Shelly Kiser: How do researchers test what biases we may have, and how do they go about capturing biases that we didn't even know we have? We'll find out on this episode of the Thought Provoking podcast. We'll also discover how biases can impact the workplace and how to rewire our brain to reduce our bias. Finally, we'll learn what we can do personally to help reduce bias at work. This is Shelly Kiser and joining me today to talk about her research is Tracy Stewart, Professor of Psychological Science here at Kennesaw State University, and thanks so much for being with us today. We really appreciate having you on the show.

Tracie Stewart: Well, it is a pleasure to be here, Shelly. Thank you so much for inviting me.

Shelly Kiser: Sure. So, you study something called unconscious bias. What is unconscious bias?

Tracie Stewart: Unconscious bias or implicit bias: These are stereotypes and prejudices that are activated automatically, unintentionally and outside of our awareness. In other words, there are biases that we have that we don't realize we have, and it can be based on a person's race, gender, age, religion, or sexual orientation. Biases that occur on that unconscious level.

Shelly Kiser: So, what we are saying might be different from what we're actually thinking in some part of our mind.

Tracie Stewart: Right. Exactly. We're thinking on a conscious level, but we have this unconscious level as well. Thinking is going on there to. An example that I sometimes give is, if anybody has ever driven home after the end of a long day's work, and you find yourself at home, but you don't remember driving there. And it's Atlanta traffic. So, that's when our unconscious mind can kick in and get us all the way home without us really focusing on the drive, on what turns we're making. Well, biases can occur in that same way on that unconscious level.

Shelly Kiser: Very interesting. So, how do you figure out somebody's unconscious bias or how do you measure something like that?

Tracie Stewart: That's exactly the research that my team and I do here at Kennesaw State. We actually look at how to see the unseen. How do you see these biases that we don't know we have? And there are two main approaches. You can look at response-time-based approaches, and that's the most well-known. For example, we look at connections in your brain. Consciously I might ask you, who do you associate better with being a good leader—men or women? Consciously you may say, "Actually I think men and women can be equally great leaders." But if we look at your neural networks, your cognitive connections, are leaders more associated with men or women for you at an unconscious level? We can measure that through, not what you say, but how long it takes you to say it, the different response times. The IAT is the best known. If you want to test your own biases, you can go to project implicit and take the test.

Shelly Kiser: I don't know if I want to know.

Tracie Stewart: Also, realize that we're all on a journey, right? We're all works in progress, and so it's about taking that next step. So, that's one measure, but it's not the only one. There are a lot of different measures.

In addition to other response time measures, in my lab, we've used facial electromyography or facial EMG. With facial EMG basically we're measuring your facial expressions, we're measuring twitches. So,

those frowning muscles. If you're frowning, what's getting activated is your corrugator supercilia, your frowning muscles. You may consciously think that you're having a positive reaction, but your negative reaction is coming through in your facial muscles, even if you're able to tap your poker face. If it's the end of the day Thanksgiving and you're thinking, "It's been a great day, but I'm ready to go home." You're still smiling, but your corrugator is twitching. In the lab we can measure that muscle activation.

We do things like comparing the activation of your corrugator supercilii in response to seeing a same sex couple interacting versus a mixed sex couple interacting. Consciously you may say, "I have no anti-LGBTQ bias," but unconsciously that corrugator is twitching more for one group versus another. And we found your forehead muscles actually better predict, discrimination, then pen and paper questionnaire measures. That's another way we do it - physiological and response-time-based measures. So we can see it in a chart.

Shelly Kiser: Going back to what you were saying about we're all on a journey, do you think that everyone has at least a little bit of bias whether they want to think about that or not? Or are there people that are completely unbiased, like we all want to be?

Tracie Stewart: In the biz, the stereotyping and prejudice biz, in the research area we would we would call those folks TNPs. We want to be TNPS—truly non-prejudice and not biased on a conscious or unconscious level. But, I have to say, if we look across different dimensions of bias—race, gender, religion—I've never seen it. I've never seen the person who has no biases of any kind, on the unconscious level. People can vary in degree and biases can be changed. We can reduce our biases. But if you hear—which I've been hearing more on the news lately—about eradicating unconscious bias, we have not been able to meet that level yet. But you can absolutely reduce it. We're all on a journey. We all have a little.

Shelly Kiser: You mentioned that other people say you can get rid of your bias. I've heard the same thing. There are anti-bias training claims that "We're going to help you get rid of that." But that's not what your research shows? It's not possible to completely get rid of it?

Tracie Stewart: Right. Yes, it's not possible to get rid of it, but we can reduce it.

Shelly Kiser: Okay, great. The one question that comes to me is how do we learn these unconscious biases? Where do our biases come from?

Tracie Stewart: The media teaches it very well. It can teach it in terms of bias representations, even just through the absence of representation. Teaching us from a young age, this is what normal looks like in our society. We don't even realize we're learning these lessons. It can come from our families. It can come from culture. Really, there are a lot of forces that that come together to produce biases. Gordon Allport, a social psychologist, talked about how we categorize people, just as we do objects, in order to make sense of an overly-complicated world. Research has shown that the more we have in our minds—and we're all juggling so much these days—biases get stronger just because of limited cognitive capacity.

Shelly Kiser: It's almost like a brain shortcut for us. We've seen a bunch of men be managers on TV shows, and so our brain just automatically shortcuts to man equals manager.

Tracie Stewart: You got it. That's what we call heuristics, or cognitive shortcuts. I love your example. We may not realize it. There are some instances where maybe this is our supervisor, so we're paying a lot of attention to them. But, you know, everyday interactions, passing people on the street, we may not be directing that conscious energy toward really processing them for the person that they are. We go to those heuristics, those shortcuts.

Shelly Kiser: Interesting. Coming up, we'll discover how Dr. Stewart tests biases in hiring, and we'll see the ways that unconscious bias changes a hiring interview, and what it doesn't change. Stay tuned. This is Shelly Kiser, I'm the host of the Thought Provoking podcast and also communications manager for the College of Humanities and Social Sciences at Kennesaw State University in Kennesaw, Georgia, just outside Atlanta. Kennesaw State is the third largest university in the state, and a Carnegie-designated R2 doctoral research institution, placing it among an elite group of only 6% of U.S. colleges and universities with either an R1 or R2 status. It's also one of the 50 largest public institutions in the country. The College of Humanities and Social Sciences is the largest college at KSU with over 400 faculty members, and over 7,000 students. It houses 11 departments and schools, with more than 80 programs of study. Our show features the amazing researchers in our college, and their amazing and thought provoking research.
One of your points of research was focusing on how people show bias in hiring interviews. So, how did you test something like that?

Tracie Stewart: We conducted a lot of interviews and watched interview dynamics. The effects of unconscious bias in the workplace actually start in interviews. We did studies where, for example, in one condition of a study, we had male interviewers interviewing female candidates. And we had done a test of the interviewers' implicit biases beforehand. They didn't know their test results, and but we had their test result. What we found is that the higher the male interviewer's level of implicit bias, the shorter the interview with a female candidate. Less eye contact was being made, and the person was sitting farther away from them. It wasn't that they gave less praise to the person. Actually the contrary, it was "Oh, yeah, interesting. Moving on," instead of, "Interesting. Tell me more about that, what do you mean by that?" Candidates were given less of an opportunity to elaborate on a subpar answer. They were just told, "Good job."

Shelly Kiser: Very interesting. I remember one part of this research in one of your research papers I read that I found really interesting was that women were better able to tell when the interview was going off track, or not doing so well, but they weren't as good at figuring out why that was happening or that there was a bias.

Tracie Stewart: Yes, you're exactly right yet again. This was actually one of the more distressing parts of this study for me. If anybody's ever had an interview that didn't go well, you may have had a sense that, "I really didn't do my best work there; it really didn't go as planned." We took just the interviewees part, we taped it, and we recorded it and we played that for another person and asked, How well did this person do? They would say, "This woman didn't, do very well." When you asked the woman herself, she would say, "Yeah I didn't do very well." But when asked why, she didn't say, "I think that interviewer was biased. I think that person had some gender bias." What they would say is, "I didn't prepare enough. I may have not been a good match. I was really having an off day." So really distressing is that women felt the bias, responded to it, but internalized it as their fault.

Shelly Kiser: That's sad. We're good at knowing that things aren't going right, but instead of being aware that this person has some bias, we took it on ourselves.

Tracie Stewart: We did. We did.

Shelly Kiser: Is there anything that came out of that research on how that you can reduce that kind of thing in the interview? What did you find as far as that?

Tracie Stewart: In that particular study, we were just looking at documenting. But I do implicit bias training as well as implicit bias research. And, I'm happy to talk to you about that.

Shelly Kiser: Yes, definitely. One of the interesting things is if you're saying that all of us have bias, that's got big implications, doesn't it? Because we're all biased, but most of us like to think that we're not, don't we? So, are we going into all these situations at work with the bias and not realizing it and basically wrecking havoc in our organization?

Tracie Stewart: Maybe, yeah. There are the TNPs. These are people who are low in both both conscious and unconscious bias. And you also have the high/highs out there who are high in both—I have bias and I know I do. But you also have low/highs that we see in research—people who unconsciously have bias, but consciously don't realize they do. I'll ask you, Shelly: If you're in a work group and couldn't be totally surrounded by TNPS, truly non-prejudice folks, would you rather work with someone who has a high/high in terms of bias against your group -- they have bias against one of your group identities, consciously and unconsciously -- or a low/high -- someone who has unconscious bias but consciously doesn't realize they do. Who would you rather work with?

Shelly Kiser: Definitely the person that was blatantly biased. If I know, then I kind of know what I'm getting into. If this person's blatantly biased, I think I'd be like, "Well, I know he doesn't like me r she doesn't like me because…" as opposed to somebody that maybe smiles to my face and then was unconsciously prejudiced against me. That could lead to worse things. That's my answer. Is that correct?

Tracie Stewart: Well, you'll have a lot of folks who will agree with you. There are people who will say, "Yeah I'd rather have someone who's a high/high. I know what I'm dealing with. Let's just get the job done. I've got work arounds for situations like this." So, what do we find in research in terms of what actually affects productivity? We certainly know that more diverse teams – it's well established that leads to work that is more innovative and productive. There are all of these benefits to diverse teams. There's both a moral and a pragmatic case for a diverse organization. But what undermines the performance of a diverse team? It's the low/highs. So, what you're saying is consistent with the research. With high/highs, we've learned workarounds. We think, "Okay, I see what I'm dealing with here. Let's just get the job done." It does not affect productivity. But, that low/high that says, "What a great job," and then never lets you finish your sentence. Or, "Really good point," as they ask someone else to take on a responsibility. It just throws you off your game, that low/high.

Shelly Kiser: I can imagine. You'd be trying to figure out what's going on, and you wouldn't be able to figure it out because that person's not being honest about or aware of what is going on with themselves.

Tracie Stewart: Yeah, it throws you off your game. It's disorienting, and that's a level of distraction that can impede work products. I want to be clear here; I'm not saying, "Go all in. We should all be high/highs."

Shelly Kiser: We should try to be low/lows

Tracie Stewart: Yes, try being low/lows. But also make the acknowledgement, that is hard in our culture, that we all do carry some level of bias. That can allow us to be brave and actually say, "I'm going to take a look at this instead of trying to shove it under the table." You can do things like go to project implicit and take the test and know which dimensions you need to work on more. Maybe there are some levels of bias that you think, I'm doing okay here, but you know this is another level that I really need to focus on.

Shelly Kiser: Interesting. What type of workplace training is effective in reducing biases in the workplace? And what can we do personally to reduce bias at work? We'll find out in just a minute. Don't forget to join us next time when we'll be talking to a Adina Langer, curator of the Museum of History and Holocaust Education, and part-time instructor of history, and James Newberry, curator of outreach and special projects for Museums, Archives and Rare Books here at Kennesaw State University. They'll be discussing their research on the Holocaust and World War II. We'll hear how they're using oral histories to capture the stories of Georgia survivors of the Holocaust and their loved ones before it's too late. We'll also hear the words of Holocaust survivors themselves about why preserving these histories is so important.

I know you do a lot of training helping people with their biases, which is a good thing, obviously. You've just told us that it even leads to more productivity in the workplace, and there are obviously a lot of benefits. One of the things you do is called situational attribution training. So, what is situation attribution? I have a hard time saying that there. And how does that play into biases, especially when we're talking about the workplace?

Tracie Stewart: Situational attribution training. Unconscious biases are both ubiquitous and highly resistant to change because we've spent so much time being trained to think in a biased way. So situational attribution training is actually an intensive practice. We've developed an app that you can practice retraining your brain. Let's rewire your brain. And it's interesting there are parallels being done in the clinical psychology literature as well to address issues such as addiction. We're doing something very similar in social psychology, where we're trying to get people to think in a different way. So, for example, if a female colleague raises her voice in a meeting, versus a male colleague, the attribution for women that is often made is, "Oh they're emotional." Right? And that's not where we go if a male colleague raises their voice/ They're just assertive. So these attributions are the pillars that stereotypes rest on. That, hey, I'm just calling it the way I see it attitude, not realizing that we're making different judgments. So what we do with situational attribution training is train folks, through numerous trials, to consider the situation as a possible attribution for a situation to make that more automatic. Because it doesn't come naturally to us to consider the situation, especially if we're talking about another group and the action is consistent with stereotypes of that group. With my colleague Dr Lamont Powell, who has worked with me to develop and conduct some of these trainings, we realized that we're dealing with five P's here. Through SAT, it's through this extensive practice, considering situations as well as explanations through this practice. When we perceive a situation that otherwise we might have automatically jumped to a stereotypic attribution, and not realize it, we pause. Create that pause, so that we can process that situation more comprehensively and proceed mindfully. So, getting to make the choice, versus the choice being made for us by our implicit biases.

Shelly Kiser: Interesting. So, when we say practice, I assume that we're not going to walk into an anti-bias anti bias training, and in three hours in our training we're going to be healed completely of our biases. It's going to be something that takes people a while to get to.

Tracie Stewart: Absolutely, and it has to be repeated as well. Actually that reducing part is just one part of our anti bias model. Do you mind if I jump into that?

Shelly Kiser: I was going to ask you to tell me all about your bias reduction. So please, go right ahead.

Tracie Stewart: I've developed a model called the TRMM model to address implicit biases. TRMM stands for transform, reduce, manage and mitigate When we talk about addressing implicit bias, there's not just one way to address the negative effects and, and there are negative effects, as we talked about, in the workplace. But if we look on a general level, what research has found is that a level of implicit bias in a community can predict disparities -- racial disparities and infant mortality. It can predict where you're more likely to see shootings of unarmed African American men. So, it's important to address these biases, and there's not just one way to do it.

So, with the TRMM model, that starts with transforming – transforming our biases from unconsciousness to consciousness. Sort of catching it, and that's the brave part – being willing to acknowledge that I as a human being may have these biases, and I'm going to be mindful of that. This is realizing that it's not about good guys or bad guys. It's being willing to realize that biases are normal, but again not desirable and they are changeable. Seeing bias. That's your first step. That's really the foundation, the part that's reducing. That's where SAT can come in. It's an app to strengthen these different ways of processing situations.

A lot of research has shown that you can reduce implicit biases, but that reduction effect is gone by the time you get to your car from the research lab, unfortunately. But with SAT, situational attribution training, we find that these reduction effects, last at least a day. And then you can do 15-minute refreshers. We set it up so you can target gender bias, racial bias. We have different modules that we've set up for people to strengthen this rewiring. So that's the hard part, you're exactly right. That's the hardest one to stay with.

Shelly Kiser: The work.

Tracie Stewart: Yeah. And then we have the M's: manage and mitigate. When we talk about managing implicit bias, we're talking about the scaffolding in organizations – policies and procedures that can unintentionally impact implicit bias-based inequality. For example, a colorblind approach to hiring, which may seem appealing. People often coming from a good place saying, "Oh I'm colorblind." But that doesn't work in terms of reducing inequality, for a lot of reasons. One, it's impossible, because we categorize people by race and gender within milliseconds. And second, what you're doing through this well-intentioned policy of colorblind hiring is communicated to future employees that you see diversity as a liability but you're going to overlook it because you want to be fair. So, before your employees even step foot on their first day of work, you've communicated that diversity is a liability. What you're going to obtain with that is culture maintenance, not culture growth.

Shelly Kiser: Oh, interesting. Well, that makes me scared that there's nothing we can do to improve those policies.

Tracie Stewart: There are things we can do to make them better.

Shelly Kiser: It's just that many we have now are not effective? Is that what you're saying?

Tracie Stewart: I believe there is lots of good implicit bias training advice out there, not just mine. Although, you know, I'm kind of partial to our evidence-based training. Through good implicit bias training. I've worked with federal agencies. I've worked with businesses. You start this manage category, the scaffolding. For example in hiring, maybe you tend to say, "I would like the two most

senior people in my group to do all the interviewing," and they're always from one particular group. And people tend to favor people in their own group, and that's an unintentional way that bias can be replicated. But in training you can talk about that. As long as you're not trying to say, "I'm not racist. I'm not sexist." Because then you're not growing. What we want to do in implicit bias training is not go to panic mode, but also not keep the status quo. We want that growth zone. Let's start asking questions. Where could bias be happening? So, you can absolutely change your policies and procedures.

Shelly Kiser: It's so interesting because I read the book *White Fragility* recently.

Tracie Stewart: Ah, yes.

Shelly Kiser: A very popular book right now and, you know, thinking what are my things that I have going on and what can I learn? She talked in that book about how it was so important to understand that you do have biases of some sort. We made it almost that people are evil if they have biases. And that closes down conversations. Do you think that's what you found?

Tracie Stewart: Yeah, absolutely. That's sending us to panic mode, right? I cannot be called racist. Versus I'm on a journey and what can I do? The discussion we're having now is, it's not enough to be not racist. Are you anti-racist? What are you doing to make the world more what we want to be? And, and that actually is a perfect tie into that last M – mitigate. So, what can you do. Everyday actions such as being an ally in meetings. Saying, "You know, I think Jessica just made that point 10 minutes ago." That way you can support your colleagues. You can ask them, "How can I support you? So allyship is one example. We talk about bystander anti-racism. Instead of seeing it is not your problem, that this is all of our journey toward the world that we want to be in.

So, transform, reduce, manage and mitigate. And if you can do all four, That's fantastic. But recognize at different times one approach may be a better fit for the situation.

Shelly Kiser: Okay, so there are things people can do, if they're in charge of Human Resources, absolutely to make the situation better to mitigate or manage or one of the M's. I can't remember, both.

Tracie Stewart: Manage and mitigate.

Shelly Kiser: Yes, right. Okay, good. So, if we want personally to make it better, you talked about being an ally. Is there anything else that we can do to help the situation?
Tracie Stewart: Yes. Here are three things. First, just choose the journey. Just be open to the idea that we all have room to learn and grow. But it doesn't have to be a scary journey, it can actually be a really rewarding one. And just recognizing our humanity, that we all have biases, but that there are things we can do to address them, can be really positive and powerful for ourselves and for our colleagues and communities.

And second, we talked before about situational attribution training. Here's another technique that's been found to be effective. It's called perspective taking. If you catch yourself making a negative judgment. For example, a colleague comes in late and you jump to, "You're irresponsible." You can ask yourself two questions: If I did that, if I were late, why might I do that? And what would I be feeling? Why might I do that? And what would I be feeling? And whatever your answers are, research has

found that just asking those questions increases empathy and reduces unconscious bias. That quick and easy technique, just asking those two questions, whatever the answer might be.

And third, just consider one next step to move your organization forward. There are lots of steps you can take. In my unconscious bias training, I work with organizations to help them create that best next step for their group. As one example, you can encourage your group to define your organization's three, and only three, core values. Then make sure that your committees have these values firmly in mind during hiring or promotion decisions. So why this rigid three and only three? Because bias can hide in general discussions of culture fit, especially if you're looking at your finalists - your top five candidates. You hear people talking about, "Are they really a good fit?" So, if you are very clear about the core ways people need to fit -- those three core values -- then you give bias fewer places to hide, and that can lead to you bringing in someone who not only matches your core culture, but who can also grow your culture. So those are just three things you can do.

Shelly Kiser: And be aware of your biases right so that you can stop yourself and use the five PS. Pause a second and think if this is something. Once you know your biases, I'm sure that gives you a lot of power.

Tracie Stewart: Yeah. And, and that is what you find. I love the way you said that, because I think a lot of times people think of implicit bias training as something really negative and scary. But a lot of participants talk about it being exhilarating. It's something that we may care about -- this issue -- but we're afraid to admit our own biases. We're afraid to admit our own questions. We are claiming our power by saying, "I declare that I'm on a journey, but I will keep moving on that journey." So, it's catching yourself engaging bias. It's great if you can take on. We do have an app where you can practice, reducing that bias, and you can look at your organizations. Often what I'll do with groups when I work with federal agencies or with businesses, is when it comes to managing, I'll say, "Here are some things that other businesses have done. What is the next thing that you see your business doing that would you move the needle forward? what's just the next step?" Because, although I would love to do the study that solves implicit bias, I haven't done it yet. But we can do the next step and keep moving on that journey.

Shelly Kiser: I really liked this sentence in your paper, or couple sentences. "Given the current societal norms that increasingly condemn stereotyping and prejudice, people are likely to deny having personal biases and control the extent to which they express these biases. Thus the improvement in self-reported gender stereotypes may not reflect an absolute change, but rather social desirability concerns because people are less willing to declare their negative thoughts about women and deliberately control their sexist responses. I thought that was really powerful that you know we're suppressing what we have. So we might not necessarily have come as far as we'd like to think we have on stereotyping and prejudice, but we've gotten better at hiding it? Do you think that's the truth?

Tracie Stewart: I do, yes. Racism, sexism, anti-LGBTQ bias have not gone away, they've gone underground, in some ways, sometimes, but not always. We do see explicit bias still today. But yeah, they're still there but people have learned it's not socially desirable to express this. And there's danger there, right? It's great that we don't have some of the violence that we saw in previous generations. Although, again, we're seeing that sometimes now. But there's danger in the bias going underground, and people being afraid to take that on as a journey.

Shelly Kiser: So I guess it's not healthy to say, "I hate this group of people," but it's also not healthy to think you don't hate them or to not be able to say, "Hey, I know I have a little bias this way, and I'm really working on it. Every day I try to find a way to confound it." That might be a little more powerful, if we could have those conversations.

Tracie Stewart: Yeah, we are all part of the solution. And everybody has a seat at the table. I teach courses at KSU like prejudice and privilege, where, as you can imagine, we have some pretty heavy conversations. And KSU students are amazing. I've had the most amazing conversations with our KSU students about these issues. But yeah, it is about saying, "I as, whatever your group is, whatever your social location, here's what I can do. Here's my piece. Because racism and sexism affect all of us. There are just reservoirs of creativity that could be in our workforce that we are not taking advantage of. There are workers who we allow to stumble and those we don't. So, being anti-racist anti-sexist benefits all of us. It's really important to realize that you, too, have a role.

Shelly Kiser: Some very powerful stuff. So any final thoughts on this topic?

Tracie Stewart: What I would want to leave people with is exactly what you're saying that we have to keep in mind that we're all works in progress, and I guess I would want to say that's me too.

Shelly Kiser: Me, too.
Tracie Stewart:
And so there's power in saying that, right?

Shelly Kiser: Yes.
Tracie Stewart: In my trainings I talk about my own sort of embarrassing incidents of engaging in bias but we didn't need to go into that here.
Shelly Kiser: No, I don't want to talk about mine either. I'm sure I've done some really stupid stuff in my life.

Tracie Stewart: But there are safe spaces where we can have these conversations. I just would want to say that I am not, as a researcher or implicit bias training facilitator, coming to folks from the mountaintop having overcome all biases. I'm on a journey, too. And I'd like to think I've made some progress, but I am still taking steps. My last note would be that we have to all hold in our hearts that the people who are on this journey -- people taking active steps such as coming to diversity trainings, taking multiple multicultural courses at KSU -- are having these conversations that are difficult or they are at the table, because they truly want to learn and grow. And at the same time, we have to each take responsibility to take those steps toward growth. KSU has many diversity courses. We have Prejudice and Privilege. We have different centers here that support us all on that journey. If you want to learn more about my research or about the diversity training work that we do, you can contact me at stewart@kennesaw.edu, or tstewart@unconsciousbiastraining.com. And check out our website, which is unconsciousbiastraining.com.

Shelly Kiser: Okay. So, we need to be brave and get on that journey to being less biased. This has been a very fascinating discussion, and I thank you so much for coming on our podcast today.

Tracie Stewart: It was great to talk with you. Thank you so much.

Shelly Kiser: Thought Provoking is a production of the College of Humanities and Social Sciences at Kennesaw State University in Kennesaw, Georgia, just outside Atlanta. You can follow our college on Facebook or Instagram at ksuchss. Or visit our website at chss.kennesaw.edu. This is Shelly Kiser, and I'll be back next month with another episode. Talk to you then.