

[Meghan M. Biro:](#) On this week's episode of #WorkTrends, we are going agile, all caps. Forget the silos, the bureaucracy, and the slow moving leaders, which drives me nuts by the way, don't tell anybody.

[Meghan M. Biro:](#) We're going to talk about how HR can innovate, move faster, and get agile. Welcome to the #WorkTrends podcast from TalentCulture. I'm your host Meghan M. Biro. Every week, we interview interesting people who are re-imagining work, and join us on Twitter every Wednesday, 1:30 PM Eastern using the hashtag WorkTrends.

[Meghan M. Biro:](#) Welcome, welcome everybody. I am really excited about today's topic. You know, being adaptable is really something that resonates with me, and it's something I've had to do for most of my career in recruiting tech, and digital. So Kev, what's the good word today?

[Kevin:](#) The good word is 'Pivot'.

[Meghan M. Biro:](#) What say you, and why?

[Kevin:](#) Well, just because we're talking about again, adaptability. I mean, just like you are referencing, I myself have been there probably more times than I'd like to remember, but it's all part of our journey, right? In the world of work, and our careers, and anything that we endeavor to do, there are times when we have to stop in place, and literally pivot from what we're doing, 'cause it's just not going to happen, it's not working, something else needs to be explored.

[Kevin:](#) So, that's why hence the term pivot, and we've also seen way too many companies come, and go from being great, to good, to meh, mediocre, right?

[Meghan M. Biro:](#) Yeah. No question about it.

[Kevin:](#) So, this is why today's topic is really important about being agile, and HR, and our employees, and just everybody, and businesses big, and small across industries. So, I found a news piece, let's talk about that.

[Kevin:](#) So, the example that I found in the news of what it relates to our topic was the Economic Times article from India that was talking about how employees are being leveraged as internal teachers, which I thought was fascinating, and it's a great opportunity for HR to help the business get busy with being agile, right?

[Kevin:](#) For example, at MasterCard, employees who are subject matter experts are now doubling up as internal trainers. For example, teaching classes on design thinking, agile mindset, dev ops, block chain, many other topics as well, and according to this article, there's 65 active trainers who conducted more than 80 classroom sessions on a variety of topics over the past year.

[Kevin:](#) And over 2100 attendees were trained as a result of this initiative in India, which was the first market globally for the company to roll out this initiative, and now more than 90 % of their technology training is delivered by experts within the company. How cool is that, Meghan?

[Meghan M. Biro:](#) Well, I think it's actually, if I'm going to give everybody a pie chart, and a percentage, I'm going to say it's about a 90 % on cool. Why you ask? Because I think connecting culture with talent is how many great companies role in how they evolve, and guess what? It makes people feel part of it.

[Kevin:](#) Absolutely. I agree. Completely agree. So Meghan, why don't we talk to our guest Ed Muzio, and talk about this subject even further.

[Meghan M. Biro:](#) Ed Muzio is an engineer who has made it his mission to bring behavioral science to the workplace. He's the author of the book, Iterate: Run a Fast, Flexible, Focused Management Team. Welcome to #WorkTrends Ed.

[Ed Muzio:](#) Meghan, thank you for having me.

[Meghan M. Biro:](#) Where are you today? I'm in Austin, Texas and the weather is nice.

[Meghan M. Biro:](#) Cheers over here from Portlandia.

[Ed Muzio:](#) You're across the world from where you usually are, right?

[Meghan M. Biro:](#) Here's the good news, the sun's out. Can you believe it?

[Ed Muzio:](#) That's one of the best places in the world in my experience. When the sun is out, and the birds are singing, there's no better place to be.

[Meghan M. Biro:](#) Right?. There is that whole bird singing thing. You know, speaking of singing, and talents, tell us a little bit more about you, and your talents. What do you like to do?

[Ed Muzio:](#) Well, I mean, this is sort of speaking of the opposite of talents, but one thing I've been working on lately as a hobby is I'm actually learning to play the piano with my kindergarten age son. So, we take lessons together. He goes first, I go second, and he's not ahead of me yet, but he will be soon, and he'll never look back.

[Meghan M. Biro:](#) Wow, you're a brave man, I like that.

[Ed Muzio:](#) You know, I do some instructional design as part of my work, and it has been a big reminder of how the adult brain really learns, because I can take stuff on board in a more complicated way than he can, but he's so much better at repetitive rehearsal, and practice, and mistake, and fix, and iterate, which we're

gonna to talk about, right? Just keep adjusting, that I can see where he's going to pass me.

[Meghan M. Biro:](#) I see.

[Ed Muzio:](#) Yeah, he's going to have me pretty soon here.

[Meghan M. Biro:](#) Because there's a reason why he's going first.

[Ed Muzio:](#) That's right. Yeah, and there's a reason you learn when you were a kid, absolutely. I'm going to plateau here before long, and he may never plateau, I don't know.

[Meghan M. Biro:](#) So listen, you have a book called Iterate. What got you interested in how companies can iterate, and change, because clearly there's a lot of that going on right now.

[Ed Muzio:](#) You know, I'm kind of a weird person in a sense, because you mentioned I have an engineering degree, and I worked in tech starting in very technical roles at the beginning of my career, and I was in tech for about 10 years, and then about 15 years ago I went off on my own, and I started consulting with companies as to how to run better, because I was always that one engineer in the room who was sort of focused on things like authority, or iteration, or 'Are we managing the decision making process properly', you know, those kinds of things.

[Ed Muzio:](#) And so, Iterate has been the culmination of my 10, 15 years in the field, plus a mentor of mine who was 30 years in the field, some overlapping me, so not, to put it all together, and say, you know, from an engineering perspective, we know this idea of iteration, and we can talk about what it means, but we know it.

[Ed Muzio:](#) It's the way that complex systems solve problems. It's how we forecast weather, for example, and we need that same level of sophistication in our human organizations, and we know what's out there, and when it's there, we know that companies work better. So, this is my attempt to say, 'Look, we know what it is, we know how to do it, let's get it all down in one place, and let's start trying to do a better job of it, 'cause we need it.'

[Meghan M. Biro:](#) We're all coming from a place of pain. That's my belief, right? As humans, we avoid pain, clearly each of us through our journey on our careers experience that. What led you to want to do something like this?

[Ed Muzio:](#) You know, I guess if you asked me what the pain I was avoiding was, I would say it something like this. I had a friend, a close friend who was kind of one of my early trainers when I first started working, and one day we were in a meeting

together, and the meeting was in her words, 'Circling the drain', and I kind of sat there, and I guess she knew that I was frustrated by it.

[Ed Muzio:](#) And when we left she said to me something that has stuck with me my whole life, which is, she said, 'Ed, when you're in a situation like that, you have a responsibility to help correct it for everybody in the room, and the reason for that is, if you don't, then you've just signed up for the frustration you're going to feel forever, because you can help, and you're not.'

[Ed Muzio:](#) And that's just been with me forever, and I think that's been a driving force for me to say, 'Let's see what we can do here. Let's try, and make things better.'

[Meghan M. Biro:](#) So let's own it is what you're really saying.

[Ed Muzio:](#) Yeah, and if whatever talent you have, bring it to the table, and whatever intelligence you have, let's get everybody's intelligence out. I mean, that's group process, right? Let's get our most intelligence that we have together, and make the best decision we can together, because that's the best we can do.

[Meghan M. Biro:](#) I loved your metaphor about walking to your car in the parking lot. Could you, no pun intended, walk us through that?

[Ed Muzio:](#) I was afraid you were say that.

[Meghan M. Biro:](#) Yeah, I went there.

[Ed Muzio:](#) Well, it's good that you did, because I always joke that it's the most boring metaphor ever, and that's what makes it a good metaphor for management.

[Meghan M. Biro:](#) That's actually funny. I never thought of it that way.

[Ed Muzio:](#) Well, you know, I mean, I'm jumping ahead here, but management in a sense is supposed to be boring, right? If management is very exciting with lots of fires, and lots of huge drills, and big drama, then we're doing it wrong, right?

[Ed Muzio:](#) Management should be sort of boring, and methodical. So, the walking to your car story is just this. So, you step out the door of maybe an office building, or the mall, and it's a giant parking lot, and you glance at your watch, and you determine that you need to be in your car in three minutes in order to stay on time with the rest of your day.

[Ed Muzio:](#) And so what do you do next? You glance off in the direction of where you think your car is even though you're not sure, and even though you can't see it, and you start walking. Now if we, if we take sort of an organizational view of this, you might say, well your your metaphorical CEO office, your brain, set an output requirement at a time, right?

[Ed Muzio:](#) So, be at the car in three minutes, or less, and then your workforce, your feet carried it out, and that's not incorrect, but when you actually look at what goes on during the walk, it's a good deal more sophisticated, right?

[Ed Muzio:](#) So, you do have this initial sort of statement where we're going, and then as soon as your feet start moving, the muscles in your legs, and your feet are dealing with things about the surface. Is it slippery? Is it wet, is it a steep hill?

[Ed Muzio:](#) And they're making decisions, and adjustments down at the bottom of your organization that are completely separate from your executive suite, right? You're not thinking about those things, it's just happening. They're also using a resource, blood oxygen that they need from the quote unquote organization, and if things are too difficult, they don't have enough, they can escalate, right?

[Ed Muzio:](#) So, they can send an escalation up to what we'll call middle management, your cardiovascular system, and ask for more, right?

[Meghan M. Biro:](#) And you know what, Ed? There's a lot of that going on now. I feel like middle managers are being left behind.

[Ed Muzio:](#) Well, we always say middle managers, it's the hardest job in the world in some ways, 'cause you're twisted from the top, and you're twisted from the bottom, right? So you've got pressure from the top, and then you've got the calls from underneath you saying, 'If you don't help us with this, we'll be stuck forever', right?

[Ed Muzio:](#) So in the walk, sometimes middle management fulfills the requirement, and still the CEO isn't involved, right? Other times, the request is too big, and so there's an escalation further, and then, you know, you, and I both have that feeling in our mind where it's like either walk slower, or breathe harder, or this isn't gonna work, right? And so you get the full escalation. So, you've got information moving up from the bottom.

[Meghan M. Biro:](#) And often we don't really think about that, right?

[Ed Muzio:](#) It's not at all conscious. That's right. It's a system. Like I said, it's boring, right? It's a system that's happening without too much attention. It's just part of the system, and it does happen on a regular basis, you're making small adjustments in blood oxygen in your body all the time, and not thinking about it. It's part of how you iterate.

[Meghan M. Biro:](#) Okay. So, when we think about innovation, we think about leaders having big ideas, and it's all this lofty talk, right? I've said it, you've said it, we're all talking about it, but you say that managers are really important too, which I'm really thrilled to hear, and that's why you're here today, 'cause I think we need to be

paying more attention to managers. So, how should we be thinking about managers? Tell us how to get from A, to B.

[Ed Muzio:](#)

Well, I mean, the rest of that story of the walk to the parking lot is that you have that information flowing from the bottom, but you also have you're up in your executive office in your brain, and you're looking where you're going, right? So, you're pushing information down from the top.

[Ed Muzio:](#)

You're saying, 'I see an obstruction, I see a hole', right? Whatever, and then information is going down, and so what you have is the whole system is optimized, so that every step you take is the best one from where you are.

[Ed Muzio:](#)

And then whatever you learn from that step, because you get a step closer to where you thought the car was, and you realize, 'Hey, that's not the car', or you get a step further up the hill, and you realize, 'I need more blood oxygen to make it up this hill', and that information gets incorporated into the next one.

[Ed Muzio:](#)

And so, that system of constantly saying, 'Where are we headed now, versus where we're trying to go', and, 'What adjustments do we need to make to either stay on course, or get back on course, small adjustments, big adjustments', whatever, that's the job of management. That's what I talk about is management being the quote, unquote feedback system. This is not like giving feedback to an employee on how they're doing, that's a different, and important kind of feedback.

[Ed Muzio:](#)

This is the systemic feedback of the organization saying, 'Here's where we're trying to go, and our current course does, or doesn't take us there. So, let's readjust resources as needed in big, and small ways to get there', and that's the role of management, and it's a critical role, because only management has both the authority over the resources, and the understanding of the ultimate goals, or outcomes. It's a goal important purpose that only management can perform.

[Meghan M. Biro:](#)

So Ed, how can we change the way we set up our organizations to lead to more, and I'm going to say the I word, innovation?

[Ed Muzio:](#)

Yeah. You mentioned this idea of the leader has the big idea, and the organization executes, and that's not wrong, but we need to take a closer look at what we mean by that, because often we mean the leader at the top has a big idea about what I want to do, and then he, or she parses it out, and says, 'Okay, person A, you're going to go develop it. Person B, you're going to sell it. Person C, you're gonna to produce it', let's say, to keep it easy, right?

[Ed Muzio:](#)

And so, the prevailing, what I call the North American management mythology says, 'Now person A, B, and C are free to run their roles as they see fit', and so person A says, 'I'm gonna develop it. There are three components of that. I hire three people, and I let each of them run as they see fit', right? And so what you

have is I, if I'm at the top, and managing a set of disparate individuals who are managing an even more set of even more disparate individuals, does that lead to innovation?

[Ed Muzio:](#)

Well, it can, but the truth of the matter is, all of those pieces are interconnected, and so what you really need to have as a model where you're saying, 'Look, it's not person A, B, and C working on their own part. They have their own goals, but they're really working together as a team with their leader on the higher level objective', and that same statement, we call it upward looking success in the book Iterate.

[Ed Muzio:](#)

That same statement is true at every level. Whether you're a first, second level manager in middle management, or whether you're a member of the CEO team, you are working with your peers, you have individual goals to which you're held accountable, but ultimately, you succeed, or fail together based on the charter of your management team, which is the goals of the leader of that management team, because that's what that person is bringing to the next level of the organization.

[Ed Muzio:](#)

So, that's what you owe the organization, and that starts to drive some coordination, and take down some silos once you realize, 'Hey, if person A, and person B are arguing, they better be arguing over what's best for the higher level plan, because a me, versus you argument is nonsensical really'.

[Meghan M. Biro:](#)

Some of the smartest, and most creative people I know, I will say are creating ideas in silos, 'cause they're more comfortable there. How would you address that, 'cause that's real.

[Ed Muzio:](#)

Well, silos are comfortable, and I mean, there are certain business models like let's say, a traditional law firm, let's say, where there's a handful of partners, and they each have their own world, and we purposely keep them separate, right?

[Ed Muzio:](#)

It's not wrong, but once we start talking about the ideas that are complex to implement, you know, I don't know what those people need to use, and I think there are many variants on that, but once we start needing an organization of coordinated resources to implement the idea, then that's when this idea of iterating, and having a management team that has upward looking success, and these other practices we talk about is critical, because you can have a great idea, and not take it anywhere, but that's not a business result, right?

[Ed Muzio:](#)

So, if it's a complex idea ...

[Meghan M. Biro:](#)

And that happens a lot too by the way. How times are we off thinking these great ideas that don't get documented, we don't talk about it, and again, we're

in that silo. So, I think this is a huge challenge, especially for C level leaders to actually make this work for everybody, right?

[Meghan M. Biro:](#) 'Cause everybody needs that manager figure, whether you're C level, or middle management, depending on the size of your organization, and it becomes exhausting too. There's this whole exhaustion factor.

[Ed Muzio:](#) Well there is. I like to talk about, you know, ancient Greeks had, I think it was six words for love, and the Inuit Eskimo tribe has like 50 words for snow, or ice, or whatever, right?

[Ed Muzio:](#) I like to talk about, we need more words for management, and there's managing with a capital 'ING' I like to say, which is if you have direct reports, you know you have to set goals, you have to model policy, you have to deal with them on issues, help them develop, those are all really important, that's managing the capital 'ING'.

[Ed Muzio:](#) There's also change management, a whole body of work around shepherding the organization through giant re-orgs, or you know, what have you, changes in market strategy, big ones. That's very important in those situations, but this third thing called management with a capital 'MENT' is what I'm talking about, this system of individuals working in collaboration, to coordinate the resources of the whole enterprise to get it continually moving toward it's goals, and if you're not doing that, if you're trying to solve that problem through change management, and managing without management, then you're going to be exhausted like you said.

[Ed Muzio:](#) Because it's overwhelmingly difficult to have a change management campaign every time you need to make, to continue with the car metaphor, a small correction to the steering wheel, right? If you have these disparate people managing even more disparate people, then everything you want to change from the top, you have to go around, and sort of convince everybody. That is overwhelming, it's exhausting.

[Meghan M. Biro:](#) And I think the words change management need to go away. I just feel like it's become this corporate buzzword, right, a phrase in which we're like, 'What is this?'. It's more about actions. It's more about behaviors. So Ed, your challenge is to come up with a new term, 'cause I feel like people, their eyes are glazing over on this.

[Ed Muzio:](#) Well, like I said, I mean I think there's a language shortage, and I like to talk about, you know, I don't want to talk about change management. I recognize it as a body of work that's important in a certain case, but I think you're right Meghan.



[Ed Muzio:](#) I think it's getting over applied, and I've seen companies where, you know, we're trying to do change management in place of what I'm calling management with a capital 'MENT', and that really is exhausting, right?

[Ed Muzio:](#) So, the best word I can give you right now is management with the capital 'MENT', and that is again, this system of people working together to constantly adjust the resources of the organization.

[Ed Muzio:](#) That's what the most senior people need from the organization, and it's actually an easier way to work. Not that it's easy, but it's a less stressful way to work, than to constantly be in combative silos with each other trying to fight for my part, versus your part.

[Meghan M. Biro:](#) So in your book, you outlined five different ways to change old school behavior, which I love, and get more agile. Can you give us a couple of examples we could all use in our organizations every day?

[Meghan M. Biro:](#) I mean, this could be a small organization, to a multinational enterprise. Hopefully it applies to everybody. If we can do that, and if it doesn't, break it up for us in terms of size of organization.

[Ed Muzio:](#) Well, I always say this iterating content of this book, and this approach to management which we think is out there, and about the top 10, 20 % of high performing companies, this works as soon as we have enough people to need a couple layers of management.

[Ed Muzio:](#) So, if you've got seven people in your whole company, get around the table, solve your problems, you don't need to coordinate beyond that, because you can do it in the room. Once you grow to the point where you have to two layers of management, three layers of management, right? Then whether you have 100, or 100,000 people, and I've worked with companies of both sizes, then you start to need this.

[Ed Muzio:](#) So, let me give you a couple of examples that again, they would work at any size in between 100, and 100,000. One of them we talked about already, which is this upward looking success idea, and that's a really small thing. You just say as a manager, you know, 'Look, managers who work for me, you each have your goals. We hold you accountable to those goals, but also you're accountable together as a team to my goals, because that's what I owe the next level, and so we succeed, or fail together, and so it's not possible for you to succeed, one of you, if all of you don't succeed by getting my goals done.'

[Ed Muzio:](#) That's a big trick in a sense, but it gets people focus to higher level, and it gets them to start to really problem solve at the next level up. So, that's one. Would you like another one?

[Meghan M. Biro:](#) I would.

[Ed Muzio:](#) So, let me jump to a different practice. That one falls under what we call 'Linked teams'. Let me talk a little bit about what we call output, and status broadcasting, and work preview meetings, and those are two of the five practices, those are kind of buzz wordy, but they're basically just about language around how do we do that thing where we look forward, right?

[Ed Muzio:](#) Where I look out over the horizon where I thought my car was, and realize I'm walking the wrong way. One of the key pieces of that is what we call 'Forward looking data', and that has to do with, if I'm going to bring a graph into a management meeting of a key piece of my output, and I'm going to say, you know, 'Let me show you a graphical picture of what I'm doing'. Often in the North American approach, that graph will look like everything I've done so far up to today, right?

[Ed Muzio:](#) So, how many widgets a week I made all year until now. Maybe I put a second thing in there, which is a line looking forward saying, 'This is my plan for the future'. So, you know, 'So far, I've made this many a week, and I plan to stay flat, or go up, or go down, this is my line for the future'.

[Ed Muzio:](#) But until that graph has a second version of the future on it, meaning until I put one more thing on that graph that says, 'Here's my future plan. Now, hey, we just ran a forward looking forecast, and I can tell you at this moment, we expect to stay to plan as you can see, or you can see here, we're going to go over, or under', right?

[Ed Muzio:](#) Once I can put a second future on there, and say, 'As you can see from my data for my forecast, here's the future variants I expect.' Put another way, 'Here's how my understanding of the future varies from my previous understanding of the future.'

[Ed Muzio:](#) Once you do that, now you've got something to talk about in a management meeting, right? Because now you can put that up, you can show it, it doesn't take too long, and then you can have a conversation about, 'Hey, if there's too much variance, what does it mean?' Right?

[Ed Muzio:](#) So, 'Hey, peer of mine, who's expecting my output at this level, as you can see, I'm not going to hit that target.' Now, do I need your help? Should you just get ready for the fact that I'm not gonna hit it by adjusting your own work? Should we make a third decision? You know, that depends, but until we get that kind of graphical data, we end up lost, because we end up in these long narrative conversations about how it's going in your area, right?

[Ed Muzio:](#) So, moving away from how it's going in your area, and moving toward, 'Let me show you the variance I'm expecting, and let's talk about what to do', that's a

key piece of iterative management that is absolutely necessary in management meeting.

[Meghan M. Biro:](#) Where does HR play a role in this conversation in making some of this happen in everyday life.

[Ed Muzio:](#) You know, HR can do a couple things. We have one class, all my programs, and consulting, and everything is geared toward the business, but I actually created one, one day class called 'Own Your Seat', which is for HR people. Just help us, and I consider myself one of them, right? Help us better advise the business, and there's really two ways to do it.

[Ed Muzio:](#) One of them is to model it, right? So, if you have data you bring, let's just take a simple one. Let's say you're providing a staffing ramp, and you're hiring at a certain rate, and they've given you targets. Instead showing how many you've hired so far, and how close, or far that is from the target, put a forecast on there, be upfront, are you going to hit the target, or not?

[Ed Muzio:](#) And if not, you know, are you asking for help, or are you saying 'This target is not hittable, I need you to adjust your expectations', right? So, answer one is model it. Answer two is watch for it. You know, there are a number of techniques that I talk about in the book, we can talk about a few more here, but if you're in a meeting, and you notice for example, we've been talking about narrative, it's a long winded narrative meeting without much decisions, many decisions ...

[Meghan M. Biro:](#) That sounds actually really familiar to many people right now. The meeting for the sake of the meeting, that one?

[Ed Muzio:](#) Yeah, yeah. I mean, if you notice it's ceremonial, if you notice it's highly verbal, if you notice it's the managers get together, and talk about history, right? Or talk about presence status, and not the future. If the focus of the meeting is not on, 'What can we do differently today to change the results tomorrow, to be closer to what we want them to be?'

[Ed Muzio:](#) Then in whatever way you can, whether you are firmly entrusted to the job of advising that leader, or whether you're just a member of that meeting, you can start to nudge in that direction. You can start to say, 'There are tools we can use to spend less airtime talking, and more airtime decision making about the future.'

[Meghan M. Biro:](#) And doing, let's not forget that everyone. Doing, making it work. Okay, speaking of doing, and moving things forward, do you have any predictions for us as I'm looking into my crystal ball? What are we looking at in terms of the future of work? What are you seeing?

[Ed Muzio:](#) The future of work? Well, I mean, so the easy one to say is, I think it's only getting faster, and more complicated, I think everyone says that. I would add to that kind of a good, and the bad from my perspective.

[Ed Muzio:](#) The good is we seem to be getting better at sharing tools. It's a little overwhelming sometimes, but we seem to be getting better at isolating certain situations, and saying, 'If you have this problem, here's a tool for it'. We tried to do that. I've tried to do that in the book a little bit.

[Ed Muzio:](#) There's some videos in the book that talks specifically about data. There's a video specifically about group problem solving, right? So, we're getting better I think as an HR population, and it as a business population at sort of applying tools to situations, that's the good news.

[Ed Muzio:](#) The bad news is I think with that, has sort of a tendency to shut out anything that's not a like-minded idea, and what I mean by that, I'll give you a simple example. I was invited to do a brown bag lunch, and learn for probably 50 people in a company of tens, of thousands, and they spent hours analyzing to make sure my message would be in line with their management philosophy, and I thought, 'What if I just come in with a different idea?'

[Meghan M. Biro:](#) Yeah. What if you just show up as yourself? That's kind of frightening to me. That's a little much. Whoever is doing that, please stop. I mean, let's talk about being genuine. People see through that. They feel that, especially when we're talking about generation Z right now, that is basically entering the workforce in droves. I think it's a bad idea.

[Ed Muzio:](#) It's funny too. When I talk the younger generations, and I say, 'Let me show you what management is about', I'll lead with the question, 'What do you think management is for? Talk at your tables for three minutes', I'm teaching a class, 'What's management for?'

[Ed Muzio:](#) And then when we get through this, and go, 'Here's management with a capitol 'MENT', it's role is to keep adjusting the organization.' A lot of times, you know, the feedback will be, 'I've never heard this before', right? 'I thought managers were the people that you know, told you what time to show up, and how to punch the clock, or where to file your goals, what were the policies around discrimination', and it's like, yeah, those are important, but if you don't know what management is, and what it's for, how can we set those young people or anyone else really up for success in the role?

[Meghan M. Biro:](#) Ed Muzio, thanks for stopping by. This has been fabulous,

[Ed Muzio:](#) Meghan, thank you. It's been a pleasure, and I wish you luck, and wish your audience good luck in all your next best steps.

[Meghan M. Biro:](#) Let's keep the party moving. Join us for our #WorkTrends Twitter chat. We are going to be on the twitters with Ed Muzio on Wednesday, March 13th at 1:30 PM Eastern, 10:30 AM Pacific, or wherever you're hanging out around the globe.

[Meghan M. Biro:](#) Join us, and tell us what you've learned about being flexi, being agile, and thinking at the same time. Kind of tricky stuff, right? And if you'd like to get our Twitter chat questions in advance, sign up for our newsletter at Talentculture.com.

[Meghan M. Biro:](#) Thanks for listening to #WorkTrends from TalentCulture. Join us every Wednesday at 1:30 PM Eastern for a live Twitter chat with our podcast guest. To learn more about guests featured on today's show, visit the show notes for this episode at Talentculture.com, and help us spread the word.

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