



## **TZL - ZG Awards with Kyle Ahern**

TZL Open [0:03] Welcome to The Zweig Letter Podcast, putting architectural engineering planning and environmental consulting advice and guidance in your ear. Zweig Group's team of experts has spent more than three decades elevating the industry by helping AEP and environmental consulting firms thrive. And these podcasts deliver invaluable management, industry, client, marketing, and HR advice directly to you free of charge: the Zweig Letter Podcast elevating the design industry, one episode at a time.

Randy Wilburn [0:53] Hey folks, and welcome to another episode of The Zweig Letter Podcast. I'm your host, Randy Wilburn, and I'm excited to be with you for a new episode. I'm sitting again in front of somebody, a live individual, so it's exciting to be able to do that. I'm here with my colleague, Kyle Ahern. Kyle is the Awards Manager at Zweig Group. Many of you who have traveled and been to Elevate conferences or Hot Firm events have probably run into Kyle in the past. I remember Kyle when he was just an intern, so I'm starting to feel a bit old here. Nonetheless, we are here in Zweig's empty office in downtown Fayetteville. And it's only empty because most people are still working from home as Kyle does, and we just agreed to meet here, so it's good to be in front of somebody. Kyle, how are you doing?

Kyle Ahern [1:40] I'm doing great, Randy. Thanks for having me on.

Randy Wilburn [1:42] It's so good to see you. I'm glad to be here today. I'd love for you to give the audience- you've been on a previous episode of the Zweig Letter Podcast, and I can't remember what episode number it is because we're up to 192, so we're getting up there. But I'll make sure that I put that link in the Show Notes for that episode that you were on previously. Why don't you share with the audience your role at Zweig and what you're doing about the awards program?

*For More Info Visit: [TheZweigLetter.com](http://TheZweigLetter.com)*

Kyle Ahern [2:13] Yeah, sounds great. Well, as you said, I'm the Awards Manager at Zweig Group. I've been in this role for about five years now, and I oversee and manage the entire process from start to finish. Once we get back from the conference, we sit down and regroup and look at all of the awards areas to improve that was a success the previous year. So, a lot of that is the Best Firms to Work for Survey. That's our Annual Employee Policy Workplace Award, and that involves a huge employee survey, the biggest one in the industry. And then there's also a corporate survey involved in that as well. And then we also have our Hot Firm Award that we look at every year, based on the Inc. 500, 5000 lists, and that's purely just revenue based. And then, we also have our Marketing Excellence Award, which honors outstanding marketing in the industry. And then we have our Rising Stars Award, which before it was mostly just in our C+S Engineer magazine; they handled that. And then, a couple of years ago, we brought that into the main Zweig Group Awards fold and open that up to all AEC professionals, so not just civil and structural engineers anymore; that's open to any professional in the industry. And then we have our Jerry Allen Courage in Leadership Award, which I know you're very familiar with, and that honors the courageous leadership of any person in the industry. No matter their role, who's had to battle adversity or bring their company through tough times who've just shown outstanding leadership for their company. And then we have our newest award, which is the Top New Venture Award, which honors those newer firms less than five years old, who not only are succeeding revenue-wise but have a great backstory and a great growth story as well.

Randy Wilburn [4:35] I love that because I don't know that we ever really took the time to acknowledge those up-and-coming firms. You didn't acknowledge anyone until they really made a lot of noise in the industry, and I think that's important to do. This is something that Zweig has been doing for a long time. The best firm to work for, Hot Firm, all of those are awards that have been around the block, so they have legs and they will travel. What are some of the things you've taken away from this since you've been in this role about the importance of these awards and how it impacts firms that participate in the process?

Kyle Ahern [5:18] So one of the pillars of our mission Elevate the Industry is celebrating, and these awards go a long way into achieving that pillar of our mission. It's important for firms to work on themselves and improve and make sure they're always, as Calvin Ladner used to say, if you're not growing, you're dying, so that's important. But it's also important to celebrate your achievements and celebrate being a best firm to work for, creating an outstanding workplace for your employees, which I think needs to be more widely celebrated because that is so important. Work is such a big part of your

employee's lives that if you're creating somewhere where they enjoy going on a day-to-day basis, then that's something you got to celebrate. And then, celebrating growth and creating new opportunities for your employees to have better pay, better-paying jobs and more opportunities for people to come in and work. And so, if you're growing and have outstanding revenue growth, that's worth celebrating as well. And then, marketing excellence, that's an area people tend to overlook. We know the importance of marketing at Zweig Group, and we always push that in our advisory services. Sometimes it's tough to tell that to a firm when they're looking at marketing as overhead, so we want to celebrate the outstanding marketing in the industry. And then the up and coming firms and the up and coming individuals in the industry, it's all great to celebrate all of those different aspects. And so, one of the best things about the awards is celebrating all of the unique and great aspects of this industry.

Randy Wilburn [7:10] I agree wholeheartedly. And you're right about the celebration piece, especially for marketing, which, like you said, sometimes gets poo-pooed on because it's not a line item under the utilizations part of things within a design firm. But it is where the rubber meets the road, where business happens and where deals are done. And I have always historically, and since I've been involved with this industry since the 90s, recognize that a lot of firms didn't celebrate the wins and that's what you have to do. And I think the awards program, as a whole, like you said, gives people a chance to celebrate those wins. But then it also acknowledges the people that are maybe lower tier within the organization but are pulling their weight and making things happen daily. And without that acknowledgment, you miss out on a chance to really build up your workforce and the people on your team.

Kyle Ahern [8:08] And I think the celebration isn't lost on us at Zweig Group, either. Back when we had our office with everybody working in it, we had the gong, and every time we get a project win or even other types of wins within our company, we gather everybody together, and you hit that gong. It was just a good way to celebrate. So I think celebrating is very important and the awards certainly played that role in the industry.

Randy Wilburn [8:35] Over the last 18 months that we've been dealing with this pandemic, what has replaced the gong for you guys? Because I know you guys have had some big wins lately. I just noticed on LinkedIn the other day, Jamie Claire had posted another successful M&A transaction that went down that Zweig was a part of, and you guys have really been moving and shaking. So how do you replicate that in a virtual environment?

Kyle Ahern [8:59] It's tough, but we have the emails that go out to the whole company celebrating each win that we get. And then we have people in the office working who can still hit the gong for those who aren't here or send videos of just the gong ringing or virtual gong or something like that. But then, we also get together and have zoom calls that we call watercooler meetings now, and so you know, we get to get together and celebrate any wins that we have that way and, so it's good. You got to find a way you adapt, and I think we've done a good job of doing that over the last 18 months or so.

Randy Wilburn [9:46] I think everybody listening to this podcast, myself, we've all had to adapt. There have been some major changes in the last 18 months that is for sure—it's more of an understatement. In that same line of thinking, what have you seen in terms of the change of the awards program and maybe even some of the data you've been pulling in, such as pre-pandemic versus what you see now? What are some of the major trends that you're seeing?

Kyle Ahern [10:20] I've been able to dive into the 2021 data that we just closed and cleaned up and everything that goes into getting it organized. You have 13,000 people who will take over a 100 question survey; there's a lot to dive into. So the biggest thing is just across the board. Almost every single question across the board was up and even up higher than 2019 levels. Because things in 2020 dropped off, and we expected them to because this survey took place right about the exact time that people were starting to have to work from home and adjust. And so we expected, okay, there's going to be a drop-off. And so, it was really exciting to see everything rebound, back to and even above pre-pandemic levels. And one area, in particular, that was good was feeling secure in their job. Many people were very nervous last year, but to see the score bounce back the way it did this year. It's at the highest point since we've been tracking the data, so that's a real testament to the people in the industry, to the firms in the industry, to the leaders in the industry that are helping their employees feel very secure in their job. Even though everyone in this industry would probably describe it as the most challenging time that anyone's had to go through.

Randy Wilburn [12:08] I think in all of our lives because I don't know that too many of us are running design firms around during the influenza pandemic. So, we all have to say that this coronavirus Covid 19 pandemic has been a game-changer for sure on a number of levels. Hot Firm is great, top-line revenue. When you look at firms that grow, that's an easy thing to look at and measure. But when you start to talk about what makes a best firm to work for in the design space, what you would say to a young design professional with an organization of 15-20 employees who ultimately

endeavors to be considered the best firm to work for. What are some of the markers of a best firm to work for?

Kyle Ahern [13:00] I think the great thing about our data set is we can break it down into those different demographics. So we can look at the younger generation, and look at those up-and-coming professionals and see what is most important to them. And it's really an investment in their careers, and that's what the younger generation is looking for. Everybody wants the compensation and the benefits to be on the same level, but that's pretty straightforward across the board. It's the investment in their career, investment in their future, setting up training opportunities, having internal training, lunch and learns, bringing people in for professional development. That's what sets the best firms to work for, apart from the rest of the field—taking the time to listen to their employees and figure out what they want and investing in their careers in their futures.

Randy Wilburn [14:06] I've always told people that the firms that I see are the most successful, take time for professional and personal development. And that's the indication of a firm that has some understanding of where their people are and what they need. You hire somebody within your design firm, they are not the finished product; they are where they are at that instant in time. The reality is that you ultimately want them to get to a place down the line where they're a thriving member of your organization. And sometimes, when you hire them to when you get to that point, there's a lot of work that goes on in the process, and that's the phase where all the real work happens. And that's where firms take the time to do what I call that real work, that professional development on a regular basis. Maybe you set up a university within your company, where you provide ongoing training, both on a professional level, so those individuals can be the best version of themselves for the work that they're doing. But also, on a personal level, they can be the best version of themselves, period. It's like a little bit of both. So tell me, what are some of the real markers that you saw in this most recent best firm to work for that stood out for you outside of just personal and professional development? What else made a best firm to work for?

Kyle Ahern [15:41] The leadership as well. The questions regarding leadership, I trust my firm's leadership, I trust the firm's future direction, and my firm is ethical. Those questions were way up this year. I think maybe it was the pandemic that really brought out the true leaders in these firms. And so, those best firms to work for really, really scored well in those leadership areas. And I think that comes down to having great managers through the C-Suite level and having that leadership in place because that trickles down and ripples throughout the entire company. So, that was probably the

area that I saw that really stuck out to me was those best firms to work for. Their employees felt really strongly about the leadership in their firms.

Randy Wilburn [16:40] That speaks to, obviously, job security. You feel good about where you work. You feel like everybody that's running things has it under control. And as you mentioned, that I think about some of the people I connected with, like Chris Huckabee, from Huckabee, and Ozzie Nelson, specifically, two individuals that I know very well, that have hugely successful design firms. And one of the first things that I asked them what they implemented as soon as this pandemic happened to stay connected with their people. Ozzie started doing weekly video messages to everybody, just to let them know what he was thinking, what the leadership of Nelson was thinking, and then ultimately what he wanted to provide some encouragement. The same thing for Chris Huckabee. They amped up the communication. We have seen historically in the industry that sometimes leadership and those in the C-Suite tend to regress in communication where they don't focus on it enough. They assume that people will figure things out through either osmosis or just through the water cooler talk. And unfortunately, as a leader, you can't get ahead of any narrative unless you control that narrative. And you can't control that narrative unless you're the one at the forefront providing the information in the message.

Kyle Ahern [18:02] And it's funny that you bring that up because we saw the drop in scores really across the board last year, but communication was up. And I think the pandemic forced everybody to, as we said earlier, adapt. And I think communication just took off to a level that it may have even gotten to the point of over-communicating. At one point at Zweig Group, we were doing weekly all-hands meetings, and I think we got to the point where we were like, okay, maybe we need to back off just a little bit. And, of course, you keep that door open for anyone who wants to communicate. At the beginning of the pandemic, everybody did a great job communicating with all of their employees. And then, unfortunately, the one area from 2020 to 2021 data that we saw the biggest drop was effective communication. So, you wonder if everybody was gung-ho at the beginning but then pulled back and then regressed too much. And now, people are going back to the firm isn't communicating well enough with us. So, you hope people will rebound and make sure everybody's on the same page and communicating everything across the board.

Randy Wilburn [19:20] I think that's one of the areas where any thriving organization, I don't care if you're a design firm or anything else, if you allow communication fatigue to set in, you've missed it. You have to get that back and reignite that level of communication, that level of contact and interaction because, with that, anything is possible. But if you don't have it, then you being the leader of a company or an

organization or department, leave your people to their own devices, and that's not always a good thing. You want to take that away, and like you said, even Zweig tried to overcompensate a little bit with the regular all-hands meetings, which is important. But I think if you have solid people around, you can trust them to do the right thing, and I think they will return the favor to you as a leader. They will get their work done and do what they have to do, and then when you check in with them, you know that anything you expect does get done. You don't have to check-in and say how's it going constantly? Are you done with that report? Are you working on the next report? What are you thinking about doing next week? You can walk and chew gum at the same time. So, I think it's really important. So tell me anything you notice with the top new ventures, less than five years old. Any changes between pre-pandemic information and what has happened since the pandemic?

Kyle Ahern [20:54] We haven't gotten into that award yet, and so, I am very interested, because that award closes June 30, just here in a couple of days. So I'm very interested in getting in and reading those entries, compared to last year and even compared to 2019, to see how these new firms when these people started their businesses, they probably didn't think, oh, I'm going to have to deal with a global pandemic. So it's going to be interesting to hear their story because these well-established firms pivot and adapt. They have the infrastructure to do that, but for these new firms, what did they have to do to survive? I think that's what everybody's mindset was last year was to survive. So it'll be interesting to see what they had in store in 2020 for these new firms.

Randy Wilburn [21:44] I think that'll be good. For the new venture, since that's a newer award, do you get a lot of entries for that?

Kyle Ahern [21:56] We don't get a lot for that and we have just one winner for that award. And so, you don't want a lot of people to apply and then you're like, well, sorry, thanks, but no thanks, you didn't make it this year. It is one that that I think we would be open to adapting in the future if it was gaining a lot of traction because, of course, we want those new firms to be celebrated. You're going out on a limb to start this new company that's worth celebrating in and of itself. So, it's one that that I'd like to see take off personally. So, it's something we'll have to work on at Zweig Group ourselves to make that happen.

Randy Wilburn [22:46] And now, I'm going to make it a little difficult for you because I want to ask you the question that I know a lot of people throw in your face when you approach them about being a part of an award program. Because for some people might be like, oh, well, this is really just self-serving, I participate in the award, but

maybe I shouldn't be? Why be involved in these awards period? How do you retort or respond to somebody that comes to you and ask you that?

Kyle Ahern [23:16] That is a very good question. I talk to people probably most about best firms to work for and, it's been fun to watch the change in that award in the last five years. When I started, it was great. We want to be considered the best firms to work for. And now people love the awards still, but the data that they get back from the award because we send everyone who participates this huge report that shows all of their employee survey data from the big survey. They get that back, whether they're a best firms to work for, winner or not. And so, it's been fun to watch it go from we love this award. The award is great, we love getting the award, but we also want the data to learn how we can improve as a whole. What areas do we have that are weaknesses? What areas are strengths that we can continue to build on? That's what I tell people, not only could you be an award winner that looks great for recruiting, even for winning jobs, I would say, but you're also getting data back to help your firm grow, improve and move forward.

Randy Wilburn [24:37] I always tell people that benchmark is important. You need to get that information to know where you are. When Mark was applying for the Inc, when we were Zweig White and Associates and Mark and Fred White were applying for the Inc, it was the Inc 500, now its 5000, so it's a little different. The importance of it really was as a company to get a benchmark as to how we are compared to other ventures that are comparable to us. And where do we stand? And where do we want to be? And so, yeah, you have all these different categories, but it's always nice to see if you stand out in the crowd, and is there room for improvement? And I think, if nothing else, the data that Zweig provides for any participant in any of these awards is invaluable. Because it does give you that feedback, and we are not operating in a vacuum. We are actually getting feedback that tells us whether we're on the right path or whether we need to make some course corrections, some changes, and even with the best firms to work for. For those firms that participate and even place at the top, there's still room for improvement because every organization is always getting better, ideally, so that would be the plan. So participating in this program gives you a chance to fine-tune your offerings and fine-tune how you operate as an organization.

Kyle Ahern [26:05] I think you brought up an important point of benchmarking. And even if you participate in Hot Firm and Marketing Excellence, you don't get that report back that you do in best firms to work for, but you get to see how those areas of your firm you might think are strong. You can see how you would stack up against the competition and that's a great thing about having the in-person event. We do get to showcase some of the marketing excellence pieces that we get to see at those in-

person events, so people can come by and say, okay, that's a good idea. Not that you want to be giving away your marketing secrets, but it's a good way to build and enhance marketing throughout the industry.

Randy Wilburn [26:59] And honestly, there is nothing new under the sun, so a lot of stuff that you think, oh, I'm going to be the first to do this, somebody else has probably done it. Maybe they haven't done it as well as you, but they've done it. That Marketing and Excellence Award, I always liked participating in that part of the event because I remember going around the table and looking at everybody's marketing ideas of how they presented stuff for proposals or other things. There were a lot of really good ideas put out there, and I think it's important because you also get to share that information at the event. And so people can see what your peers are doing, how they're doing it. Maybe they have a bigger, better mousetrap. And I think there's always something to be learned from looking at what other people are doing. Not that you have to copy them, but imitation is the sincerest form of flattery. And sometimes it's good to imitate some people that have had some success, because invariably some of those bread crumbs will fall on your plate, and you can benefit from it. So I think that would work. And then, of course, you have the Jerry Allen Courage and Leadership Award, which is a tremendous award in the name of an individual that I actually worked with. And so again, I feel really old. I mean, he passed away in the early 2000s. Jerry and Mark were very close, and Jerry gave Mark one of his first jobs in the Design Industry as a whole when Mark was at Carter and Burgess in Fort Worth, Texas. Jerry was an outstanding guy. Anybody that wins this award is definitely a different kind of leader. Meaning that they don't take a lot of mess, their word is their bond, and they definitely care about the people around them and want to see people be successful and have something to show for it. Jerry made a lot of very successful people around him, not just successful within the scope of the work that they did, but also financially successful. I still talk to some of these people to this day, and they have nothing but praise for this man. He's passed on, but his legacy still lives around. I really applauded Zweig for doing this award because it means so much to this industry to look to individuals who have that type of sensibility as a leader. And I can think of the different people like John McAdams and others that have been previous award winners, just stand-up individuals, and so, that award is really important. And that is a merit-based award for sure- make no mistake about it. There's not a whole lot of voting that goes on there. As they say, the proof is in the pudding; you can look at the work that people have put in and by the sweat of their brow and make some comment about what somebody is like. And so, I certainly encourage those of you listening to this. If you think you have a Jerry Allen type leader, you should throw their name into the hat and make a case for why they should be considered for the Courage and Leadership Award.

I think it's one of the most prestigious and special awards in the design industry. Am I overstating?

Kyle Ahern [30:20] I think you're spot on. Those who have been to the in-person event and have seen the video testimonial that we put up about each winner from people within their firm, from those who work with these leaders every day, are extremely powerful. There's raw emotion that goes into it. It's all very real and very powerful. And so, I'm excited to look at the entries for this year. That one's about to be closing as well. We get a number of high-level leaders involved in picking that winner every year, so I'm excited for that this year, too.

Randy Wilburn [31:08] And I want to give a shout-out to somebody whose name you mentioned, Calvin Ladner, who passed away in 2020. Calvin was a friend of mine, and he was a Jerry Allen Courage and Leadership Award winner. He ran LJA in Houston, Texas- a big firm, 45 locations, almost 1400 people, but Calvin left some very big shoes to fill. If you wanted to look at the example of the type of leader that Jerry Allen typified, it would be somebody like Calvin Ladner. So shout-out to his family. Shout-out to the LJA family. We certainly appreciate having examples like him in our life. So anything else that you want to tease before we close out this particular episode about the future of awards at Zweig Group?

Kyle Ahern [32:01] Well, I mean, just some exciting things that we're doing with best firms to work for. We have developed a few tools that allow us to not just look at demographics industry-wide, but we can break down demographics firm by firm now. Like we said earlier, every firm has those areas of weakness, but it's not firm-wide in areas of weakness. So if you can pinpoint it and then work on that area, or pinpoint areas of strength and build out from there, then I think that only serves to improve your firm, so that's an exciting tool. We're offering a full analysis of best firms to work for employee survey results, and then we're always looking not just to improve but expand our awards program as well. So I'm always open to ideas and suggestions, especially from people in the industry. So, I'm always happy to talk to anyone who wants to pick up the phone or shoot me an email about anything that we can do.

Randy Wilburn [33:14] That's great. And what's your email?

Kyle Ahern [33:15] My email is [kahern@zweiggroup.com](mailto:kahern@zweiggroup.com).

Randy Wilburn [33:20] [kahern@zweiggroup.com](mailto:kahern@zweiggroup.com). Definitely reach out to Kyle and he will get back to you in a hot minute. He won't let any grass grow under his feet, and you will hear from him right away. So I certainly want to encourage you to do that. I

wanted to tease out this fall, there will be an Elevate Virtual Conference and a live event, like a real live event. Not limited. There will be 16 people in a room socially distanced- 12-foot barricades.

Kyle Ahern [34:03] So the virtual event will be four weeks long, starting September 13<sup>th</sup>. It's just going to be maybe one or two sessions a day for those four weeks. So it's very easy to pick and choose if you have a couple of hours one day or a few days throughout the week. It's going to be high-level content just like last year- people raved about it. I think we had over 1800 people attend those virtual sessions, and it's free. So that's open to anyone within your firm who wants to join any of those sessions. And then, we have the full Elevate AEC Conference this year, which we're so excited about, and people I've talked to are very excited about getting back to it because that really is our big celebration. You've been and you've seen the light show that Chad Clinehens, our CEO, likes to put on for the award show. He describes it as a mix between an award ceremony and a rock show, and I think that is spot on. So, we're excited to get back to this year. And of course, there's going to be outstanding speakers and breakout sessions and networking. So, very, very excited to get back to in-person events for those who are comfortable and want to join us there in Denver.

Randy Wilburn [35:26] And I would encourage everybody to participate in both of these events. For sure, what we talked about earlier in this conversation about creating opportunities for professional and personal development for all of your people. The Elevate Virtual Conference is the best way to do that. You can make sure that all of your people sign-on. It's just like when I tell people you're listening to the Zweig Letter Podcast, but so many of you haven't subscribed. It comes out free every Monday. It comes out at noon, and it drops in your email inbox. You can read it at your leisure. It's about 12 pages of some of the best content and information. And Kyle, you write articles. [KA – that's right, I've got one coming up]. I've written a ton of articles in there. You can find something for everything you're dealing with within the design industry space, right within the walls of the Zweig Letter Newsletter, one of the oldest running newsletters in the design industries. I certainly want to encourage you to take advantage of that. Not only can you sign yourself up, but if you wish, you can email Kyle, or you can email Sarah Sparkman at [sparkman@zweiggroup.com](mailto:sparkman@zweiggroup.com) and say, hey, Sarah, I want to sign my whole company up for the Zweig Letter. You can send her an Excel spreadsheet with the contact information. It will go right into the database, and everybody on your team will get that, and you'll be the better for it because you will create a workforce. You will create people on your team that is much more aware of what's happening in the design industry.

Kyle Ahern [37:00] I've learned an unbelievable amount from the Zweig letter, so definitely subscribe, anyone and everyone that you can.

Randy Wilburn [37:10] That was my study guide. When I first got into the industry in 97, Mark was like, just read what I write and read this information and read some of our books and that's what I did. I read several books in publications that Zweig puts out, but I also read the newsletter religiously. And I still read it to this day because I enjoy reading Mark's articles and everybody else's articles in there- Jamie Claire, Chad Clinehens, and Phil Kyle. Everybody that's part of the Advisory at Zweig Group writes really well. And so, it's good to read those because I get good ideas and some of those translate into other industries, so there's a lot of benefits there. So if you're listening to this and you haven't subscribed to the Zweig Letter Newsletter, what are you waiting for? Stop what you're doing right now, press pause, subscribe, come back finish up this episode because we're done anyway. But thank you so much, Kyle, for coming on the podcast. We appreciate you; you've grown a lot. Folks, when Kyle first started working here, he was an intern, and then he worked with me in Executive Search. He has advanced, and he has rung the bell of achievement at every level, so I wish you nothing but continued success, my friend. You're now married with kids, a dog, the whole nine yards. You're adulting at a high level.

Kyle Ahern [38:27] Thanks, Randy. You've been able to see it all, and I've learned a lot from you, so I appreciate it very much.

Randy Wilburn [38:34] Oh, absolutely my friend. Well, folks, there you have it, Kyle Ahern, Awards Manager at Zweig Group. We put his contact information in the Show Notes if you want to reach out to him. Again, his email is kahern@zweiggroup.com. That's all that we have for you this week. That's another episode of The Zweig Letter Podcast. You can learn more about one of the oldest newsletters in the Design Industry by visiting [thezweigletter.com](http://thezweigletter.com). Read about articles online, listen to this podcast, sign up for a free subscription to the newsletter and have it delivered right into your email inbox every Monday morning. Just like I said earlier, sign up today. For more info about Zweig Group's advisory services or any Zweig Group publication, visit [zweiggroup.com](http://zweiggroup.com). You can subscribe to the Zweig Letter Podcast wherever you listen to it, and please consider rating and reviewing us on Apple Podcasts. I'm your host, Randy Wilburn, and we'll see you soon. Peace.

TZL Open [39:35] Thanks for tuning in to the Zweig Letter Podcast. We hope you can be part of Elevating the Industry and apply our advice and information to your daily professional life. For a free digital subscription to The Zweig Letter, please visit

thezweigletter.com/subscribe to gain more wisdom and inspiration. In addition to information about leadership, finance, HR, and marketing your firm. Subscribe today.