

Camden Council

# Senior Management Team Development Program Handout – Session #2

Brought to you by:

PEOPLE of  
*Influence*

An aerial photograph of a large baseball stadium, likely Fenway Park, situated in a dense urban environment. The stadium's green field and brown infield are clearly visible, surrounded by tiered seating areas. The surrounding city is filled with various buildings, including high-rise apartments and commercial structures, creating a textured background for the text.

# WHY BUILD AN EXTRAORDINARY TEAM?

“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.”

Babe Ruth

# THE LADDER TO EXTRAORDINARY

TEAM PERFORMANCE	FEELS LIKE	RESULT	OUTPUT	
Extraordinary	Exhilarating	Exceptional	Whole > Sum of the Parts	$1+1+1 = 9$
High Performing	Exciting	Excellence	Whole > Sum of the Parts	$1+1+1 = 6$
Functional	Exertion	Execution	Whole = Sum of the Parts	$1+1+1 = 3$
Dysfunctional	Exhausting	Existing	Whole < Sum of the Parts	$1+1+1 = 2$
Disintegrating	Excruciating	Exiting	Whole < Sum of the Parts	$1+1+1 = 1$

# Team Challenge

A close-up photograph of a man's face, partially obscured by a red cloth blindfold. The man has a dark beard and mustache. He is wearing a red shirt. The background is dark.

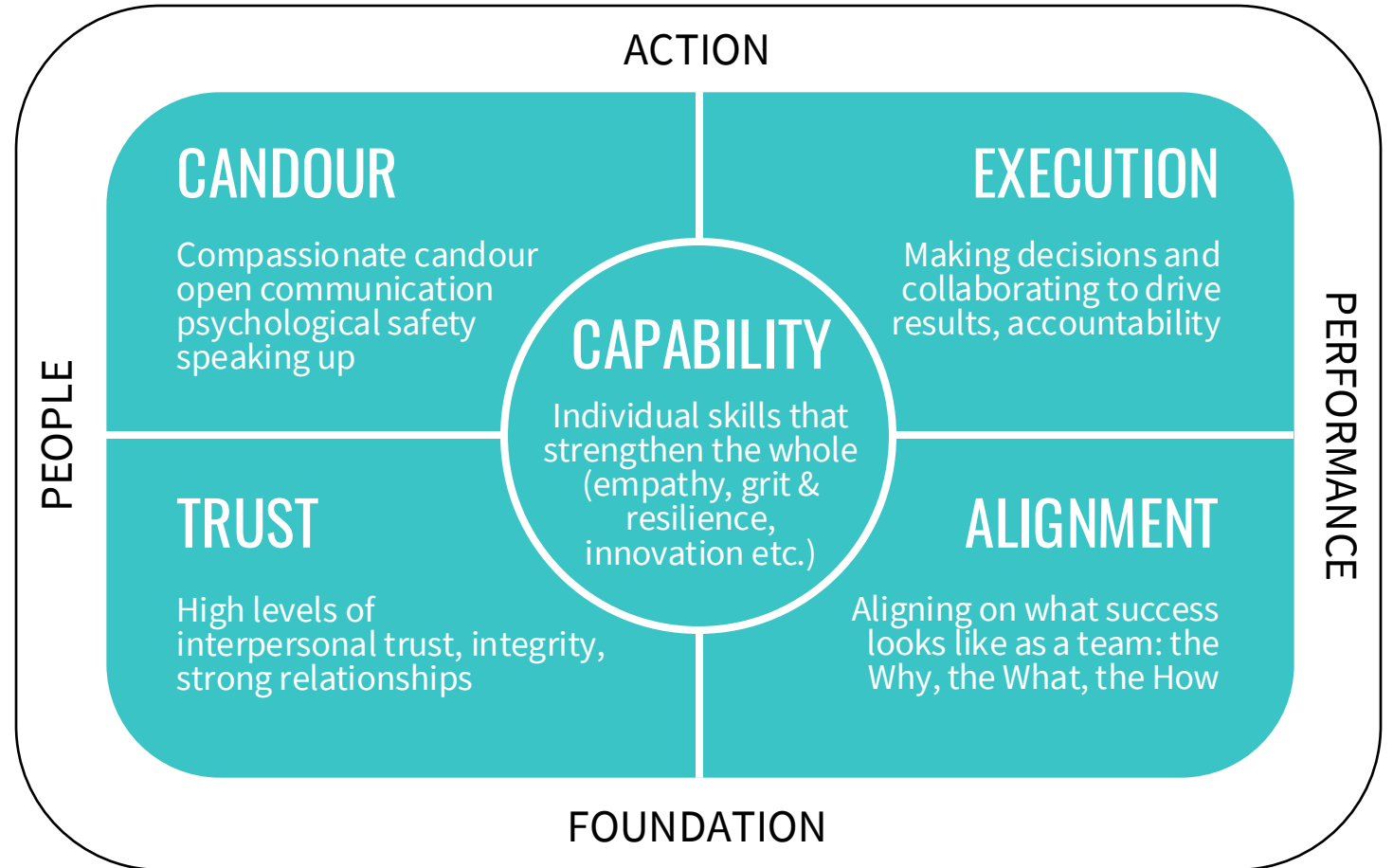
WHAT WERE  
THE KEYS TO  
SUCCESS?

THE

EXTRAORDINARY

TEAMS

MODEL



THE

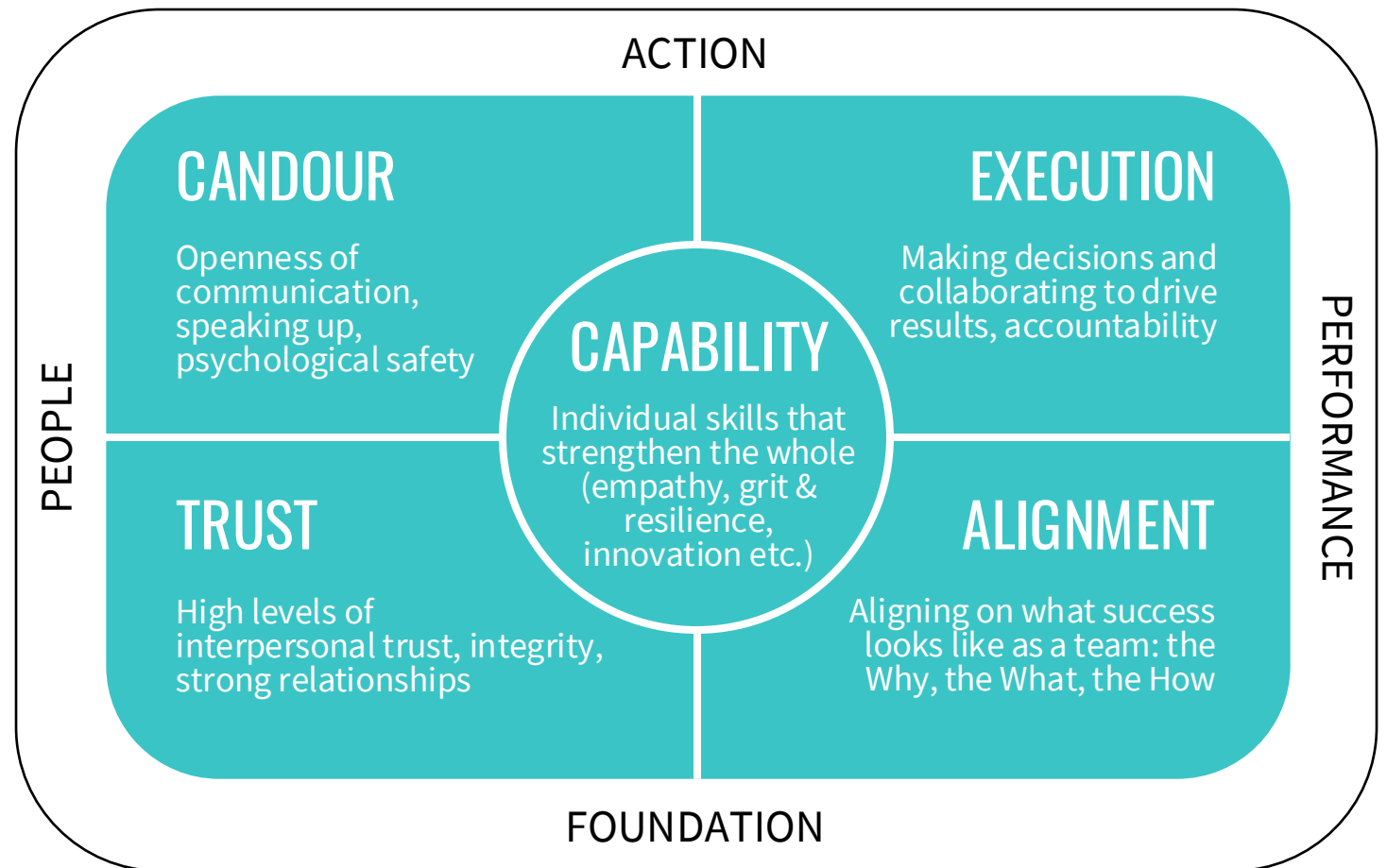
EXTRAORDINARY

TEAMS

MODEL

How can we use this model to:

1. Grow and develop our people?
2. Lift team performance?



# WHY TRUST?

According to research, teams in the Top quartile of trust vs teams in the bottom quartile:

1. 106% more energy
2. 76% more engaged at work
3. 50% more productive
4. 50% more of those working at high-trust organisations planned to stay with their employer over the next year (loyalty)
5. 88% more said they would recommend their company to family and friends as a place to work
6. enjoyed their jobs 60% more
7. 70% more aligned with their companies' purpose
8. 66% closer to their colleagues, 11% more empathy for their workmates, depersonalised them 41% less often
9. experienced 40% less burnout from their work
10. 41% greater sense of accomplishment
11. earned an additional 17% more

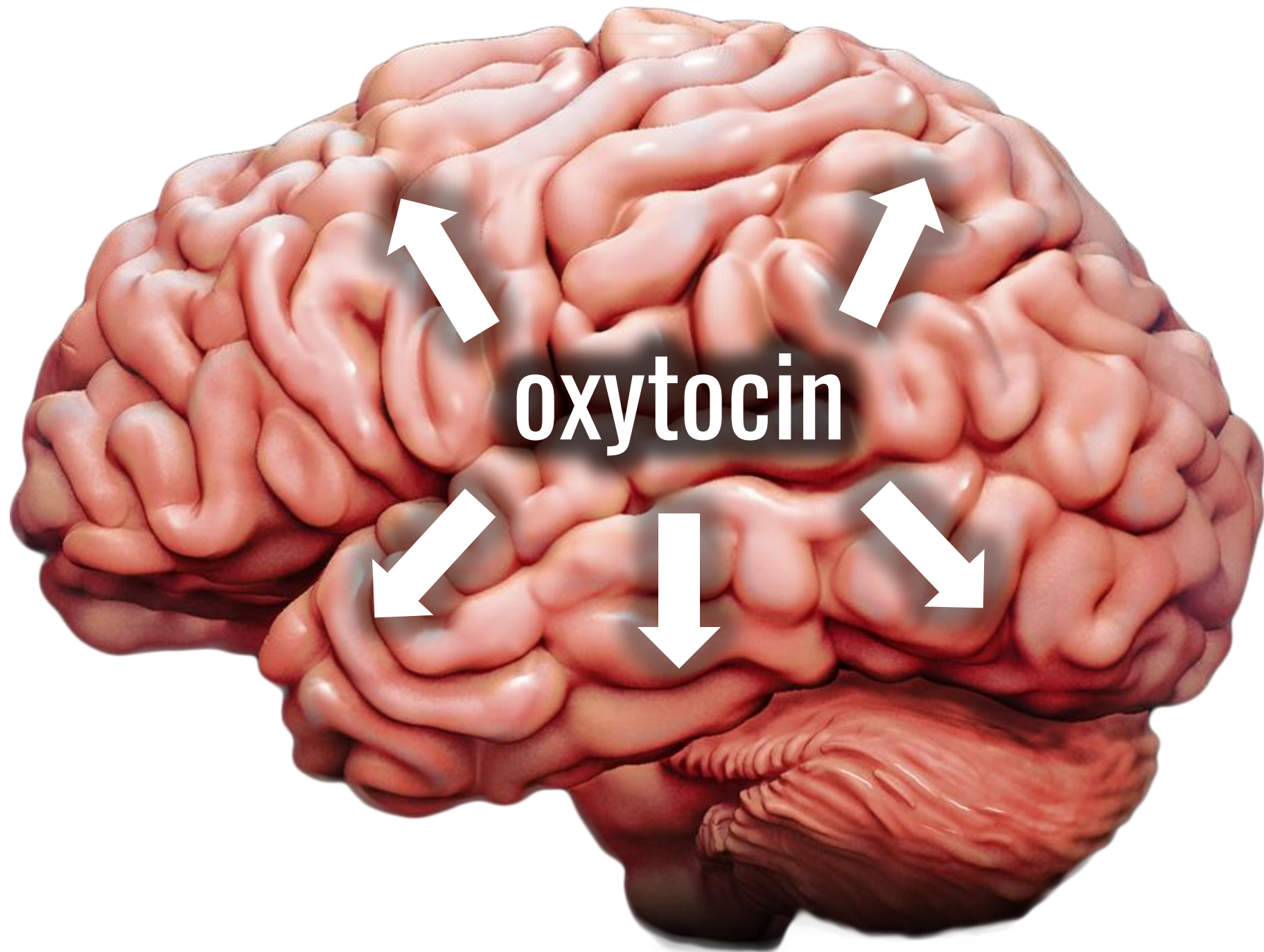
SOURCE: 'The Neuroscience of Trust' by Paul Zak, Harvard Business Review and 'The Trust Factor' by Paul Zak.

A photograph of two hands, one from a person with long blonde hair and one from a person with a black wristband, reaching up to form a heart shape. The background is a field of sunflowers under a clear sky.

Which of  
these most  
appeal to  
you?



TRUST



# WHAT IS PSYCHOLOGICAL SAFETY?

“ Psychological safety is a shared belief held by members of a team that the team is safe for interpersonal risk-taking. ”

In practical terms, we are talking about the ***behaviour of candour***: people speaking up, sharing their ideas, asking questions, testing assumptions, voicing concerns, being vulnerable if appropriate, admitting weakness and being their true selves.



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AMY EDMONSON  
Harvard University

# CANDOUR



## Project Aristotle

# ALIGNMENT



# EXECUTION

Making **decisions**, **collaborating** to drive results and holding each other **accountable**.



THE

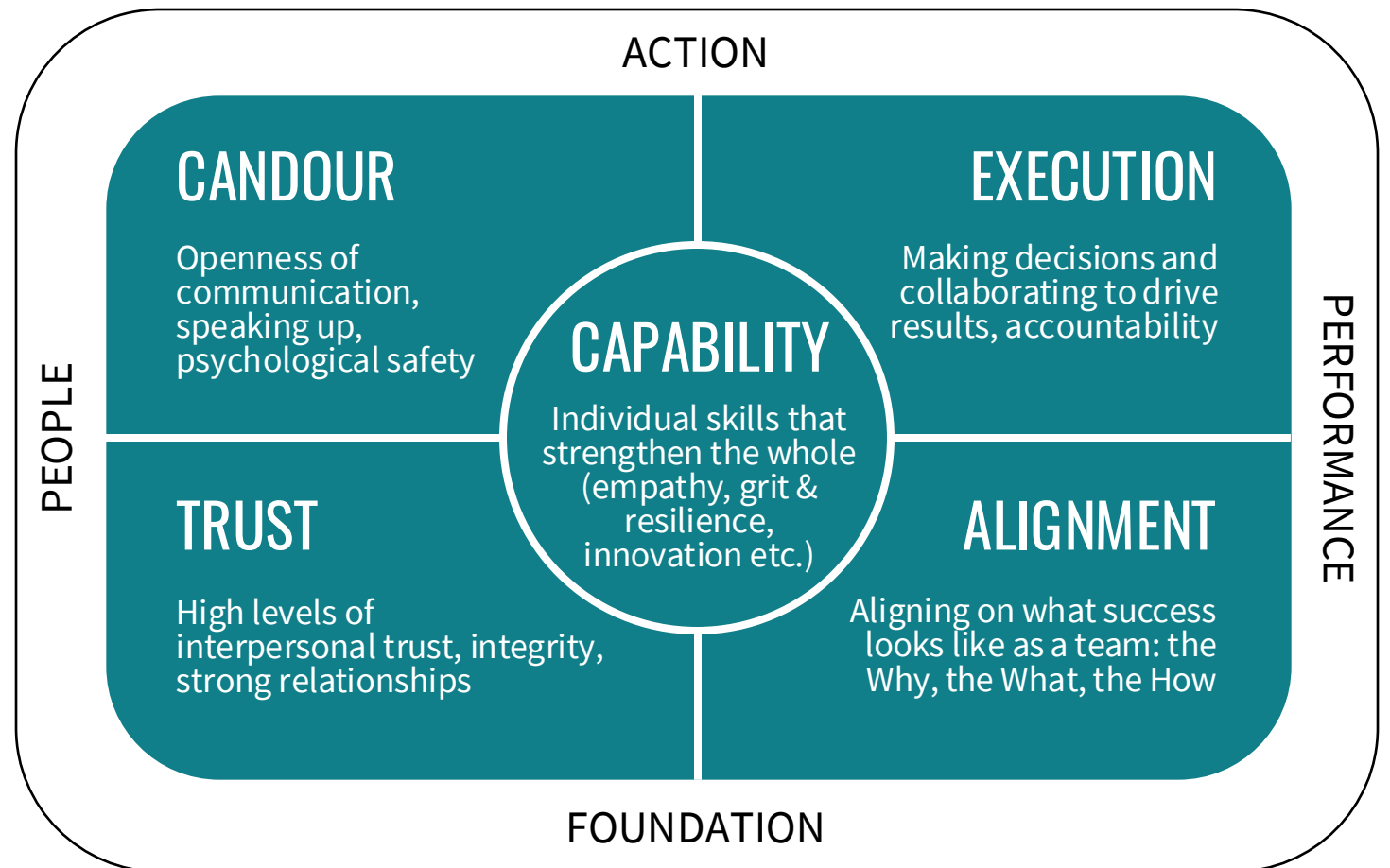
EXTRAORDINARY

TEAMS

MODEL

Use this model:

1. To identify your ideal future state
2. To diagnose your current state
3. To prescribe actions towards your ideal future state



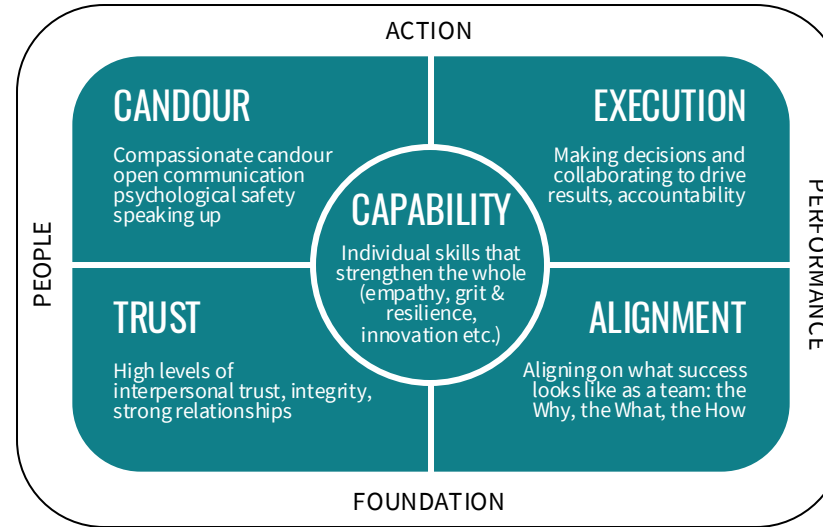
# CANDOUR

- **Compassionate Candour** – we feel safe speaking up. We challenge directly, but with empathy and sensitivity.
- **Responding with Safety** – colleagues respond and communicate in a way that encourages candour
- **Communication** – communication behaviours that increase engagement, openness and effectiveness
- **Leading Candour** – the leader engages in behaviours that increase candour and psychological safety

# TRUST

- **Purpose-driven work** – the work the team does feels meaningful and links to a purpose
- **Trust in Colleagues** – team members have high levels of trust & respect for each other
- **Relationships** – there are strong, inclusive relationships between all team members, that create belonging and connection
- **Leading Trust** – the leader engages in behaviours that foster high levels of trust

## How is your team currently doing on these elements?



# CAPABILITY

- **Current Capability** - team members collectively have the competence and commitment to create high team performance and achieve our targets
- **Invest in Talent** – we do a great job at developing skills, knowledge, experience and providing stimulating opportunities

# EXECUTION

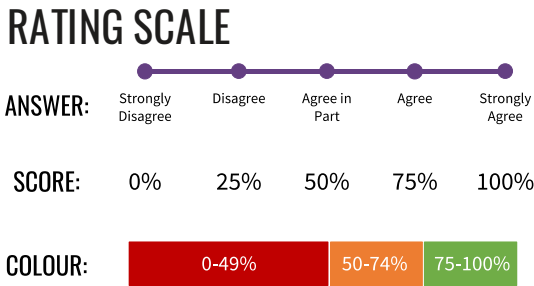
- **Decision making** – decision making is effective and efficient
- **Commitment** – all team members fully commit to team decisions and team success (creating a united front even if we disagreed with a decision).
- **Collaboration** – team members effectively work together to achieve results
- **Accountability** – team members and the team leader hold each other to account to ensure performance and behaviour is exemplary

# ALIGNMENT

- **Team Purpose** – team members are aligned on why the team exists
- **External Expectations** – there is alignment between the expectations of external stakeholders and the team
- **Objectives** – we are aligned on what success looks like as a team.
- **Ways of Working & Behaviours** – team members are aligned on how they need to work together to be successful

Candour	Score/100
<b>Compassionate Candour</b> - we feel safe speaking up. We challenge directly, but with empathy and sensitivity	
<b>Responding with Safety</b> – colleagues respond and communicate in a way that encourages candour	
<b>Communication behaviours</b> are effective: they increase engagement, openness and effectiveness	
<b>Leading Candour</b> – the leader engages in behaviours that increase candour and psychological safety	

# RATE YOUR TEAM



Trust	Score/100
<b>Purpose-driven work</b> – the work the team does feels meaningful and links to a purpose	
<b>Trust in Colleagues</b> – team members have high levels of trust in each other	
<b>Relationships</b> – there are strong, inclusive relationships between all team members, that create belonging and connection	
<b>Leading Trust</b> – the leader engages in behaviours that foster high levels of trust	

Execution	Score/100
<b>Decision making</b> – decision making is effective and efficient	
<b>Commitment</b> – all team members fully commit to team decisions and team success (creating a united front even if we disagreed with a decision).	
<b>Collaboration</b> – team members effectively work together to achieve results	
<b>Accountability</b> – team members and the team leader hold each other to account to ensure performance and behaviour is exemplary	

Capability	Score/100
Team members collectively have the competence and commitment to create high team performance and achieve our targets	
<b>Invest in Team Talent</b> – we do a great job at developing skills, knowledge, experience and providing stimulating opportunities	

Alignment	Score/100
<b>Team Purpose</b> – team members are aligned on why the team exists	
<b>External Expectations</b> – there is alignment between the expectations of external stakeholders and the team	
<b>Objectives</b> – we are aligned on what success looks like as a team (and aligned to company targets).	
<b>Ways of Working &amp; Behaviours</b> – team members are aligned on how they need to work together to be successful	

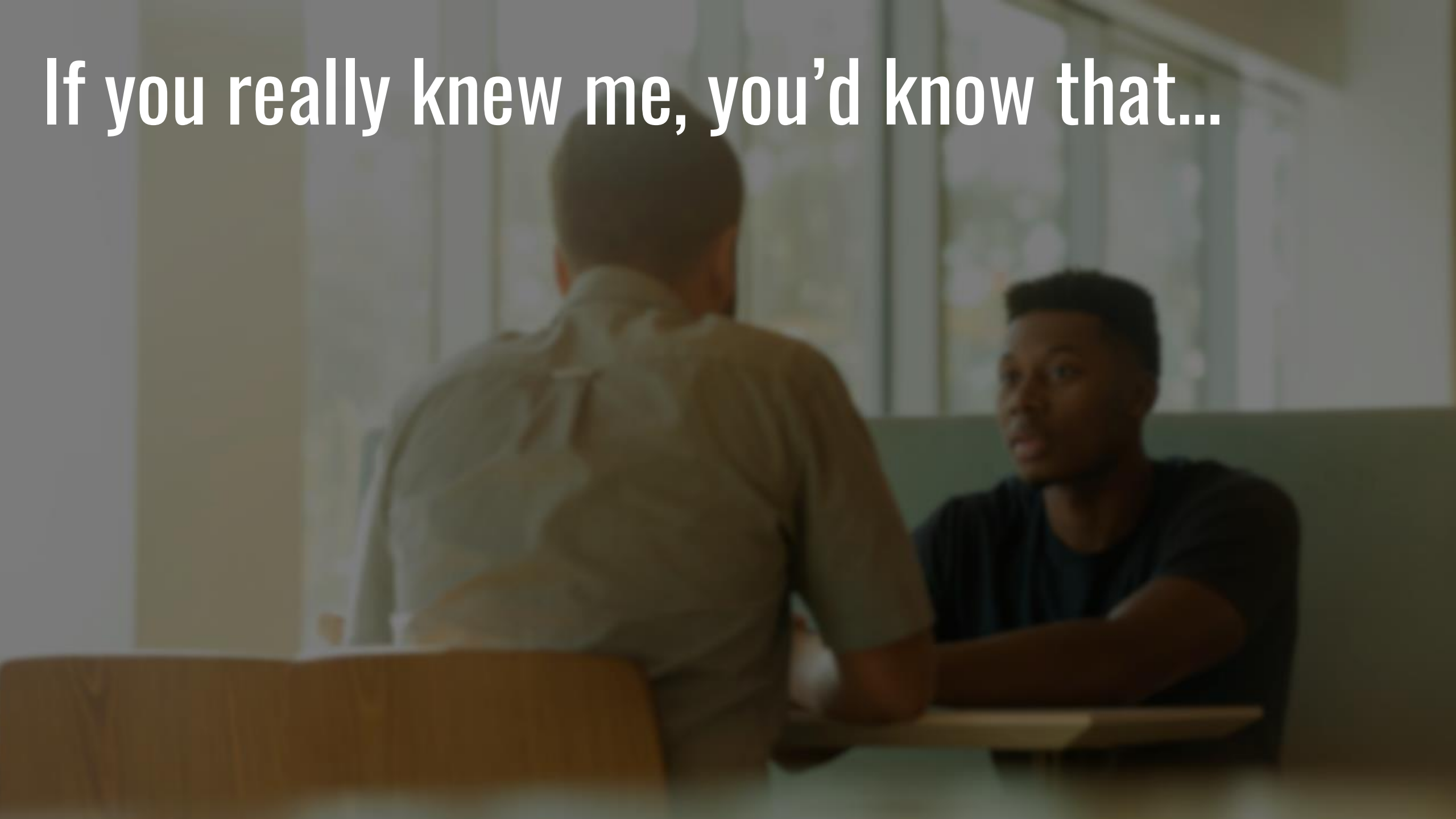
# Deep Dives: Trust, Candour & Alignment

# TRUST

# Have you ever?



If you really knew me, you'd know that...



# TRUST


Arthur Aron experiments

## SET I

1. Given the choice of anyone in the world, whom would you want as a dinner guest?
2. Would you like to be famous? In what way?
3. Before making a telephone call, do you ever rehearse what you are going to say? Why?
4. What would constitute a “perfect” day for you?

## SET III

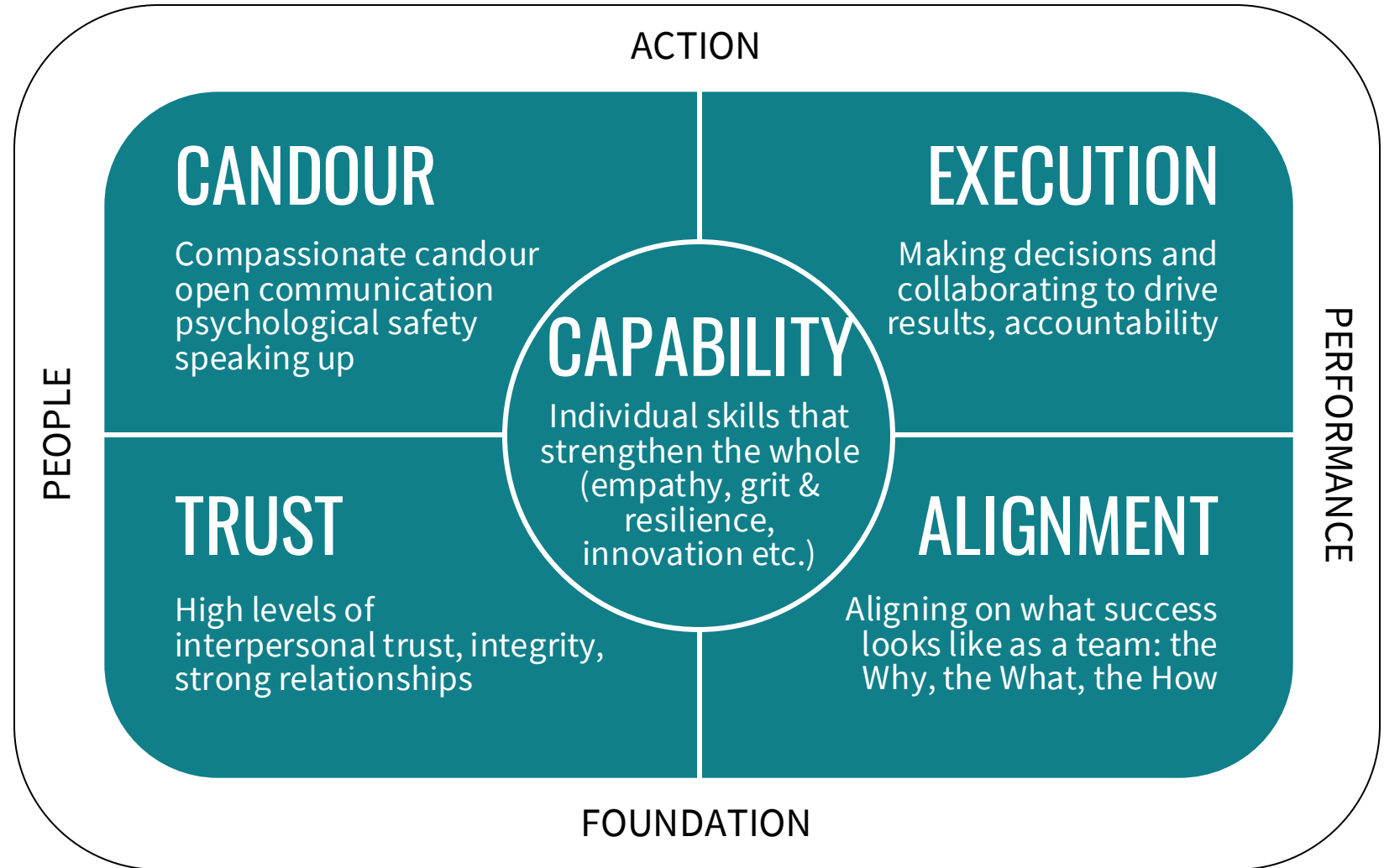
25. Share with your partner an embarrassing moment in your life.
26. When did you last cry in front of another person? By yourself?
27. Tell your partner something that you like about them already.
28. What, if anything, is too serious to be joked about?
29. If you were to die this evening with no opportunity to communicate with anyone, what would you most regret not having told someone? Why haven't you told them yet?

A photograph of two women sitting at a table in a modern office or lounge. The woman on the left has long brown hair and is wearing a light-colored top. The woman on the right has dark curly hair, wears glasses and a blue long-sleeved top, and is smiling. They are both looking towards each other. The background shows a large window with a view of a city skyline. The text is overlaid in the center in a white, bold, sans-serif font.

**RECIPROCAL  
ESCALATING  
SUSTAINED  
PERSONAL  
SELF-DISCLOSURE**

# BUILDING

# TRUST



# HOW TO LEAD TRUST

Neuroscientist Paul Zak (Professor at Claremont Graduate University) is known for discovering that *oxytocin* is the neurotransmitter in our brains that causes trust. According to his research there are eight leadership behaviours that account for 100% of the variance of trust between teams. That is, do these eight things well and your team will have high levels of trust. These factors spell the acronym O.X.Y.T.O.C.I.N.

TRUST FACTOR	DESCRIPTION
<b>O</b> vation	Ovation recognises colleagues who contribute to the organisation’s success. The best Ovation is: <ul style="list-style-type: none"><li>• Unexpected, tangible, and personal.</li><li>• Close in time and consistent.</li><li>• Public Ovation especially from peers or customers.</li></ul>
<b>eX</b> pectation	eXpectation occurs when colleagues face a challenge as a group. Facing challenges together helps bond a group. To be effective, eXpectations need to be specific, measurable, verifiable, and public. Leaders should design eXpectations to generate small wins and then celebrate those wins.
<b>Y</b> ield	Yield occurs when colleagues choose how to do a project. Strange term, we know – refers to ‘yielding the floor’ as in to let go of some of your control and giving autonomy so your colleagues can take more ownership.
<b>T</b> ransfer	Transfer enables self-management by permitting colleagues to craft their own jobs. It is about transferring ownership for their work to them.
<b>O</b> penness	Openness shares information broadly with colleagues.
<b>C</b> aring	Caring is intentionally building relationships with colleagues. Caring, people-centred behaviours, work practices and processes.
<b>I</b> nvest	Organisations Invest in colleagues when they enable whole person growth. Invest in your people, invest in the whole person, invest your time and effort.
<b>N</b> atural	An organisation is Natural when leaders are honest and vulnerable. <ul style="list-style-type: none"><li>• Be vulnerable, be open about your imperfections</li><li>• Listen to everyone regardless of hierarchy or experience</li><li>• Be less formal with colleagues</li><li>• Act with integrity, honesty and with ethics at all times.</li></ul>

# HOW TO LEAD TRUST

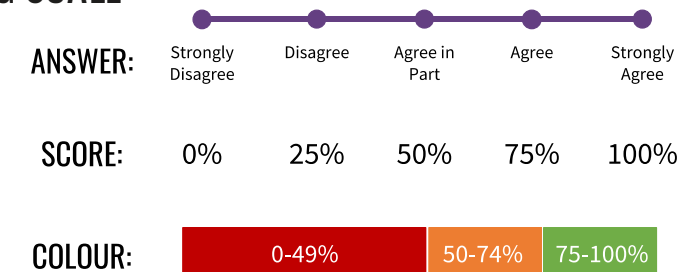
We developed these questions to map to the O.X.Y.T.O.C.I.N. trust factors.

Question	Score/100
The team leader demonstrates appreciation and recognises the efforts & achievements of team members in a timely and appropriate manner ( <b>Ovation</b> )	
The team leader creates an atmosphere and climate where team members are encouraged and challenged to do their best ( <b>eXpectation</b> )	
The team leader provides autonomy, flexibility and control to team members in deciding how they can make decisions and do their work ( <b>Yield</b> )	
The team leader enables self management by permitting colleagues to craft their own jobs to match their expertise and experience ( <b>Transfer</b> )	
The team leader shares timely information and knowledge freely and openly with their team members ( <b>Openness</b> )	
The team leader takes the time and understands what matters to team members and how to best support them ( <b>Caring</b> )	
The team leader creates and supports opportunities for team members to develop additional skills and experiences at work ( <b>Invest</b> )	
The team leader demonstrates integrity and acts in a moral and ethical manner even in challenging or difficult situations ( <b>Natural</b> )	
Average	

## NEXT STEPS FOR YOU

1. Rate yourself on these 8 questions (according to the rating scale below). Be as honest as you can. What do you do consistently well? Where could you put more focus?
2. Share this list of behaviours with your team members. Ask for their advice: “If I was to focus on one of these, which would have the biggest positive impact for you and/or for the team?”
3. Get each team member to rate the questions (according to the scale below). You want an average score for each factor of 75% or more (to be ‘in the green’).
4. Based on the results, ask them for more advice: “Any ideas on what actions I/we could take?” Create an action plan for yourself.
5. Share this list of behaviours with your team leader. Share with them what you learned from your team and your action plan.
6. Encourage your team leader to do this series of exercises with their team (that includes you of course!)

### RATING SCALE



# HOW TO LEAD TRUST

Below is an excerpt from The Smiling Ox Paradox Handbook on trust.

## INSIDE-OUT STRATEGIES



### To get trust → Trust them first

If two people don't trust each other, something needs to change. Someone needs to take the first step! *Someone needs to trust first.* When we demonstrate that we trust someone they recognise the *interpersonal risk* that we have taken by doing so. In turn, they are likely to reciprocate and trust us back.

So the first step in building trust is demonstrating that we trust others.

By the way, the flipside is also true. If you are someone who is slow to trust others (these people say "trust needs to be earned") then other people are unlikely to see you as trustworthy.

## OUTSIDE-IN STRATEGIES



### Trust Behaviours

- *Trust others:* Assume positive intent. Assume others are trustworthy up front. Assume others are competent up front.
- *Trust others (managers specifically):* If you're a manager there are additional ways you can demonstrate you trust others. a) Provide autonomy to your team. This shows you trust them. Sure, agree on goals, provide direction and hold people accountable, but don't micromanage them. b) Be open with information about work, strategy, plans and the company. Err on the side of oversharing rather than under-sharing. c) Allow team members to play a role in shaping their goals, targets and, if possible, their job description. This is known as job crafting. d) Invest in their learning and development.
- *Be trustworthy:* Act with integrity at all times. Before any decision ask 'Should we? Is this the right thing to do?' Tell the truth. Do what you say you will do. Don't gossip. Support others, don't undermine them. Keep confidential information confidential. You know what to do! No need to preach on this one.

# TRUST

## Applying it to my leadership....



1

Keep watch for Signs of Low Trust

?

# 10 Symptoms of a

## LOW TRUST

### Culture

- ☹ over management or micromanaging
- ☹ blame culture
- ☹ too many things escalated up
- ☹ feelings of lack of psych safety
- ☹ variable wellbeing
- ☹ colleagues quickly becoming critical/negative/defensive
- ☹ very siloed
- ☹ artificial harmony
- ☹ meeting silence - corridor violence
- ☹ back channelling



2

## Build the trust bank account

Keep this principle in mind:  
Reciprocal, Escalating, Sustained, Personal,  
Self-disclosure

# BUILDING **TRUST** IN YOUR TEAM

**Meal/Activity each month if possible**



**Weekly coffee/morning tea**



**Start of day - 10 mins of check-ins**



**Start of meetings: meaningful connection**



# TRUST & CONNECTION: Everyday Practice

1. **Connect** - Talk to everyone. Every time you see them. '10 and 5' rule.
2. **Converse** - Use the gaps – first 3 mins of meetings, in the lift, at the coffee machine. Elevate your default questions.
3. **Curious** - Then turn on your curiosity. Rule of 3 questions.
4. **Common** - Connect what you have in common.
5. **Contribution** - Be asking: *How can I help this person?*
6. **Commit** - Make small promises. Keep them. Repeat.

3

Align on Trust Agreements

?

# AGREEMENTS TO FOSTER TRUST

- 1 Assume good intent.
- 2 Point to the process not the person.
- 3 Go direct to the source (the person at the centre of this).
- 4 Don't say it behind their back if you haven't said it to their face.



4

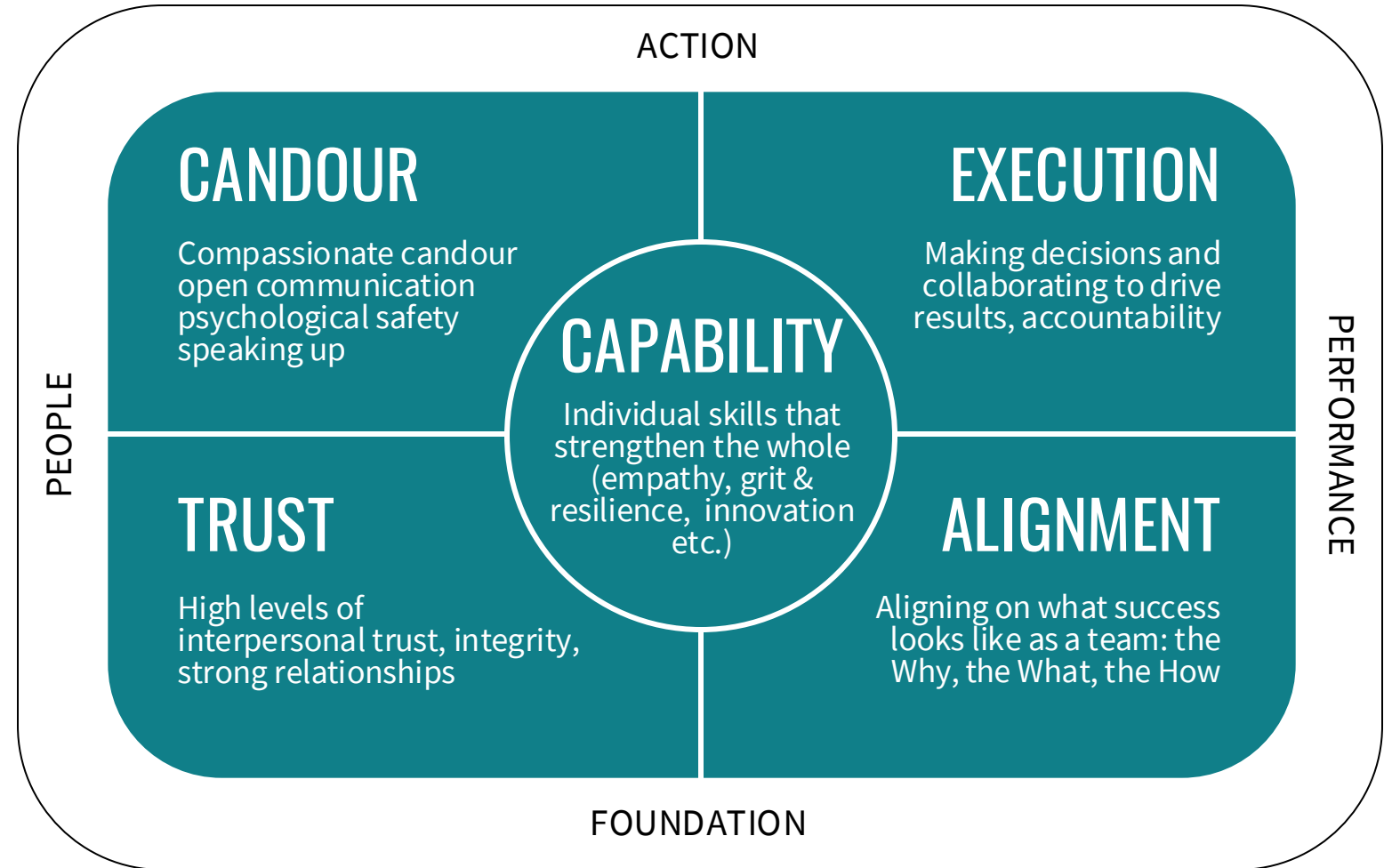
Communicate Purpose:  
clear, compelling, consistent

THE

EXTRAORDINARY

TEAMS

MODEL

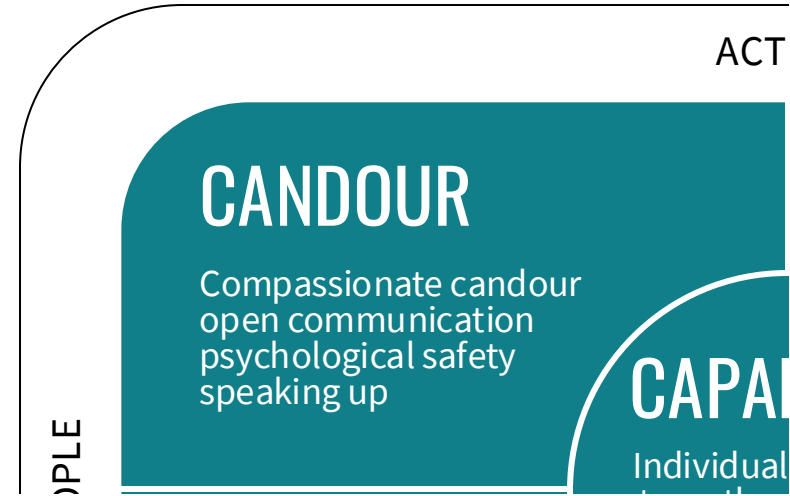


THE

EXTRAORDINARY


TEAMS

MODEL



# BUILDING A CULTURE OF CANDOUR

Step 1 SET THE STAGE



RESPONSIBILITY:  
LEADER

A team agreement as to **why** being compassionately candid is so important and **what** specifically is expected of each team member.

Step 2 INVITE PARTICIPATION



RESPONSIBILITY:  
LEADER

In conversations and team meetings the leader **invites** participation from everyone. When appropriate, advance notice is given.


Step 3 SPEAK UP



RESPONSIBILITY:  
THE INDIVIDUAL

Individuals muster the **courage** to speak up and do so in a **respectful** manner.

Step 4 RESPOND APPROPRIATELY

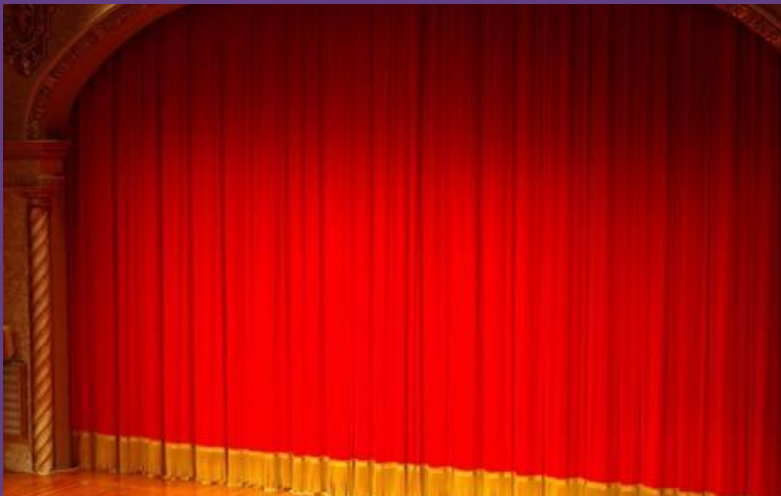


RESPONSIBILITY:  
LEADER & TEAM MEMBERS

“Thank you!” This is perhaps the most important part of the equation. Responding in a way that **encourages further candour**.

Step 1

# SET THE STAGE



RESPONSIBILITY:  
THE TEAM

***Setting the Stage* is about everyone in the team understanding why being frank and fearless is so important for the team to be successful.**

Three aspects to the statement:

- 1) Why your work is important. What is at stake?
- 2) The nature of your work. Why is it challenging?
- 3) What is expected of each team member. What are the frank and fearless behaviours needed?

**Our work is important because:**

- We contribute significantly to company revenue/profit/funding
- We deliver projects/work that impact our key stakeholders
- We provide necessary services for this organisation to be successful
- Customer satisfaction/outcomes depend on us

**However, the work our team does is challenging because:**


- There is volatility, uncertainty, complexity, ambiguity
- Complicated, detailed, error-prone, mistakes are inevitable, fast-paced, intense, constantly changing
- Demanding stakeholders, customer demands changing, upset customers are inevitable
- Competing priorities, resource-constrained, tough targets/objectives

**Therefore, every team member needs to be frank and fearless by:**

- Contributing your perspective to important decisions
- Calling out risks or concerns early
- When mistakes occur we are honest early
- Ask questions when we are unsure
- Question assumptions, constructively challenge the status quo
- Bring new ideas to the table, drive continuous improvement
- Learn from setbacks and focus on improvement
- Be pro-active in selling your ideas to stakeholders
- Give feedback and be open to feedback
- Pushing back on work that isn't a priority
- Respond respectfully, constructively when others speak up

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RESPONSIBILITY:  
LEADER & TEAM MEMBERS

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Step 2

## INVITE PARTICIPATION



RESPONSIBILITY:  
LEADER

Which do you think would do the most to improve the bus passenger's experience?

- A Air conditioners (and heaters) on every bus.
- B All bus stops fully sheltered.
- C Free wifi on all buses.
- D Bigger individual seats.

Step 2

## INVITE PARTICIPATION



RESPONSIBILITY:  
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Which do you think would do the most to improve the bus passenger's experience?

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- D Bigger individual seats.

IN GROUPS OF 2 OR 3, SHARE YOUR RESPONSES,  
GIVING REASONS.

Step 2

## INVITE PARTICIPATION



RESPONSIBILITY:  
LEADER

How could we make the bus ride the highlight of the passenger's day?

- You are working as a full table
- Each person must come up with 2 ideas.
- One idea per post it note.
- Write your idea, share it with the full table, put it in the middle of the table.
- NO criticism of the ideas. Affirmations only.
- We are going for volume!
- 3 mins

Step 2

## INVITE PARTICIPATION



RESPONSIBILITY:  
LEADER

How could we make the bus ride the highlight of the passenger's day?

- Look at all of your ideas.
- Have debate about which one/s are the best (for making the bus ride the highlight of the passenger's day).
- Everyone's voice should be heard in the debate.

Step 2

## INVITE PARTICIPATION



RESPONSIBILITY:  
LEADER

## BUILDING CANDOUR

- 1 Anonymous candour (eg. Menti)
- 2 Voting publicly e.g. multiple choice
- 3 Small group discussions of ideas
- 4 Share ideas with full group – no criticism
- 5 Share ideas with full group – respectful debate

Step 2

## INVITE PARTICIPATION



RESPONSIBILITY:  
LEADER


## THE GOAL

The Equal Distribution of  
Conversational Turn Taking

Inclusive Leadership  
Leveraging Diversity

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RESPONSIBILITY:  
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Step 3

## SPEAK UP



RESPONSIBILITY:  
THE INDIVIDUAL

SCARY

Giving feedback to your manager's manager

Giving feedback to your manager

Giving feedback to a peer in your team who you don't know well

Giving feedback to a peer in your team who you know well

Giving feedback to a direct report

Talking through a contentious work issue with a colleague

Pushing back on a work request

Questioning a process

Sharing new ideas

Speaking in a meeting – on anything!

SAFE

Step 3

SPEAK  
UP



RESPONSIBILITY:  
THE INDIVIDUAL

COMPASSION

CANDOUR



Too hesitant  
Too “nice”


Too blunt



COMPASSIONATE  
CANDOUR

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RESPONSIBILITY:  
LEADER & TEAM MEMBERS

“Thank you!” This is perhaps the most important part of the equation. Responding in a way that **encourages further candour**.

# RESPOND APPROPRIATELY

Thank  
you!

Express your appreciation when people do speak up, regardless of how positive or negative you perceive the contribution to be.


*“Thank you for bringing that up.”*

Other keys:

- Listen intensely
- Engage (and destigmatise failure)
- Act and follow up (show how being candid isn’t a futile exercise)

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RESPONSIBILITY:  
THE INDIVIDUAL

Individuals muster the courage to speak up and do so in a respectful manner: **compassionate candour**.

Step 4 RESPOND APPROPRIATELY



RESPONSIBILITY:  
LEADER & TEAM MEMBERS

“Thank you!” This is perhaps the most important part of the equation. Responding in a way that **encourages further candour**.



ALIGNMENT

# 1

# ASSESS

Know how to...

**Assess** the strategic alignment of your team or project team.

01



How would you summarise the **PURPOSE** of your team, in one sentence?  
This is the reason for your team existing.

02



What are the biggest 3-5 high-level **PRIORITIES/GOALS** for this team at the moment?

03



What are 3-5 agreements you have made as a team to foster optimal ways of working?

2

Create a **team charter** to create initial high-level alignment.

# TEAM CHARTER

## WHY?

Our purpose is  
to.....(what)  
so that.....  
(impact)

(One sentence)

## WHAT?

Our top priorities this year are:

1. ....
2. ....
3. ....

(5 max)

## HOW?

Our key agreements  
on ways of working  
are:

1. ....
2. ....
3. ....

(5 max)

## TEAM CHARTER TEMPLATE



### PURPOSE & VISION

Why does our team exist? What is our purpose and vision?  
How do we contribute to the larger organisational goals?



### VALUES

What behaviours are important to us? What behaviours should we all demonstrate?



### ROLES & RESPONSIBILITIES

Who does what in the team? How do our roles overlap or support each other?



### COMMUNICATION

How will we communicate with each other? How do we ensure we're aligned and informed? What communication methods work best? What is everyone's preferred communication style?



### DECISION - MAKING

How will we make decisions as a team? How do we involve everyone in key decisions? How do we escalate decisions if needed?



### ACCOUNTABILITY

How will we hold each other accountable? How do we ensure everyone follows through on commitments? How do we give feedback to each other?

3

Use **alignment tools** (such as RACI and other planning tools) to create mid and low-level alignment about ways of working and execution.

# RACI

**R**

## **Responsible**

- The person who actually carries out the process or task assignment
- Responsible to get the job done

**A**

## **Accountable**

- The person who is ultimately accountable for process or task being completed appropriately
- Responsible person(s) are accountable to this person

**C**

## **Consulted**

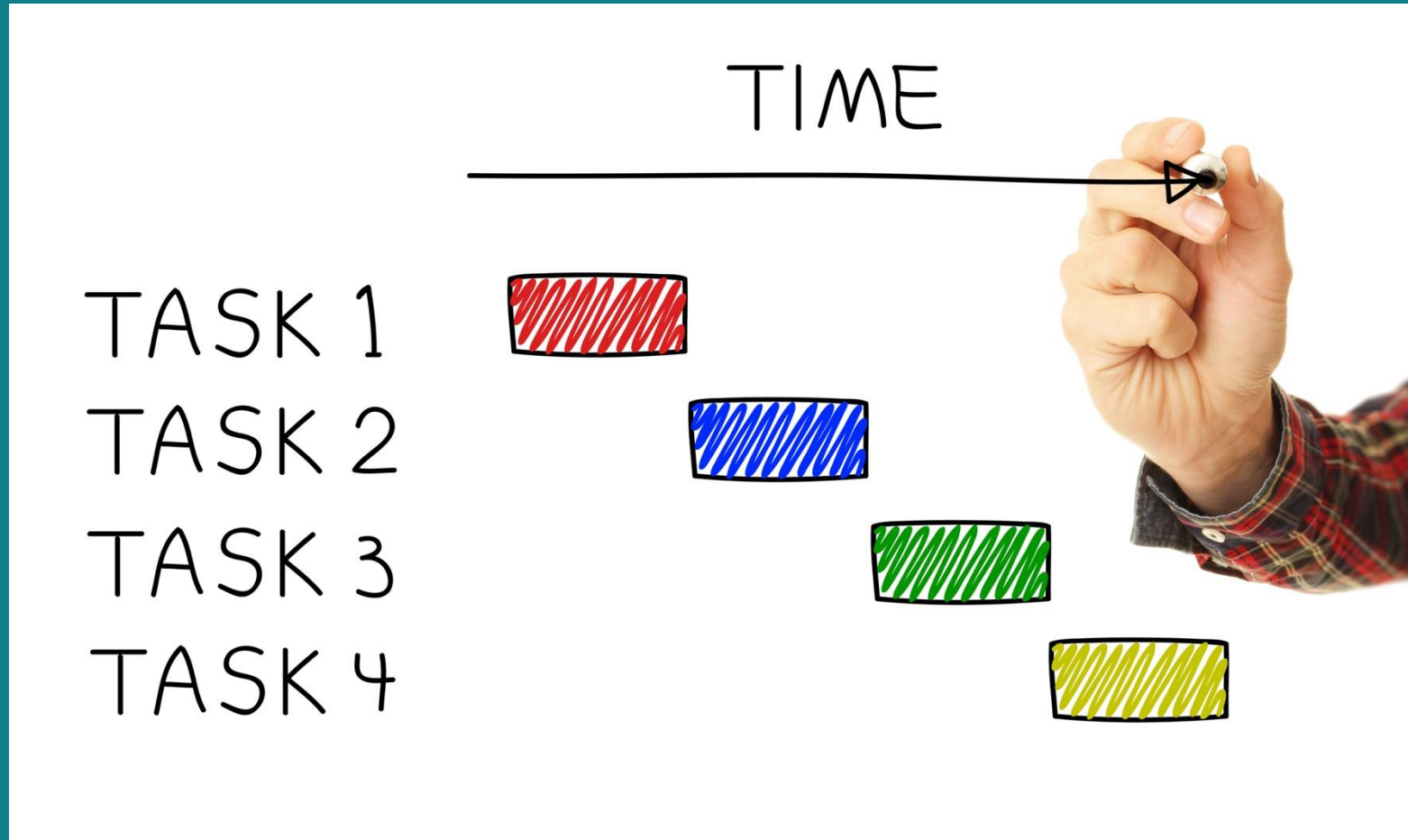
- People who are not directly involved with carrying out the task, but who are consulted
- May be stakeholder or subject matter expert

**I**

## **Informed**

Those who receive output from the process or task, or who have a need to say informed

# GANTT CHART EXAMPLE



# TRELLO EXAMPLE

The screenshot shows a Trello board titled "Buffer Reply - transparent product roadmap" with a URL of <https://trello.com/b/WESDUGRv/buffer-reply-transparent-product-roadmap>. The board is organized into four columns: Ideas, Research, Q2 2018, and Done. Each column has a header card with a description and a list of tasks below it. The tasks are represented as cards with titles, progress bars, and icons.

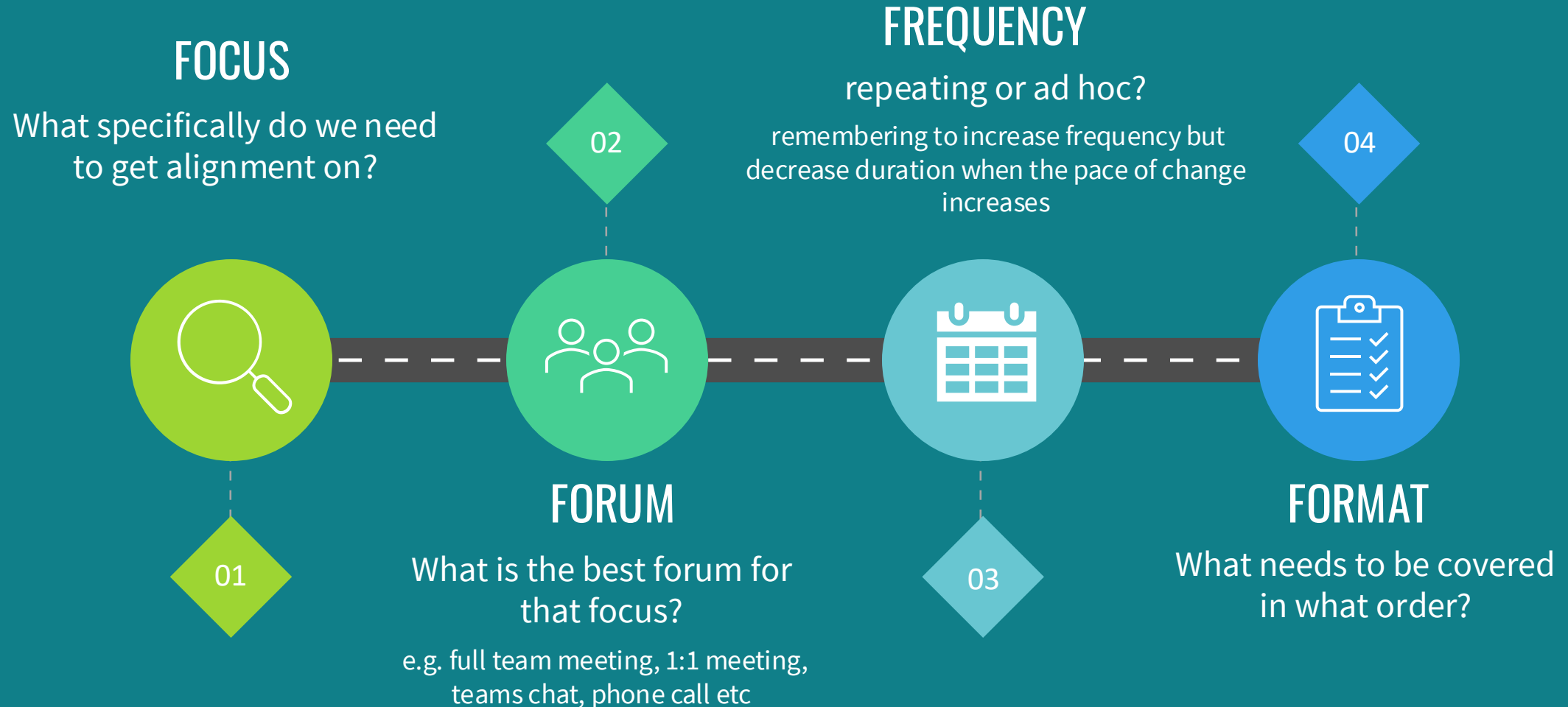
**Board: Buffer Reply - transparent product roadmap**

**Columns:**

- Ideas** (Light blue header)
  - Ideas we're considering and actively seeking community feedback on.
  - Desktop notifications (6)
  - Responsive web app
  - Public Read/Write API (2)
  - Team based inboxes (3)
  - Mac app (12)
  - Windows app (1)
  - Follow-up feature (5)
- Research** (Light blue header)
  - Planning (We're currently researching and planning for this idea.)
  - Retweet Tweets (9)
  - Reporting - per-team member report (5)
  - Reporting - support for office hours (6)
  - Reporting - breakdown per social account (2)
  - Reporting - time period comparisons of key metrics (2)
- Q2 2018** (Light blue header)
  - Doing (Our team is hard at work bringing this feature or improvement to life.)
  - Mobile app - Android
  - Split pane inbox option (8)
  - Removing credit card requirement for new trials
- Done** (Light blue header)
  - Shipped (It's alive! We've released it for all customers to enjoy.)
  - Mobile app - iOS (23)
  - Undo send feature (5)
  - Improvements to Twitter conversations
  - Saved replies (10)
  - Rule support for Czech language
  - Re-connect option for Twitter, Facebook and Instagram accounts
  - Enable / disable keyboard shortcuts
  - Composer improvements

# 4

Use **alignment conversations** to maintain alignment (being deliberate about the focus, forum, frequency, format)



# HOW TO IMPROVE ALIGNMENT



- Assess current state of alignment
- Create a Team Charter
- Use alignment tools
- Use alignment conversations –  
consider Focus, Forum, Frequency, Format.

WE HOPE THE SESSION  
WAS USEFUL.  
STAY IN TOUCH!

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