

## Understanding Gen Z: How to Lead and Connect with the Digital Generation with Steven Robertson

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Narrator: Why do some companies stand out while others seem to merely show up? That's what we'll explore with leaders across multiple industries to hear how they're creating better experiences by design. And now your host, Susan Quinn.

Susan Quinn: Today's guest, Steven Robertson, he knows a thing or two about generations that exist in the workplace, especially Gen Z. His latest book, *Aliens Among Us*, digs into 10 surprising truths about the youngest generation that is fundamentally wired differently and how we can create a narrative that will keep them loyal and coming back for more. Steven, welcome to the show. I am so delighted to have you as a guest today.

Steven Robertson: Susan, thank you. I've been so looking forward to this conversation. I can't believe the day has arrived.

Susan: Well, I think this topic is going to be relevant for every one of our listeners, you know, because we're going to dig into the youngest group of our workforce today, which is Gen Z. Before you get into this, if you could just share a little bit about your background and how it led to your book. And I love the title *Aliens Among Us*.

Steven: I stumbled into the *Aliens Among Us* world. We have for the last 20 years, it sounds way too long to even say it out loud, but been working in the next generation space. And 15 years ago, we recognized that something had shifted. And when I say the next generation space, we were looking at close to 40,000 weeks of summer camps, every summer, from more than 140 countries in the world coming to the United States, every state in the United States represented to have some kind of an experience during the summer. And it wasn't the traditional summer camp experience. It was programs we ran with universities and at private schools. And so over two decades, we got to know the up and coming generations really, really well. What led to the book was probably 15 years ago, we really saw a sizing shift, and that shift was a shift in what it took us to market to an organization or a generation, how hard we were to work to keep them focused, how we had to um program differently. And in so doing, what that led to was just a deeper understanding of what training our staff, which is in excess of 2000 seasonal staff each year, what that looked like. And so that journey of learning proof of concept took us from a business that was able to 10x over a couple of years as we started to look at the data and understand really what was going on and led to me writing a book. I've worked in industries from education to the military to professional sports, and what we recognized was when we changed the script on how we treated our customers Gen Z, our employees Gen Z, and we looked at a new approach and got a new perspective on that. We were delighted and surprised to realize that the new strategies in terms of leadership and management we put in place actually worked for every

generation.

Susan: You mentioned every generation, so let's just level set for everyone. I remember maybe five years ago really looking at the five generations that are in the workforce, but that silent generation, I guess the traditionalists, they were pretty much retired now, so it's primarily like for generations, right? The Boomers, Gen X, Y, and Z, is that correct?

Steven: Yeah, so you can look at it that way. Let me start by saying this. Two weeks ago, yesterday, there was a report in I believe it was the New York Times that said we have arrived at this point, Gen Z are now the biggest cohort in the working population in America. So, it came to the place where Gen Z that are really 30 and younger, 30 to 12, became the biggest population. But if you look at all the generations, you go from the greatest there between kind of 98 and 122, then you get to the silent generation, 77 to 97. That's years old, not the years of birth. Then you've got the boomers, 58 to 76. So, you still have a bunch of boomers in the workforce. You actually still have some silent generation, you know, some founders and legacy people in the workforce. Certainly, Gen X is in the workforce, 44 to about 58. Then we have the millennials, 32 to about 43. And then of course we have Gen Z now between about 12, 13, 14 years old to about 30. So, in essence, you really do still have five generations in the workforce, but really you have four very active generations in the workforce.

Susan: So, Gen Z, as we said in the very beginning, they are the youngest group, but they are a powerful group. And your book gets in into the different truths that you have come to realize of Gen Z. And you talk about in the first chapter that Gen Z has been transformed by something you call a perfect storm.

Steven: Yeah.

Susan: So what does that mean?

Steven: Well, everything's a play on words, right? So, aliens among us is a play on the fact that if we look at this generation differently, like we would look at an alien having dinner with us, maybe we'll see them for who they are. And the perfect storm. Well, we all know what a perfect storm looks and feels like. We've just come off a big one coming up there from the south, and so the perfect storm really alludes to the following. Every generation in recorded human history has flipped or changed their behavior based on a number of things. And if you quickly go through them, the greatest generation, they'd never had radios and telephones and then they had, and all of a sudden when they had radios and telephones, it changed the way they lived life on a day-to-day basis. It changed how they communicated, how they engaged with one another, what they valued, it changed everything. And then you get to the silent generation, certainly in the West of the country, the Hoover Dam arrived, electricity, they didn't have it, now they have it. Then you get the boomers, believe it or not, two of the things, it's not the only thing, certainly, the microwave and the television shows up at home and changes the way we live life, right? Mom's not in the kitchen cooking and now all of a sudden, we're not sitting to together having dinner. And then for my generation, Gen X, who I think are the greatest generation,

Susan: [Laughter]

Steven: We have the PC show up at home and the fact that the PC shows up at home is a greater

story of how technology is moving. And then we have Millennials, well, the internet changed the world that they lived in. And then we have, of course, Gen Z, which is the smartphone. And Alpha Generation, what's changing their world is AI. But the perfect storm, the reason I tell the story is that the older generations tend to look at every younger generation with a shaking of the head and a wagging of the finger. You know that younger generation, they just don't, you know. And so why this perfect storm is important, first and foremost, is to understand that Gen Z didn't wake up and decide to behave differently. There was a number of factors in their lives that have changed everything about them, and that's really been amplified as we go from generation to generation. And these four factors for Gen Z, the perfect storm, is technology, that's the first thing. And people would be like, yeah, yeah, yeah, until you understand the significance and the depth of how significantly technology has shifted our lives compared to the greatest generation of silent generation, it just has transformed our lives. I was listening to the chair, the head of Nvidia just last week, and there is a chip that they've now launched that has 204 billion transistors on a chip. How do you even process that, I don't even know. Just showing you, how incredible technology is, never mind the fact that your phone can do all these different things. So that's the first thing.

The second thing is world news. Believe it or not, in the 1970s they discovered or there was research done on something called mean world syndrome. Shortest version of that story, mean world syndrome is a cognitive bias that shows you that you have an irrational fear of the world outside. So, it's okay to be fearful of the world outside. How do you get this irrational fear? Well, in the 70s by watching violent television, the more violent television you watch, the more irrationally fearful you were of the world. So you look at today, world news, we get plugged in 24 seven, and I've worked with the entertainment industry, many people have and they know this saying, if it bleeds, it leads meaning, if there's blood and guts, we're putting it on the front page of the news. And so, when you look at plugged in 24 seven, you look at world news, it's all about blood and guts, mean world syndrome has been amplified. And so, it's not only his technology change the way we engage and what we value and how we communicate. But the second thing is that we are more irrationally fearful of the world outside than ever before.

And then the third one, it's got to do with social media, which is really just changing our behavior, changes everything about how we behave, and I just have so many examples of that, but it's not going anywhere because social media is one of the main areas we get data and data is what drives sales and so it's not going anywhere. But it is determining and manipulating how people behave at an incredibly, incredibly young age.

And then the last one of the four is parenting and leadership. And what we've seen is that there is a shift in leadership in the workforce. There is a shift in how people are parenting, and those four things have created a human that is fundamentally wired different than any human we've seen before. And that's why I call them aliens, somewhat tongue in cheek. But the analogy is simply this, every generation is blue. And so, for millennials and older, if you think about it, we've always passed down legacy, wisdom, knowledge from one generation to another, and it's really worked. We've also been able to pass down not only legacy knowledge, wisdom, but just processes. And as a result, we have looked through a blue lens and the blue lens has always worked for us. And I can give you an example of what that looks like if we have time. But the world is transitioning from blue to green. So, what we have here is we have millennials and older that are starting to learn what a green world looks like and how a green world functions. But we also have a younger generation that have only ever been green. And that gap between the two is a gap that is very

hard to overcome. It helps us recognize why they're different. You start to realize that we have to start to change some of our behaviors because they're actually changing the world we live in living as we know it.

Susan: So back to that perfect storm, technology I get, but in some ways the millennials had technology

Steven: Yep.

Susan: So, what was different for Gen Z? And I know it's the perfect storm of technology, this mean world syndrome, which is a fascinating way to speak about that, where they're just hearing all the things that's happening in a yeah fearful way around the world.

Steven: Yeah

Susan: Yeah, we can gain access to it all the time. Social media, I feel like it's been here forever, but that is how they are, what, socializing? More with that than with human beings. And then I'm curious, how did leadership and parenting change for Gen Z where you're like, whoa, this is a different generation from anything that you've seen in the past.

Steven: Great question, right? The first thing we've got to recognize is that the way those four things have come together, while they may have been in part for many generations, they have never quite come together in this way. And as a result, they've created a different outcome. And the outcome that they've created is the behavior that we see in Gen Z. Specifically, the way those four have come together is what has made Gen Z different. It's not just about the fact that parents and leaders are leading different. Leaders are not leading, managers are not managing, therefore they're not holding people accountable and setting expectations. You could say that we've been doing it for a while, but not quite to this degree. And so, when those things come together in that way, and you also look at the data that says for the first time, again, in recorded human history, we have a generation that's behaving globally and not geocentric, so for example, millennials, in Atlanta, Georgia or in America would behave in a certain way and in India would behave in another way. This data for the first time is showing us that they're behaving the same globally. So, to answer your question, every one of those we can unpack in a lot more detail and show you how technology, yes, and social media, yes, and mean world syndrome and social media and parenting leadership results in Gen Z not meeting face-to-face with their friends. In fact, they spend 40% less time with friends in person than millennials did. And as a result of them not spending as much in-person time with friends, their social skills are not as developed when they get into the workforce as millennials were. When you start to see what it is that a generation values and how they communicate, you can start to look at, well, what does leadership look like?

Susan: What I'm hearing from you is that there are differences and kind of profound, so Gen Z Maybe they have a little more fear?

Steven: Yeah.

Susan: And are they a little bit more of a lonelier generation?

Steven: Yep.

Susan: Their social skills not quite as developed as a business owner and leader. I've never really thought about it exactly in that way, but let's jump into another truth because I think attracting and retaining talent is key for all of us. It feels like we have a shortage. It's part because we're not producing human beings like we did in other generations. But you say Gen Z uses this eight second filter and they have these curated streams, so give us a context of how in their world of constant change that's impacting their view maybe of the job market or what they want to do as a career?

Steven: It's a really, really good question, really deep. So many people don't recognize that there is documented data around millennials having a 12 second attention span, Gen Z having an eight second attention span, supposedly goldfish, nine second attention span. This talks about a couple of things, right, so the amount of content and data and information every single one of us, every generation is asked to process on a daily basis is unfathomable. And so, as a result, as I call it a coping mechanism, what we've all started to practice is this filter. What will I focus on? What will I allow in? What will I not allow in? Now, as a result of this filter being in place, what you have is you have something called a curated stream. In other words, I will allow certain things in and I will not allow certain things in. That's curation. So the eye of the beholder will decide what they allow in. It doesn't always mean it's right or it's good, but that is the accuracy or the truth of the matter. Now, why is this important? Because every one of us is doing that.

This generation, Gen Z and Alpha generation, have only ever done that. So they are highly skilled at doing this. And their process generally looks like this. I will allow something into my curated stream through my filter, if I believe it adds value. Loyalty now, in terms of recruitment and retention, we say that if, you know, some Gen Z decides to go and work next door for our competitor, because they happen to have mushroom coffee, not just regular coffee, like, what is up with their loyalty? Well, here's what I want you to see. A coach can move from one team to another. A CEO can move from one company to another. But dare an employee move from one place to another. And we're like, where is your loyalty? The green world is a subscription model, so leaders have to recognize whether you like it or not. There has to be something of, what's in it for me, if we're expecting a generation to stay plugged in, to stay engaged, and to stay motivated, which, by the way, is really important for our business to be successful and to be future-proof. If you provide value, they are in for life. They are committed. They will deep dive. So, it's not about a flaky generation. It's about a generation that's learned what a subscription world looks like, and they're just looking whether they're going to subscribe to you or not. And if you can win them over, which you should be able to with your values and the way you lead, which is the key, by the way, they won't be going anywhere.

Susan: We need to find their way into their curated streams. Value is important to them, making sure they're plugged in. And, you know, we see it in the research we do, especially if you have a few little mishaps, then you're ghosted, and then you're out the door. Didn't really think about it heavily with Gen Z, and maybe it's for all of us, but you are very clear this generation has a large percentage of it, but what other things are motivating them? Is it important to continue to learn? Like what are the things that as leaders we need to do better to connect and make sure we don't feel like there are a bunch of aliens amongst us?

Steven: Out of the 100 data points I could give you right now about the workforce, if I had to put them into four different categories, two categories are going to win every single time. One, a category of I want to grow, be stretched and challenged. I want to upskill, and I can

tell you what that looks like. And the second thing is I want leaders who will actually lead me, hold me accountable, and give me clear expectations. Those are the two biggest things by far that we miss on over and over and over again, and that's what they're looking for. Clear expectations, because they haven't had the same experience, and it's simple. It's problem solving, it's communication, it's perseverance, and it's gratitude. And so those show up and if you can strengthen those muscles in the workforce and in terms of upskill, you start to get people to really buy in. So, they want to be associated with something that matters, it's the most cause-driven generation we've ever seen. It's also the smartest, most innovative generation, most creative generation we've ever encountered by such a long stretch that it shouts from the rooftops leaders, figure out how to lead this generation because they are incredible and yes, do they have challenges? You know, the beautiful thing, Susan, is every generation has challenges. Every generation has that one or two people that you just shake your head at. And so, I just really want to encourage people that cause-driven, value-authentic leadership, which has really always been the best way, is the way that we win here. It's the way that we bear fruit, and it's the way that we ensure that we're not only future proof, but that we give enough value for this generation and other generations as well, like I said at the beginning, to really buy in and stay where they wanted and needed.

Susan: Yeah. Well, we are in 100% agreement on many things, but especially that in our practice, we talk about guiding principles being the foundation of everything, your purpose, your vision, your mission, and those core values. If they're not solidified, and it's the same thing, you know, you can talk it, but if you don't walk it, if it isn't part of your culture, we are seeing companies being left behind. And I'm hearing you say, yes, you've got to lead, you've got to hold accountable, but you know stretch and grow me and do all of these different things. But you also made an interesting point, it's one of the smartest generations, Steven. We believe, I was an intern back in the day, I thought I was going to law school and did an internship and said, holy moly, is that what lawyers do? No despairing lawyers, my dad was one and loved him just in an unbelievable way. But, you know, when you do internships, you kind of show up and you watch what everyone else is doing and you just wait to be told the interns that we have and we have them every single year, I would say over the last few years, I almost think they could run the company [laughter], they are wicked smart, which leads me to another truth. Gen Z is used to being the CEO of their life.

Steven: Yeah.

Susan: I'm gonna chuckle here because you start that chapter talking about a comedian who tweets that his daughter's looking for a summer job and she's hoping to find work as a part-time CEO or something. I mean, I just, [unintelligible], when I got to that. Because I've sort of experienced it a little bit and in the nicest way. It's not judgmental, but it's like, wow, they've got their stuff together in terms of what they're looking for, their smarts and their abilities. So, I'd love to hear more truth about how business leaders need to understand that mindset.

Steven: Yeah. You know, that's such a deep point. And it's so foundational in so many ways. Every generation growing up, it's important that mom and dad treat them like CEOs. They're learning to walk. Would you like this food? Would you like that food? But when we fast forward where we are today, and you've got a generation that through the entire journey have really lived in a subscription, on-demand world. That's different to anything we've experienced before, right? So, when would I like to eat? What would I like to eat? When would I like to go somewhere? I've got Uber. I've got to-, everything is on-demand, and it's so curated to each individual. It's so

customized to each and individual that you can be forgiven for thinking that you're the only person who exists. The world and technology has helped us get to the place where you can so customize your life, your world, that it is all just about you. Okay.

You look at COVID and that amplified the fact where everybody was really taking care of themselves and sure, they should have in so many ways, but it amplified this whole journey. Where we come from in this is you then add to it that for the first time, and if you remember, I told you that one of the technologies that really shifted this generation is the smartphone, and you now have a smartphone in the hand of a generation, and what does that do? The smartphone gives you access for the first time in recorded human history, it's given us access to all recorded information. We've never had that before. And that information is more than double what you and I grew up with, much more than double what you and I grew up with. And so you say to yourself, well, why are they CEOs? Because they do not need millennials and older for any information.

So now you've got this generation that is crazy smart, crazy plugged in. Leaders need to understand that if you, as you've just said, come alongside your interns that are really smart and all you bring to them is application, you've now provided that value that'll keep them, because they don't need you for information any anymore. You see the world is shifted from sage on stage—I have all the information, I will tell you—to an information of a GPS, a guide positioned by the side. Because now they have all the information, we can bring legacy, knowledge, wisdom, and information, and in so doing, you provide value to them, and that's how you enter into their curated stream, because now you have value. I'm watching a show on Netflix, so I'm going to keep it. And once you recognize that, we've made a massive shift from knowing stuff to knowing what are the right questions to ask. And that's where application wins. And that's what we still bring because of our legacy experience to this conversation.

Susan: So, I'm going to ask you a question, and I'm going to give an example. A few years ago, we had during J-Term a college student. They're valuable members of our team on a part-time basis, so we are very intentional for our interns. We have a process. We want to make sure they speak to everyone in the company. So, I don't want to get into a negative place, but I'm going to-, I want you to help me understand the right questions to ask. So, this young person, it was her turn to meet with me and she walks into my office. We're in a different section of our building at the time, now we just all are in one great big space. And she sits down and she's a little casual and she's kind of leaning back and kind of cocking her head, looking at me and she goes, so tell me what you do here at circle S. And I said, um well, I'm the founder and the CEO. And I mean, I got to tell you, Steven, I was so offended by her [laughter].

Steven: [Laughter]

Susan: It was like, whoa, so what could I have done? Different generation, I was making a judgment that this person has-, that she wants to be the CEO, perhaps. And I say this tongue in cheek, but I think sometimes that's an example of where different generations, we expect maybe more respect versus the fact that they have information, and they curate what they want and what they don't. How should I have responded to that so that we are in alignment and not seeing that there are generational differences?

Steven: So maybe in her case, you should have said, get out and don't show your face here again.

Susan: [Laughter].

Steven: Because there's some of those people that you should say that to, right? So not every, remember there's always outliers to everything, right? So, you know, that's such a great story to unpack because it's so real. So, you have a blue perspective on what respect looks like. You have a blue perspective on what she should have known and what she should have done when she came into your office. For a moment, do you think anybody in her short journey has told her that? Bearing in mind, this is the first generation that is almost entirely mentored by their peers. I don't know if you remember, was it the Tide Pods where there was a thing online where they would video themselves eating a tide pod and hopefully not end up in the ER, and more and more and more students, kids, right, so just showing you that just because one teen is leading another teen doesn't mean that they're doing it well. So, they show up and they don't know, also bear in mind that a 20-year-old Gen Z is as mature as a 15-year-old millennial, right? Now, can you imagine a 12-year-old being, walking into a company and knowing how to navigate a conversation with a founder or a CEO? The chances of that 12-year-old showing up well are really slim. But if you have a mindset of, well, how can I come alongside and grow this person? They may well learn. Now, how would you do it? Well, since I'm the founder and the CEO, I would have expected you to show up a little bit differently. Now, that conversation could go one of two ways. It can go well or poorly, right? So, you know, since it's a J term and people are visiting you for a short time, I don't think rehabilitation here should be your focus. But I do think you would just, I would have just answered the questions and sent her on a merry way.

And just like anything, there is a degree of sink or swim. And the person who comes in, the same Gen Z, not the same person, the same Gen Z person sits in your office and says, oh, I heard you with a founder and CEO. Can you give me some wisdom from your life? Now, the same Gen Z could have said that to you, right? And so, it depends so much on your mindset. If they were working for you, I would figure out ways to build relationship so that I could correct.

And here's how a relationship works. The DNA of leadership works like this. Relationship leads to trust, trust leads to transparency, and transparency leads to accountability. So, if you have a relationship and trust, then you can hold somebody accountable to being transparent. So, if it was the first time she walked in, I would say, listen, here's what I do, thank you for coming. If I had a relationship and trust with her, I would have said something like, wow, first of all, please sit up when you're talking to me because it shows respect. Oh, I didn't know that. Then I would have said, you shouldn't ask me a question like that. What you should say is, this is who I am. I'm so excited to learn from you. But you can't do that unless you have a relationship and trust. Do you see the point? And that's why leadership has to shift. And then all the things that we believe, we have now an opportunity to say to them, this is why this matters to me. But until we have a relationship and trust, nobody's listening to what matters to you. I'm just in it to get what I came here to get, so tell me the three things I'm here to hear and I'm out of here. So it's a complicated situation.

Susan: Well, and I love that. It is transparency, it's trust. And in all transparency, I did follow up with the academic leader for the school and just thanked her for the wonderful students that we had. And I said, they are going to be submitting feedback on their internship. I said, may I give you some feedback? And she said, absolutely, and I shared the story and I said, I'm sharing this not because I walk away thinking something really negative. I said, I just see it as an opportunity for us to continue to learn and grow. And she thanked me and you know, I've never seen this person



again, but I do believe candor with care, I do believe transparency, and certainly if that was an employee, we would have taken it a little bit deeper. But I love this notion of transparency and building trust. Let me ask you as we get into what's after Gen Z? So you have Gen Alpha. We've gone through the alphabet. We're in this next generation, and so I've got five grandchildren, and they're all Gen Alpha. What do we do now? They're coming, I guess, at some point. I don't know when they're going to hit the workforce.

Steven: Yeah 2028.

Susan: Is there anything we can do in preparation for the next one?

Steven: 2028 is when Alpha Generation comes of age, gets their driver's license and starts working at Domino's Pizza, so that's a big deal. And I can tell you that the overarching shift, leadership shift, is a shift towards upskill, which creates a narrative. You just told me a narrative, right? Now, upskill is where that young lady comes into your place of work and the experience that she goes through, not only what she learns, but how she's deliberately led leads to a story of, oh, one day I walked into the founder CEO's office. We had this conversation and this and this is what happened because of it. Those narratives change the world, and those narratives ultimately determine your culture, whether it's transformational or aspirational. You alluded to that earlier. And so, when it comes to alpha generation, here's what we have to understand. Everything is about narrative. And so, what we are about, when it's whether it's for Gen Z or alpha generation, is creating narratives that change the perspective of what people have around working, around coming to visit grandmom, granddad, we change the narrative. It can't just be a story of, I'm going to visit my grandmother. There's got to be a story when I visit my grandmother, this and this and this is my experience. And that experience is the narrative that then creates the culture that is now associated with you. So, what I'm saying to you in a long way is this, Alpha Generation is going to be exactly the same as Gen Z. What they will do is they will amplify the cause-driven focus more.

And what we were also going to see is they are going to become more siloed and more independent and more customized than we've ever experienced because technology is amplifying so quickly. So if we can create a culture or a narrative that they want to belong to, we won't be able to keep their attention as parents, as grandparents, as leaders, even as a business. We're moving more and more and more to the siloed, on-demand, customized world, which is gonna make it harder to catch and keep people's attention, which means you have to understand that there is a narrative about you as a family, about you as a parent, about you as a grandparent, about you as a business that people are gonna pay attention to. And the way to create those narratives is really honesty through really deliberate leadership, because when you deliberately lead people, hold them accountable, you automatically get these little narratives that form, which aren't the negative things, that are the positive things, because stories coming out either way, and that's what keeps us not only future-proofing in business, but keeps us relevant to our grandchildren and to our children.

Susan: I love that. The name of this podcast is Better Experiences by Design, Better Narratives by Design. And you just lob that up so beautifully. I see it certainly within my own family, with my grandchildren, with our team, with the people that we work with. And those experiences really do matter. And I have loved this conversation and we're coming to the very end but let me throw one more thing your way.

What do you do, Steven, to keep sharpening your pencil and bettering your best in this ever-evolving world that it's like drinking from a fire hose sometimes as you talk about all the information that we're consuming? What do you do?

Steven: The shortest version of that story, because I try and do a lot, I try and be interested, and I try to be interesting. And those two require two different muscles. I try and be interested because I'm around a lot of people and I'm around the next generation. And I try to really be interested to see who they are, what matters to them, how they communicate. And I try and be interesting. I try and understand as much as I can so that when I have the opportunity, I can bring value to a relationship without any strings attached. And so, you know, as my life's ambition, I work deliberately and really, really hard at doing that. I'm not always successful, but I'm more successful than I was a year ago at doing that.

And I judge it based on fruit. And I'm always looking if I'm able to produce fruit in those kind of conversations and relationships versus more of the same. And I try and hold myself to that standard as best I can.

Susan: I love one of the last things in your book, we don't have to be perfect, but absolutely authentic. And you are that. You are certainly interested, but you are incredibly interesting. Thank you for sharing what you have learned. And for the show notes, we will put this, but *Aliens Among Us*, we can get this through Amazon. Is there anything else for us to know about your book? And I know you've got another one in the works, so this is not a one and done.

Steven: No, thank you. I would be thrilled if anybody was interested to continue the conversation. No strings attached. My heart is so for this next generation, for leaders to lead better. That really excites me. Thank you so much for having me today.

Thank you. Thank you for being part of our best in class community. And until next time, keep battering your best.

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