

Goal Setting Myths and Coaching TRANSCRIPT

INTERVIEW: Lisa P. Turner, Ph.D., of YourAchievementCoach.com, discusses the importance of goal setting in reaching the life of your dreams. Interviewed by Steve Shannon, Career Trainer, Lisa explodes commonly held beliefs about goal setting and explains the value of engaging a coach in reaching a higher level of happiness in your life. 60 Minutes.

SHANNON: Lisa we're excited to have you with us. How are you doing tonight?

TURNER: Steve I'm equally excited...we told people in the invitation we would explode commonly held beliefs about goal setting and I can't wait to do that! Let me tell the listeners that I'm going to be talking fairly fast. You all know that the brain can process audio very quickly and I don't want you to get distracted!

SHANNON: We're going to jump right into that in one sec . . . here's a zinger right out of the box: You are the first woman in the world to build and test fly a Pulsar XP two place 160 MPH rated experimental airplane, then you built, flew, and sold another experimental fixed wing aircraft, both achievements while you held full time senior management positions with large corporations. Were you always an overachiever and if not how did you become one?

TURNER: You mean UNDERACHIEVER, right??? Well early in life I was considered somewhat of a delinquent . . . I was one of those children able to climb out of the crib which was supposed to be impossible, at age 4 I would climb out the second story window of my room to see what was out there; I guess I was the girl version of Dennis the Menace.

One Saturday when I was 7 or 8 years old, I watched my much older brother start the Red Toro Self propelled mower. While he was mowing the lawn I started thinking . . . well that night I devised a plan. I was fascinated with "transportation devices" – cars, planes, bicycles, wagons – anything that would transport you from one place to another using machinery or engines. For months I had wondered how to hook my red wagon up to something that would pull it . . . I knew the car would be too fast to tie to . . . but the mower just might be the ticket! The next morning I quietly went into the garage and tried to pull the big machine out into the driveway. At that age I was a small, scrawny kid, and I struggled to get the mower turned around and moving out the door. The other problem I faced was getting the mower to turn sideways in the driveway, so it would not start rolling down the grade into the street. I had already found out about this phenomenon when surprising my mom with a car wash – I'd discovered how to put the car in neutral and let it roll out of the garage into the driveway for washing – and how to put the brake on so that it did not roll into the street. Well back to the mower – I finally got the machine turned so it would not roll. I took a piece of rope and tied it to the handles of the mower and the other end to the front bar of the red wagon. I flipped the long "steering" handle of my wagon back so I could stand in the wagon and steer. I knew I would have to be very careful that the wagon did not turn over. The front wheels would have to be aligned and not turned suddenly. How do you think I found that out??? I followed the steps my brother had taken to start the mower. Now back then you know there were not any safety devices on these things – when you started them the blades would start whirling and there was no deadman switch like we have today. Vroom! It started right up, and here I am standing in my wagon, gripping the steering handle tightly, down the driveway FAST – wait, where are the brakes? I forgot about brakes!! But it was so much fun I quickly forgot about how I would stop my contraption and headed out down the residential street, absolutely delighted. This street was a

very quiet one – rarely would a car come along – so I had the whole expanse to drive in. I was probably cruising around 8 MPH and I thought this was just PERFECT. I screamed with excitement and delight! All too soon however – within 45 seconds in fact of the launch of my great adventure, my brother heard the mower going and raced out of the house with my mother watching as I headed down the street and around the bend to the cul de sac. My brother caught up with me and turned off the mower – and that was the end of that! I forlornly pulled my wagon back to the house while my brother started the mower again and ran it back into the garage. So I was in trouble again and it seemed I couldn't do anything right. But secretly I knew that I would build something else, some day, that would transport me to another place. I would have a cockpit with gauges and dials and controls, and screens, and switches, and keys, and an assortment of magical devices.

As I grew up I listened to others who suggested I do this or I do that, go to college, get a normal job, etc. I just assumed that school was NOT about what you WANTED to do, your passion, but torture you had to endure so you could then go home and do what you wanted, which for me at that time was building things or taking things apart. Back then you know they did not allow girls to take shop class or do any of the really fun stuff, we all were supposed to learn sewing and cooking, and when I put the zipper of the dress I was making in backwards they finally let me into shop class. So I was indeed considered a problem child with an uncertain future.

SHANNON: Ok, Underachiever. So what turned you around?

TURNER: Well, when I was 11 years old, my mother came to me one day and said she was ill and I would be going to stay with relatives across town. This distressed me a lot – my mom was my best friend – my dad had left years earlier and my brother and sister were grown and out of the house. Mom said two things to me. Please work harder in school. And I love you. That was the last time I saw her. The emotion of that moment ignited a fire of desire for accomplishment. I started writing down the things I wanted to do. One of those things was building a flying machine which later became a reality. I realized I could combine learning, fun, and passion. The point is this: investing some time in self knowledge will make a huge difference in your life and the tough stuff just makes you learn faster. It's ok to dream and create, even if it doesn't feel as if you are in sync with what others are telling you to do.

SHANNON: Give us a preview of what people on this call or tele-webcast can expect to take away during the next few minutes:

TURNER: One, to be a world class achiever does not mean you have to listen to hundreds of CDs and read dozens of books. I'll describe why that should not be your focus. I'll offer some stories about real people in real situations.

Second, why do most of us, professional or not, fail to take time out to figure out what we really want? I think I have found some answers that might surprise you and why it can be dangerous to put off these decisions.

Third; and I am sure you saw this coming, but hear me out. The path to achievement can be stunningly simple, and must be simple or you will reject it. I'll talk about how a personal coach can make a big difference in your life and simplify what you thought was complicated.

SHANNON: In case you just joined the tele-webcast you are hearing Dr. Lisa Turner who is the former Chief Training Officer for ninety thousand employee Tyco Fire and Security, an 11 Billion in revenue company. She holds two PhDs, one in Business and one in Human Resources. Now

she's the principal of www.yourachievementcoach.com she describes as "Six Sigma Meets The Secret". My name is Steve Shannon, your host tonight and for the past ten years contract career center manager for Pratt & Whitney, now Pratt Whitney Rocketdyne, on their Florida campus in far West Palm Beach County. Lisa let's start with take away one:

TURNER: Ok, well we said we would explode commonly held assumptions about goal setting. In my opinion there at least eight myths. In the interest of keeping this tight and fun, I'll talk about three of them.

1. Always prioritize your goals

NO!!!! Prioritization is used when brainstorming multiple goals, not after they are established. Prioritize what you are going to do RIGHT NOW, in this moment. Change is always going on around us, and we must have the flexibility in our schedule and in our stance to be able to respond to changing circumstances.

2. Stick to your goals and don't quit

NO!!!!!! Again, the hallmark of our world is change. If the underlying reasons for a certain goal change, you must adjust appropriately to that change. This is tough psychologically as we normally hold on to stable environments and resist any changes. But doing this will really hold us back.

And as for quitting, quitting can be a terrific strategy to get off the wrong track and on to the right one. There's a little book out there that you might have already seen or read called the DIP that tells us that quitting can be the best thing we can do if it gets us unstuck and into a track where we can be the best at something.

3. All goals must have deadlines

NO!!!!!! While we certainly spend time looking at the long range picture of what we want in life, we have to be flexible, once again, in assigning timeframes to goals. Examples include "getting fit" – does this have an end? Of course not. We set milestones for measurement and move on. Success depends on being able to change direction. A subset of this belief produces all kinds of pain around "missing deadlines" – we throw our arms up in the air and say we are failures. This is not only damaging to our self esteem, but produces discouragement and fatigue. This is a major contributor to stress and the feeling of overload, especially in the workplace. Self esteem and confidence are critical to achievement, balance, and happiness.

SHANNON: Well that's pretty dramatic! I know you've been talking about achievement myths; can you tell us one of the most important things a person has to have to be successful in their goal setting?

Sure. We've talked about quitting and adjusting, that they are OK and even necessary, AND we've said that the process needs to be simple, but we cannot ignore a key component of goal achievement, and that's PERSISTENCE. Anyone who has accomplished anything worthwhile knows that it was not necessarily easy. One of the best examples of course is Thomas Edison's inventions - he produced thousands of failed experiments before getting some rather important ones to work. If those of us who "still don't know what we want to be when we grow up" are persistent in searching out the career that combines our passion and values with our talents – this is ok! Be persistent. Don't give up once you know you're on the right track.

SHANNON: What differentiates your goal setting system from all the others out there?

TURNER: Aha. Critical question. Most systems start with brainstorming goals (the “I want” part) and move on to the technicals of definition and timeframes. My 8 step system, called “The Achievement Formula”, starts with YOU. Who are you? How much do you know about yourself? What are your beliefs, values, and personality traits? Then we explore what you really WANT. Successful goal setting will then result in a workable plan for achievement. The more you understand WHY you want something, the more desire, energy, and satisfaction you will create around it. An achievement or life coach is not a therapist; at times it may FEEL like “therapy” but coaching is all about the present and future, not the past. While we definitely want to use self assessments to discover values, beliefs, and traits – we spend time on what is possible and create an atmosphere of enthusiasm, learning, and confidence.

SHANNON: At the beginning of the program we called your coaching “Six Sigma Meets the Secret”. Could you elaborate on this?

Here’s why I describe my business this way: we all think our goals should be logical and rational; but our dreams are neither logical nor rational, they are completely emotion driven. So the key is to apply the data using Six Sigma, or logic, and then implement using the gifts given to us by the universe – the Law of Attraction, if you will. This interplay and balance are crucial to making the most of an achievement plan. I find that a cycle develops that alternates between the two naturally. All the logic in the world will not convince the subconscious mind to believe something; it is the power of emotion – the fuel if you will – that drives achievement. Values, beliefs, self knowledge, and the data have to be lined up in the same direction to produce the spark.

SHANNON: Wow! It sounds to me like having the perspective of a coach can be invaluable for someone who is serious about improving themselves, reducing their stress, and raising their happiness quotient. It’s amazing that a lot of people don’t consider even writing goals down, much less developing a plan to achieve them. I heard that 2% of the population has written goals. Lisa, is this true?

TURNER: Absolutely true! Why is this? There are hundreds of books, CDs, and software out there about setting goals. What’s going on? Most of current practice ignores the role of emotion and concentrates on logic. NOTHING will get done without the right emotional setting.

To illustrate, think about the last time you or a friend or family member said they were going to do something big, like lose weight. You set your date to begin. It’s been a long hard week, and its time to reward yourself. “Look, you say to your self (which is really your subconscious), I can start this NEXT week. OK. Next week. Another long hard tough week goes by, and you have some frustrations at work. Look, you say to your subconscious, I’m not ready for this, I’ll begin next week.” See what is happening here? We sabotage ourselves before we even get in to the goal plan. Our hearts aren’t in it. We have told our subconscious mind we don’t care about it. It’s not going to happen. There is nothing stronger than our emotions and beliefs. This is just one of the many areas where a coach can help. When we put the plan together, we have all of the reinforcing pieces in place so each goal accomplishment drives the next one, and so on. So, Steve, why don’t we write goals down? Because we are afraid of failure and disappointment.

SHANNON: Wow. I wonder how much of this translates into the workplace.

GREAT question, Steve! Because what we see in people’s personal lives is also true in the workplace. Current research tells us that about 12% of managers have communicated the company strategy to their employees and helped them develop, write down, and commit to, performance goals. These guys and gals are real coaches. But 12%??? And just 15% of

managers EVALUATE their employees yearly. Imagine what could be accomplished if managers were fully trained in the process and we had employees in companies who understood their jobs and what they were supposed to be doing and how to measure it. What a lost opportunity.

SHANNON: You're hearing Dr Lisa Turner from yourachievementcoach.com who has authored achievement articles on flying adventures and aircraft building techniques. She holds an A&P license which means she is authorized by the FAA to work on aircraft not to mention train others on building experimental airplanes..... I'm your host Steve Shannon from resumesteve@gmail.com

TURNER: Steve, I'm going to hire you as my PR guy right now! Goodness gracious.

Ok, back to some practical advice. I really do believe in everyone having someone – friend, mentor, family member – to help them gain perspective and test ideas on. To be their champion. To listen without judging. We go to a medical professional for a checkup, don't we? We go to a computer expert when we need help with the PC – people need to think of life coaches in the same way – as professionals who can make a critical difference in their level of achievement and happiness. Yes, it's true, you have to pay a coach money. But what you get can be priceless.

What a professional coach can offer is that objective and unbiased yet supportive and professional guidance that will lead them to their goals. For example, once a person has gone through the eight steps of our Achievement Formula once or twice, they master it and can do it on their own. So a coach is not forever; 3 to 6 months will usually do it. Of course there are folks who have a coach for years, and they are extraordinarily successful.

SHANNON: Speaking of benefit, didn't you say in your promo that you had some giveaways?

TURNER: Ah yes, the giveaways! This is the shameless selling part of the program. Ok, let me describe what I have. On my website, which is www.YourAchievementCoach.com, I have descriptions of coaching packages and teleseminars. I'll describe them briefly here and you can go to the site for more information. What I would do though, if I were you, is to go to the site, even right now if you can, and click on the Free Alerts tab on the home page. Here you can register for a monthly e-mail description of upcoming teleseminars, and this includes free stuff we want people to know about. Again, that is www.yourachievementcoach.com. I promise I'll protect your email address and contact information. No spam I promise.

What I will do is take all the names that register and enter them into a drawing. Three people will win their choice of the following:

FREE 45 minute telephone coaching consultation to use whenever they wish or give away;
20% off ANY of the Achiever Track packages, and 20% off the Achievement Formula Teleseminar Series starting in October. And a plug for the Achievement Formula Series – it's going to be unconventional and results oriented, and a ton of fun.

The tracks range from 6 to 12 weeks in length, and consist of one 45 minute telephone coaching session a week. The double track option offers 2 sessions a week to accelerate results.

The Teleseminar series is really a blast. Just as you are doing tonight, you can call in or participate over the web. The Discovery Track seminars are standalone one hour offerings with titles like, Should you quit your job and start your own business? And Why to Do Lists don't work. Then we have several different Teleseminar series, which are delivered over 5 weeks, such as the Achievement Formula, coming up in October. Finally, we have the Achievement Expert series, which runs 5 weeks where we interview people who are among the best at what they do, and we

discover their secrets of achievement. These are really my favorite because they are educational, enlightening, and enjoyable at the same time. These people are like you and me, they are not famous, but show us techniques for getting more of what we want in life.

All of these products can be viewed and purchased by going to www.YourAchievementCoach.com.

We offer a 100% money back guarantee on all of our coaching and all of our products.

SHANNON: And for my part everyone on this call in order received at resumesteve@gmail.com is offered free of charge a 30 minute resume critique. You send your existing resume to me (pick one please) and three options when you would like to talk. I'll select one and give you my toll free 800 number to call me. That's resumesteve@gmail.com with your resume attached as a Word document please.

SHANNON: Lisa, we have some questions that people have submitted Give us one last thought to take away from this time together.

TURNER: Sure. I said earlier that there are a lot of self help books and methods out there for achieving things in your life. But 80% of the time they don't work. Why? I'll tell you. When I was in Human Resources I counseled hundreds of people on issues they were experiencing in their lives. These issues were not simple and looking for one solution or one answer will not address this complexity. Many of these books and methods are good in their own right but only address one area. There is no one single right way to get what you want. It is not going to happen without balance. For example, in his management book Good to Great, Jim Collins talks about the Hedgehog concept. Many of you already know this – do one thing and do it well AND have it be your passion, or what you are emotionally invested in, AND be able to make money doing it or get some sort of currency return. This can be psychological currency for those who serve, or gratification for doing something well, or it can be cash. So compare this to a three legged stool. If you are missing one of the legs, it will fall over. The books out there are good but only address one or two legs at a time. And many of them are simply re-formulations of existing concepts, which is ok but still does not address the balance issue.

Steve is a perfect example and I will use him. Leg One: Service. Steve is deeply passionate about service to others and giving. He wants to help others get what they want. Leg Two: Steve has developed not only competence in career development; he has become the best in his field. Leg Three: People recognize the value of what Steve has to offer and they gladly trade money for it. Steve is in his sweet spot, he is happy, and he is balanced. Those of you on your computer right now can type "Hedgehog Concept" in to your Google bar and you will see what we are talking about graphically.

I hope this time together has left you with some insights that will be useful and I really appreciate you taking the time to be on this call. Thank you.

SHANNON: Well thank you, Lisa, for that insight and wrap-up. We now have a some questions from folks. One of our listeners has asked if you would share ONE MORE of your "Myths" around Goal Setting . . .

TURNER: Oh my goodness, I love this! Ok, let's see ah, ok how about this one. Share all your goals with your circle of friends so that they can support you and so you'll be committed to them. This is how you get that commitment, right???

NO!!!!!! Doing this will GET YOU COMMITTED. Self esteem is important to the goal setting process and all you need are your friends telling you are a fool, or a dreamer, or “round the bend”, or crazy. This isn’t to say you shouldn’t share an important goal with a loved one or close friend, but be judicious about it. You’re not doing this for your friends; you are doing this for yourself! It will be difficult enough for you to adjust deadlines and priorities without your friends asking you when you going to win that marathon or climb that mountain.

SHANNON: I can identify with that because of my work with over 1300 people at Pratt and Whitney Ok, here’s another one. I’m going to combine two questions here. The first one is how coaching can get someone who is stuck in their career a promotion, to get recognized or more money; and the second part of that is how do you find a coach?

TURNER: good questions. Ok, I was coaching an employee to grasp opportunities, to “toot his horn”, about some important work accomplishments that I knew could get him a promotion he wanted. He was the reticent sort, being an engineer – quiet – but he had designed a method to speed up the production line by 22% by eliminating several unnecessary steps. This equated to about a 30% increase in profits. I found this really phenomenal and amazing, and told him that he ought to make sure management knew about it. I suggested he develop a simple technique and practice it – I know many of you on the call know about the “elevator speech” – the short 20 or 30 second paragraph that absolutely grabs your listener with RESULTS and EXAMPLES. Most people, when they hear an elevator speech remark about how impressed they were with the well organized short story and want to know more about the accomplishment. Well, I worked with this engineer to perfect a short account of his invention and how it improved the manufacturing line. I told him, “Just wait. You’ll know when to say it!”.

One day he was literally in the elevator with the president of the company. [It’s amazing what the Universe delivers, right?!] At first this engineer was dumbfounded and couldn’t find words to say to the CEO. But we have practiced so thoroughly that this predicament lasted all of 4 seconds. He then launched into his 30 second accomplishment speech that demonstrated this incredible benefit to the company and the company’s goals. The CEO listened carefully to the engineer and was delighted with the short story of results. He wanted to hear more and said so, inviting this engineer back to his office to hear more! Needless to say, the employee got the promotion he wanted. In addition, the employee realized that it was ok to be proud of their accomplishments and tell management about them.

And the second part of that was finding a coach? Well, my address is hey ok, just kidding. What I would do is start right around yourself – locally – there are often organizations locally. You can also get on to the Internet and find coaches. Most of these professionals will give you a free consult so you can determine if they are the right coach for you.

SHANNON: Yes, the coaching groups – for example Coaching South Florida - are very helpful, and referrals are common. We meet once a month and we can get you in contact with specific types of coaches. I have another question from one of our listeners. I’ll read this question verbatim. “I spent much of my career working for difficult people. Some of these people were my bosses. What is the best way to deal with these people?”

TURNER: Well, the best way to deal with these people – of course I am going to give you a simplistic answer because we are talking in generalizations here – if discussing this on a coaching call we would go into the specifics of a solution for the individual being coached – start from yourself and take responsibility for “managing upwards” – meaning if the person is your boss, then you can actively manage them in terms of generating behaviors you would like to see. Find out what they want, and deliver it. Again, this is very simplistic, but let me give you an example. The amazing thing in today’s corporations is that management is still not giving people

performance reviews. I worked in human resource departments for 20 years in a variety of large and small companies and I can tell you this is so. Not only do managers not complete reviews, they do not sit down and set goals for their employees and manage work to meet those goals! Well this is a whole other subject that we could spend time on, but my point is this. If YOU write YOUR OWN review, having already decided on your own goals, given your knowledge of the business and your job, you will not only astound and delight your manager, your “difficult” boss will be a lot easier to deal with. Yes, you are doing his or her job, that they should be doing, but it will make your life a lot easier!

The other situation, having people who are working for you and are difficult, is a little bit easier since you hold some degree of power over them in terms of consequences, but the advice is similar: make them take responsibility for their own goals, behavior, and performance. If we were on a coaching call I would want to review the specific behaviors in order to devise a solution together. I know this sounds simple, but it works. I hope this helped answer your question, Tom.

SHANNON: Why did you go in to coaching?

TURNER: The coaching practice is an extension and an enhancement of what I have always loved, and that is teaching. The moments in the classroom when the students see concepts come together in a practical way and get excited about what they were learning – the AHA moments – all terrific, and that excitement grew stronger as I spent years counseling employees one on one in my employee relations roles. Finally those values – giving back to others, sharing what I have learned, and bringing more results into people’s lives – comes together in the coaching practice. I’m enjoying the service aspect more and more and the feeling of contribution in enhancing the lives of others is fabulous. Ultimately each one of us must find our own areas of excellence and passion and combine that with our expertise to fulfill our purpose or mission in life.

SHANNON: Do you have any special niche or group of people that you like to coach?

TURNER: Having spent over 20 years in corporate business environments large and small, I enjoy working with professionals who want a new career, such as starting their own businesses; also folks who want to achieve a dream they have, such as writing a book or building an airplane; and I enjoy working with people who want to become self employed at home or who are already self employed with a home business – we take the business to a higher level. I also love teaching the goal – dream achievement process on the teleclasses – to our point about most people not having goals that are written down with a plan for achievement. The teleclass series – “Your Achievement Formula” actually starts with an examination of values – because values drive beliefs and beliefs drive emotions and emotions drive goals!

QUESTION: Will you be having any more free teleseminars like this one?

TURNER: Absolutely! The teleseminars for me are the most exciting format because it’s convenient, it allows the participants to ask questions and discuss the topic, there’s plenty of feedback, and it’s inexpensive. Feedback allows us to adjust to differing learning rates and styles, and it’s fun. You can learn from your easy chair, dressed in your robe, or whatever. Register for the Alerts at www.YourAchievementCoach.com so we can send you the information as they come up. As I said earlier on the call, the Your Achievement Expert series will be really fun – we’ll be getting top of their game successful people to tell us their achievement secrets and their stories of how they got to their “sweet spot” in their careers. I’m hoping we have people on the call tonight who will want to participate in the series!

SHANNON: We have a question. Will this interview be available after tonight?

TURNER: Yes, it will! The great thing about this is that it is an MP3 file so you can easily download it to a player or to your PC desktop. I'll have it loaded by tomorrow on www.YourAchievementCoach.com as well as the transcript, or text, of the interview. Please remember that while this is for your own use, if you would like to share it with others or copy portions of it, we would like you to contact us for permission since it is copyrighted material.

SHANNON: Also loaded on the site is a "quiz", called "How Serious Are You?" This handout is self scoring and will stimulate thought around your current state as it relates to career in particular and personal development in general. If you take this assessment and want some help in interpreting it, simply contact Lisa or myself.

We'll wrap up now . . . wait, here's another question from Roy . . . he asks if a coach can reinvent themselves as far as a career is concerned?

TURNER: Fantastic question! Roy, thank you for asking this. Yes, absolutely, for many of the Baby Boomers who have left a long and fruitful career and decide to "reinvent" themselves by deciding to do something completely different . . . not that the other generations, the "Xers" and the "Yers" can't do this, but somehow the Boomers are uniquely positioned for this leap into things they have always wanted to do. There's a lot of excitement around this – taking the decades of expertise and experience that these folks have and translating it into another job, or coaching practice, or service in some form – it's very dynamic. To do this with a coach – a mentor coach – takes it to the next level entirely.

SHANNON: I'd like to add that some of the best coaches we know have coaches themselves. Some of the coaches have three coaches – a business coach, a coach for coaching methodology, and one for health matters! Coaches have coaches.

TURNER: Yes, so right, Steve. You should have a coach if you ARE a coach. In fact, I would question any coach who does not have their own coach. The learning that goes on through this professional mentoring relationship takes a coaches ability to provide results to others to the top level.

SHANNON: By the way if anyone is interested in the technology that we are using to deliver this interview via the web and via the telephone, simply go to www.YourAchievementCoach.com and check out the Downloads and Resources page for the information. Lisa and I are participating in this event from two different cities by the way, this is working very well.

We have another question. Steve, do you help with executive biographical sketches for business plans and investment researching? Yes, we do that, in fact this is one of my specialties, and Lisa can do this also. I have found that biographical sketches written in the third person become a valuable tool in marketing yourself.

TURNER: I hope that listeners on the call will take Steve up on his offer of a free resume critique! One thing leads to another and I know he has delivered great results for the professionals he has worked with.

We really appreciate everyone bearing with us on this first tele-webcast! We're testing the technology and having fun at the same time. I appreciate everyone investing the time. I hope everyone really enjoyed the discussion! I know we did. Steve?

SHANNON: We did! Yes. As we wrap up, feel free to let us know via the web how you liked the call tonight and if you think there is anything we could have improved.

END.

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