an expertise in anthropology, but every time you form a team, you're forming a unique culture or unique group to achieve an output or an outcome. They have to take their respective cultures that they come from, but they also have to merge and become a culture in themselves if they're going to be a cohesive team. That has to happen. If the cultural divide from where they came from, and this manifests itself in a lot of different ways. I've seen it – at our old company, we always did this. Like, well, you're not there anymore. You're now with this group. So how can we get to a new normal? So the classic five dysfunctions of a team and the journey that a team has to go through to get past those, to get to functioning, those are also a thing you can very consciously see and cognitively work towards in coaching a team to get through that.

Michael Cinquino (24:52)
I want to dive in to another question, as we are running out of time, pardon my interruption, because this is a great one and one I really wanted to get in. So how do you handle someone who won't engage communication-wise? Because we all have our own kind of communication strategy. What have either of you done in the past to really get someone out of their shell or engage someone who just won't engage?

Jason Ling (25:08)

I ask why. Honestly, it's like why? Why? Because you know, individuals are individuals and because there could be a myriad number of reasons of why they're not engaging. And the first step to to diagnosing the the problem is ask why what's going on? Why do you feel like you can't engage? And then you go from there. And that's what I've done in the past. And it's worked like counseling and therapy. I think it should be.

Michael Cinquino (25:16)
Clint, how about you?
Clint Edmonson (25:42)
Counseling and therapy. mean, I think it should be required learning for every leader to get at least a foundation because you're looking at the intrinsic motivation of people. If something is breaking that motivation, you're going to see it and it needs to be addressed, right? If they may, they may not be the right role. They might be in a position where they've, especially in companies that move as fast as we do these days, if they've rolled transition to a point where they're not in their skillset or their comfort zone, but yeah, completely agree. What's the bottom of this and how can I help you?

We have a tool called Right People Right Seat, where we ask a series of questions like, are you in the right role? Are you feeling your skills are being used? Are you feeling like you can add value and contribute? And if some of those answers are no, then maybe there's a different role they can play. It doesn't mean you get rid of someone necessarily, but maybe that we can shape the environment to be in a place where you can be more productive.

Michael Cinquino (26:22)
Got it. I'm going to take one more question from the audience and then I would love to hear some parting thoughts from the both of you. So from Liz, Liz says, I'd love to hear more about how the collaboration of the team is reflected in the end product. If you had a wager of guess, what indicators do you see in products and solution of teams that work well?
What a great question.

Clint Edmonson (26:52)
When things work well, the product's quality is superior, right? How many times have you ever looked at a piece of software and one screen looks different in tone and style than the other one or functions a little bit differently? That's a group where the design and the ask and the delivery wasn't necessarily the same or it's been fractionalized, right? Yeah, mean, yeah, it's the classic, is this side not talking to that side? You can see it. It's evident in the way things manifest themselves in the user interface and the functional backend. you can, you can just feel it. Could you put your finger on it if you were asked to? Not necessarily, but it just, it manifests itself.

Jason Ling (27:58)
Yep. You can just feel it. Yeah.

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Michael Cinquino (28:06)
Brilliant. So we're almost at wrap time. And before we go, as we wrap, what should someone do as they leave this session? What's the first actionable insight from each of you? Maybe 30 seconds each. Clint, we'll start with you. So what's the one takeaway? Go do this now.

Clint Edmonson (28:25)
I don't know if I have just one, I have what Jason said at the very beginning which is shared vision. You establish that shared vision and you frequently keep that aligned. I don't think you can just do it one time and then, you know, talking about the divide, like, okay, we met, I shared you my vision. I threw a bunch of requirements over the wall. I'll come visit you in three months and see how it's going. That alignment has to be continuous. And part of that is the communication that has to be had to do that effectively. So as a leader, modeling and fostering high value communication is incredibly powerful because sometimes teams can't figure that on their own. They get stuck or they just simply lack the experience or the past examples to know how to do it well. So helping them through that and teaching them and guiding them. It's a true spirit of a leader in my opinion.

Michael Cinquino (29:14)
Jason, thoughts?

Jason Ling (29:27)
I have something really really simplistic You should ask every single person in your organization. What are we trying to do? And what is your part in it? Ask them that and see what answer you get. Cause that's going to speak volumes. And if it doesn't make sense, you got a problem. And if you get five different answers from five different people, you've got a big problem.

Michael Cinquino (29:44)
Jason, what do you think the best modality is to ask that question? I know it's probably not an A, B, this one or that one kind of thing, but do you feel that there's a modality?

Jason Ling (29:56)
If you're a distributed company, get on Zoom face to face talk. If you're in physical proximity, get into a room, honestly, that's what you do.

Clint Edmonson (30:07)
I'll piggyback on that one final thought. I don't consider a senior engineer senior because they're really good technically. I consider senior engineer senior because they understand the business problem they're trying to solve and can solve it effectively. That makes you a senior in my opinion.

Jason Ling (30:13)
Yeah.

Michael Cinquino (30:21)
I'm pulling up a slide here. I would love some help from the audience to let me know if you can see the slide I have up on the screen right now. You should be able to see a connect. Let's see here. Yup, it can see it. Fantastic. So here's the thing. As mentioned earlier in the session here, principles always apply. So there's this language in between, to always apply. But actually, how to apply them can be challenging. And of course, it's very unique organizationally. And then also, from a time and space perspective, just because things are working well a little while ago doesn't mean in this time and space now, this is as easy to implement.

So what we want to be able to do to help you do is to give you 15 minutes of our time to help you to implement these practices in your particular organization at this particular space and time. So there's just a few slots open for Clint or Jason. So a couple of things you can do, you can grab your phone and scan the QR code, go right to the calendar, book something right now, I recommend that. If you're on the run, there's going to be an email coming out with the scheduling links or screenshot this if you need to send it to a member of your organization. But this is a really great opportunity to take what was laid out today, to take this language in between and get some insight from Clint or Jason on what's going on in your particular organization. Because as mentioned, everybody's different. Everybody is bespoke. There's no one size fits all. Again, while there is a language in between, how that's implemented can be quite challenging. So I'd say please take advantage of the opportunity.

The team would love to hear from you. Again, you can scan the QR code here with your phone, screenshot this, or emails will be forthcoming if you're on the run. So I want to thank everybody, our audience especially, for tuning in, offering us some questions. The next Ascendle Unscripted will take place live on October 10th. We're going be talking to CEO Dave Todaro about why your software development... Actually, should I give that away? We're going to be talking about why your software development organization can't get stuff done and what to do about it. So looking forward to seeing everybody on 10/10/24. Thank you, Jason. Thank you, Clint, for your insight and your time today. Thank you, everybody. Please join us on October 10th.

Go over to LinkedIn and follow us on social media. There's lots of updates there. Again, if you know somebody that needs to hear this or what's been talked about on this session, email will be forthcoming or screenshot this.

Feel free to forward it along. Thanks everyone for tuning in and we'll see you on the next episode.

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