

**Introduction Guest (Unknown):**

Hi, welcome to the BCEN and Friends podcast. Today, Janie Schumaker and Mark Eggers have the pleasure of speaking with Doug Harward, the CEO and founder of Training Industry, which is known as the most trusted online source of information on the business of learning. They'll be getting to know Doug better and discuss how vital training is to the success of the nursing profession as a whole. Now over to Mark and Janie with today's exciting and informative podcast.

**Mark Eggers:**

Hello and welcome to BCEN and Friends podcasts, where we hold interesting conversations about learning with a range of thought leaders, BCEN certification holders and industry professionals but most importantly, create value and insight for you, our professional nurses across the emergency spectrum. We hope you find our discussions interesting, informative, sometimes funny, sometimes serious, but always valuable. I'm Mark Eggers, manager of education technology services at BCEN and your host for today, and I'm joined by our co-host, Janie Schumaker, executive director at BCEN. Hi, Janie.

**Janie Schumaker:**

Hi, Mark.

**Mark Eggers:**

So, Janie, we have another great guest joining us today on BCEN and Friends, Doug Harward. Doug is the founder and CEO of Training Industry Inc. He is internationally recognized as one of the leading strategists for training. His respect as one of the industry's leading authorities on competitive analysis for training services and works with international companies and new business startups in building training organizations. He previously served as the director of global learning for Nortel Networks, where he led the industry's largest global training outsourcing engagement with Price Water Health Coopers. He received a chairman's global award for his service and work in developing integrated learning organization strategies within higher education, public schools and business. He has worked in a training industry for more than 25 years. Doug received an MBA from Fuqua School of Business at Duke University and a BSBA in marketing from Appalachian State University. Doug has coauthored a book, *What Makes a Great Training Organization*. So welcome Doug to BCEN and Friends. We're so excited to have you.

**Doug Harward:**

Well, thanks, Mark, and thanks Janie. It's my pleasure. Looking forward to a good discussion.

**Mark Eggers:**

Great. Well, let me begin by this question with you. Tell us a little bit about yourself. What was your journey in learning? How have you

become what a preeminent voice on learning and training in the profession of learning and training?

**Doug Harward:**

Well, I think you gave a wonderful introduction, so I appreciate those kind words. It's essentially, I've been in the profession for a very long time actually now. Now over thirty-three years and I started out, I didn't actually start out to be a training professional. Originally in my career I started as a production manager and went into industrial engineering and led an industrial engineering effort back in, I hate to fail the year, but back in the late 80s to redesign manufacturing plants for the company I was working for Nortel Networks the time. And one of the things we realized as we were transitioning to plants was that we actually had to retrain all the workers in the manufacturing facility because their jobs were going to change after their area was redesigned. So, I went to my bosses, a plant manager, and said, "Hey, we can't do this with our training department." We originally had Joe teaching Ted, teaching analysis to Alli kind of thing. And he said, you know, "It's a darn great idea. Go do it." And so that's how I actually got into the profession as kind of by mistake and built that team and then over the years ended up internationally leading all training worldwide for this company. So, that was it was kind of an interesting transition over a number of years.

And then I was able to find this company and the reason I did, is as a leader of a very large training organization, we spent more than fifty million a year on training worldwide. One of the things you to do is you meet and learn a lot about the supply side of the industry. You know, what are the companies that are providing training services? Where do you get content? What kind of learning technology and so forth? And what I found the market was incredibly inefficient, was incredibly fragmented and fortunately, I saw an opportunity. So, I left there and started what is now Trainingindustry.com with the mission to kind of create a more efficient marketplace and be able to more efficiently bring fires of training services and suppliers of training products and services together in a more effective way. So, it's been an, it's been an interesting journey, but it wasn't something I sought out 30 some years ago, actually now 40 years after getting out of undergrad and said, "Hey, let's go do this." It just turned out that way and, you know, sometimes serendipitously, you find yourself in a really good place.

Some might could say that that happened for me.

**Mark Eggers:**

Yes, that's interesting. Very good. So, you know, we know you're a lifelong learner, of course, you've told us all about your information. That's great. You know, in your view, why is lifelong learning critical for nurses?

**Doug Harward:**

Well, you know, lifelong learning, the concept in the term has been popularized now for a number of years and for good reason, right.

Lifelong learning is something that, quite frankly, not just learned the nurses, but quite frankly, anybody, no matter what your profession, we should be thinking about lifelong learning and, you know, the real driver for that, and we kind of go into nursing specifically with the real driver for that is, you know, the world around us and this it's very telling for the time we're in today. Right. The world around us is changing very rapidly and sometimes changing faster than we're ready for it to, depending on where we are in our career. But the world around us is changing every day and we've got to keep up with the changes. You know, people aren't necessarily changing for us. Sometimes they're changing for good or it may be for whatever reason. I hate to say just for political reasons, but there are a lot of changes going on and technology changes and all kinds of shifts. So, the concept of lifelong learning is really about keeping yourself competitive. Keeping yourself in line with the skills that you need to be successful in your job and as nurses, I think probably the most telling story is, oh, my gosh, healthcare is changing so much, so fast. Right. There's methodologies or methods that's changing. There's medicines that's changing. The technologies are changing. If you're not continuously staying up with those changes, you know, unfortunately, you can get left behind. Nobody wants to get left behind or nobody wants the skill sets to or their skill sets to somewhat become obsolete. Right. Because it puts you in kind of a vulnerable position where maybe that next opportunity is not going to be there for you. Or maybe we've seen this in manufacture certain roles where you actually get pushed out because you didn't keep up. So, nurses, I think, is one of those professions and all professions or skill sets within the healthcare field is probably magnified many, many times because of the idea, too, that the healthcare profession doesn't really deal with mediocrity very well. Right. If you think about, I mean, we as, I hate to use the term customers for the start patient of healthcare services, we expect relative perfection and the people that's taken care of. It's maybe that's an unfair word, but it's kind of almost is true. Right. We expect that when we go to the hospital or we go to get medical treatment or whatever it's going to be right. And so, there's a lot of pressure on nurses and health care workers. And, you know, I think that's a good thing. That's a good thing.

**Mark Eggers:**

You are so right about that, as far as you know, it's a fast-paced field. Nurses keep up with training and. Right. And we are customers. I go in as a patient. I want the best I can get. So absolutely you hit that right on the nail. Thank you. So, you know, Doug, you often talk about the importance of being a student of one's profession. So, what do you think that means for our nurses?

**Doug Harward:**

Well, I think it relates obviously back. This is a nice Segway from the last discussion about lifelong learning. I'm a believer that if we really want to be successful at anything we do; I don't care if it's our job profession, if it's playing piano, if it's being an athlete, it's being whatever; to be the absolute best, it means that we have to be very,

very focused on what we're doing and what I call being a student of our profession or student of our profession basically is one, it's really the recognition of you may have heard this phrase before, the idea that, you know, sometimes the more you know, the more you realize you don't know. Right. Is that in the concept of competency levels? Is it the higher we go up in a competency, the more we recognize that there's more that we don't know and more we need to know? That's what scientist's kind of live on this particular premise, right? The more knowledge they gain, the more they find out they need to learn more about other things, and I believe being a student of the profession is really about that. It is recognizing that even as I gain knowledge and skills, I'll then recognize more things that I need to learn. And it's also, I think, the commitment from an individual that just wants to be the best they can be. Now many people choose that, I think, because it's just in their DNA, it's in their nature. I just want to be good at what I do. I want to be recognized as being good. I want to internally feel good about what I do. I want to know that every day when I leave work or when I put my head on the pillow, I gave it my best shot today. I brought my A -game today and I think the only way you get there is you become a student of what you do, and that means you continue to learn. But you also continue to focus on how you get better. Learning isn't just about knowledge. It's also about doing. It's about skills. It's about practice. And I think this element of practice is something we don't talk enough about in the professional world. We talk obviously about it. And, you know, musicians, we hear about athletes and then the professional world, which where, you know, things we do are somewhat daily habit.

But we don't really talk a lot about so how do we practice those habits within a professional job? And I think that's what this critically important.

**Mark Eggers:**

You are so right. You know, you can think of any athlete, any film, whatever it may be, how many times they get interviewed are and their told, "Well, I practiced over and over and over and things over," you know, even Olympics. You see all the great things they do. But all the hours that people put in, they make it look easy but all behind the scenes. That is so true, absolutely. Very good. Janie, how about you? You have anything you'd like to ask, Doug?

**Janie Schumaker:**

I do. Doug, I'm really resonating, as you know, as a nurse myself. It's so true. When you start to learn more, it occurs to you, "Wow. There's really a lot of things I didn't know that I didn't know," and that that statement you made really, really resonates with me and I think it is so critical that that health care professionals, nurses stay up with the changes. Things are changing fast. Nobody wants their skill set to become obsolete or feel like you're flatfooted when you're trying to take care of a patient that's got a complex issue. And it is it is so true. And doing all this can make you so much more valuable to your organization, but ultimately to your patient and their family. So, one of

the things I want to ask you, Doug, is you talk a lot about deliberate practice and that's very interesting to me. Can you tell us a little bit more about deliberate, deliberate practice and how does that really relate to building and sustaining that high performance that we've been talking about?

**Doug Harward:**

Absolutely it is, I guess I'll call a concept that's very near and dear to me and it has become over the last few years. Give me a little story about deliberate practices, a term or concept that was actually coined by a gentleman who in the last few years became a very good friend of mine. But unfortunately, just passed away just a couple of months ago. Some of you may have heard of him. His name is Dr. Andrew Anders, and he was professor and a scientist at Florida State University. Anders by profession was a psychologist, right but he would call himself and his lifelong study is really about understanding performance and what it is about people who perform at the very, very highest level. What is it they do to perform at the highest level? How did they get there? I mean, it you know, some people say, "Well, you know, you were just born good or whatever." You know, I was just born with natural abilities to be good at whatever. And you can take people, let's take to Tiger Woods or LeBron James or Beethoven. Many years ago, these people were recognized some of the best as some of the very best in their profession over the many years. Michael Jordan, another great example that people would recognize their name if you ask them. And by the way, Anders asked all that except Beethoven, weren't able to talk to him, of course. But if you would ask them, what was it that really, really got you and propelled you to be so great at what you do?

Every one of them, every one of them did and would say, "A lot of work. A lot of practice."

But what are the things that Anderson found in his research that is really, really fascinating is that the concept of practice doesn't just mean repetition, by itself and the idea of doing something over and over and over. You know, you and I can have a certain activity or whatever it may be, like I use golf as an example. I love to play golf and I play golf very, very frequently. But darn it, over time I get frustrated because I'm not getting any better. But I've got a reputation going. But I don't seem to always get better what Anders found in that in those who do is that not only do they do things a lot, but they do it in a very deliberate way. Right. And deliberate meaning, you know, there was there was a plan and why not? I'll kind of lay out some of those things that we called the elements of deliberate practice. And some of you may actually recognize (excuse me) This story thereof; there was a book that became very popular over the last few years written by a gentleman named Malcolm Gladwell. So, most of you may know if you've read or heard a thing of the Gladwell, he did a book called *Tipping Point*. But this particular book is called *Outliers* and in *Outliers*, he tells a story and basically lays out this thing called the **Ten Thousand Hour Rule**, and this became very popular two years back.

The **Ten Thousand Hour Rule** basically stated that if you do something, anybody does anything for ten thousand hours, by definition, you're going to get pretty darn good at. And he actually took that or developed that from Andrew's work. But here's what is interesting, Anders and I had a wonderful conversation about this four years ago. Anders actually came back after that. What was the book was published in an ad Gladwell quoted and said, you know what, 10000. That is a lot of repetition no matter what it is, you're doing. But he actually refuted and said, "But that's really not what it's about. The idea of becoming the best that you can be, whatever you do, is about reputation. But it's more about how deliberate you are in how you practice those things." And so maybe the idea is to kind of talk about what does it mean then to be deliberate in your practice? Right. And this is this is where I think the sweet spot really is and I hope these things read and we'll lay them out real quick. I'm not going go into debt. But the first thing about being deliberated in practice is the idea that when you go to practice that you have a plan, that you've actually designed your practice with the intention of getting better. As a difference for me, going out, playing golf, I just go play. Right thing I get more repetition, but I'm not very deliberate about getting better. I'm just playing. I'm going through the motions. The second is in just the same way as it's got to be designed, it also has to be repeated a lot. The third is the reality is we need a coach. A lot of us think we can do it all on our own. But those who have performed the best. Actually, even Tiger Woods greatest golfer in the world, many would claim he had a coach. And still does. As a matter of fact, right. Another thing is that you need to have immediate feedback. And the concept of immediate feedback is an interesting thing, because immediate feedback doesn't mean that somebody out there is going to be watching you and immediately say, "Hey, Doug, you know, you need to do this. You need to do that."

You know immediate feedback is what you give yourself. When you become conscious of what's right and wrong, as you learn, then when you make a mistake, you consciously know that you didn't do it right. And you self-correct.

And this concept of self-correction is an important part of your ability to continue to improve, because if you can't self-correct, what you do is you continue to do the wrong behavior over and over and over, and it becomes habitual. We have to be conscious of that. The next is that practice has to be demanded. Right. You know, if you don't get better at something, I don't care what it is, if it's phlebotomists. You know, they're going to say that it's got to be, and you've got to practice which has to be demanded. It's got to challenge you. It's got to take you to new levels you've never been before. And last and this is contrary to what we in the corporate training profession have talked about for many years, is that practice really isn't about having fun. You know, we've talked in our profession that learning is really supposed to be fun. Let's make it fun and engaging in all these things. Well, that's a that's a wonderful objective to make learning engaging, because we want to be effective. We want people to get engaged in the learning,

exercise or experience. But the reality is, if you're really going to move to the next level, learning or practice actually is hard work because you've got to you've got to push through levels that you've never pushed through before. Now, there's a lot of depth to these particular six elements. And I apologize for kind of going off on a long story there.

But I think it's a powerful thing that we as a as a professional, whether we're a nurse or, by the way, the latest study that Anders was very, very deep into very, very deep study. Unfortunate wasn't able to complete but I think the professors of the state will; he was studying insurgent. And the reason is thinking about the exceptional performance that we have or expectation of an insurgent. Like we talked about earlier, the idea that we can afford mediocrity in health care, right? We darn sure can afford mediocrity in surgery. Right. We expect exceptional performance. And so, Anders was trying to understand that better because, you know, you don't get a chance to practice. Right. What you do, live in game. I don't get to go and go do surgery. And I really have perfected the skill yet, but all of our practice is on the job. What we learn in the corporate world, oftentimes our practice is on the job. And so, what we've learned in the corporate world is this idea, deliberate practice is really the idea. How do we embed practice routines into the day to day learning function? Because sometimes economically is not affordable to build a lot of practice at a training session where some let's take it off the job. So, we have to learn a lot. We've got a long way to go in our profession to learn how to incorporate this into professional training. So, I hope that helps explain this concept of deliberate practice and I hope I didn't go too far on the edges for you. But it's a fascinating, fascinating study for me. And I've been in the profession for many years. I'm still everyday learning more about this and delving into it.

**Janie Schumaker:**

No Doug. I think that was really terrific. And I always I'm learning something every time I get the chance to talk to you. And it's not just about repetition. I think that's probably a mistake a lot of us make, including myself. You know, you are learning something new. I mean, repeat it and repeat it and repeat it until I can do it in my sleep. But, you know, that ability to have them to have that immediate faint feedback and self-correct. And have that coach. And to have a plan around what you're trying to accomplish. And it's not all fun and games.

It's hard work. I think those are great, great takeaways.

**Doug Harward:**

Absolutely.

**Janie Schumaker:**

And I'm wondering, Doug and as BCEN is trying to support nurses in general and of course, nurses that hold our certifications as we work

on being a learning organization and offering that additional support, what advice might you have for BCEN as we're on this path?

**Doug Harward:**

Yeah, well, I appreciate you asking that. You know, because of the work that we do at Training Industry, you know, we are also we have a research arm of our business.

We work very hard to understand the capabilities and best practices of what we call high performing training organizations that we've got branded at around what we call GTOs or great training organizations and actually have a book that I co-wrote that defines those capabilities and practices right through organizations. And I know BCEN is and is becoming a great training organization for your constituents. The one thing that we have learned is the most powerful thing you can do to be great at what you do as it does training organization as a learning organization is to be relevant. Now, that sounds like a simple, simple concept and a simple word. We actually coined the phrase in this one, "Relevance is really about strategic alignment," and strategic alignment, it basically means is that everything you do, and you have to work hard at this, you must be strategically aligned to the needs of the organization that you supporting, because reality is, even though you're helping train nurses. The reality is you're helping train nurses to work within an organization. They don't do their job independently. They're part of something a lot bigger than them. Right. The hospital, the medical center, the whatever the clinic they're part of, everything you do has to be aligned to the needs of that organization and the needs to the individual. Right. Oftentimes training organizations kind of get it offset of that and they get focused more on the individual know over many years. It's a very popular saying, "Well, we're learner centric." That's a wonderful, wonderful thing. But the reality is, a lot of times the learners doesn't know what they don't know. Right. And so, if you only focus on what's good for the learner, which means you go out and ask the learner, "What do you need? What kind of training do you need?" Well, they don't know what they don't know. How can they answer that question in a way that will push them to a new level? You have to go to the organization as well and say, "What do you need from those professionals in your organization?" And if you do design and delivered those particular training either products or learning programs or approximate experiences, whatever, that is very closely aligned to the needs of the organization that you'll work for and then to the need to learn. I think you'll be wonderful. You'll be great. And you'll in our assessment, you will reach what we call a great or training organization status. But it's a concept of relevant, it's funny. I think it's a way overused term in some regards, but it's also very misunderstood term, meaning we sometimes don't give enough thought to what it really means to be relevant. And that's what I would challenge organization to. And you're probably already there. But, you know, this is what we challenge anybody. As a matter of fact, our own organization, we look in the mirror all the time trying to figure out, are we relevant and how do we know that's the next book? How do you



know? And so that that's helpful for you guys, because I know you're doing wonderful work.

**Janie Schumaker:**

Yes. Doug, that is helpful. That is really great advice to not only ask our learners what they need, but, you know, to also be asking the organizations they work for.

**Doug Harward:**

Absolutely.

**Janie Schumaker**

And we really, too, like to look in the mirror a lot. And our organization is, as I like to say, "We're just in a constant cycle of improvement all the time."

**Doug Harward:**

And that means you're a student of the profession I believe which is wonderful.

**Janie Schumaker:**

Yeah, I certainly hope so. That's certainly what we aspire to do as well. Yeah, I think I mean, we'll never we'll never be finished learning, as an organization.

**Doug Harward:**

There is a saying and I don't know if you've ever heard of a gentleman named Tom Peters. He's still around. Back in the 80s, he was one of the premier learning or business consultants and he had a saying, which was, "We've got to be getting more better than they're getting more better or else we're getting less better or more worse." Now, that may sound kind of odd, but in a competitive way, the idea of continuous improvement, we've got to continue to get more better than those people that we're in competition with and the reason is because they're not standing still either.

**Janie Schumaker:**

Exactly.

**Doug Harward:**

And to me, it's always been a very powerful, powerful, thought.

**Janie Schumaker:**

That is a powerful thought. Thank you for that. Well, look. Gosh, Mark, it looks like it's time for rapid fire questions, I'm going to hand this back to you for the first couple.

**Mark Eggers:**

All right. So, Doug, what we do here in this part of podcast we do what's called rapid fire questions. So, we're going to ask you a few things. Find out a little bit more about you. For instance, we

understand that your wife is a former nurse. What's it like to be the spouse nurse?

**Doug Harward:**

Oh, my goodness. You're absolutely right. My wife was a pediatric nurse, worked more than 30 years at the Duke University Health System, became laide nurse of a clinic for pediatrics during pediatrics. I can tell you it's challenging, but incredibly rewarding. The reality is my wife worked harder than I ever dreamed to work. She was my absolute hero. Still is, by the way. But when she worked, I mean the dedication it took to be really, really good at what she did. And I was very proud ever since she was named. I can't remember the exact that award, but with the laide top nurse in the system when you. But she. But her commitment to what she did was just unbelievable. I have nothing but respect for her and I learned a ton from her, too. And, you know, the biggest thing I think I learned from her was compassion. Right. Because, you know, I think the idea that every day I'd go, as a business professional, you go to work and you're focused on building the business or you're focused on how do you make money doing what you do and all these things that are some business-ish. But if you don't have compassion for the people that you're doing it for and the people you're doing it with, it just does it make it as real? Right. And that one thing that I learned from her. And I think you get that from a lot of the people that it shows in nursing, for example, is their profession is there has to be a compassion for people. For them to do what they do and to do it well.

**Mark Eggers:**

Absolutely. Absolutely. Can agree 100 percent on it. Absolutely, 100 percent. So, here is something I heard about it. I keep hearing about Jackson and Sherman. So, who are Jackson Sherman. And can you tell us a bit about the work they were doing with your wife, pre-COVID?

**Doug Harward:**

Absolutely. I'm always proud to tell you about that. They are my canine kids. Jackson is the elder. He's now 14. And Sherman is nine and a half. They're both yellow labs and they are certified therapy dogs. And my wife then each one of them were certified as a certified team and work and would still be doing it now if it wasn't for COVID.

At Ronald McDonald House, working with the kids at the house who are going through phenomenal, phenomenal, let's just say medical procedures, whatever it may be. But she was also and they were also very active before COVID in a program called See Spot Read and those of you have never heard of is a program that's kind of going into the country for elementary school children, where they may have reading disabilities or a little bit behind in what they do is they read to the dog instead of reading, you know, how you might have to read in class or to your stand for your students and they get a high anxiety because they're gonna be embarrassed if they can't read well or whatever. But when they read to the dog, that anxiety goes away.

And it's an incredibly powerful program. We just, we loved it. My wife would let me go every now and then. I got to sit on the sidelines and watch and it almost brings you to tears some time with what's going on up there? My canine boys, they're pieces of work, I'll tell you that. Love 'em.

**Mark Eggers:**

That's great, thank you. Janie.

**Doug Harward:**

You're welcome.

**Mark Eggers:**

Absolutely Janie. You have any questions for Doug?

**Janie Schumaker:**

Yes, Doug. I love hearing about your canine kids. I have one of those, too. And I know a lot of us listening on the podcast are probably animal lovers of some kind.

But I'm curious to know, Dog, what would you be doing if you weren't doing what you're doing now? What would you what would you be doing instead?

**Doug Harward:**

Oh, my gosh. Well, I guess there's a question of whether it's the professional or personally. Right. So professional. You're not been in this so long. I can't imagine another profession. I got into it by mistake, as I've told you. But I just found that I just loved the profession. I love what we do, and I love why we do it. And I'll be honest and say, I can't imagine anything else. If they ask now on a personal level, I'd be playing a heck of a lot more golf and I'd be on my boat at the beach a heck of a lot more. And, you know, being outside, doing some things like fishing and things like that, that unfortunately with COVID and the other stuff is kind of hampered our ability to get into the fun stuff. But I think professionally, I just I don't know. I just I love what I do, and I love this profession. And it's one of those professions that at night when you put your head on the pillow, you can you can feel like and, you know, I think I am doing some pretty cool and I'm doing something good for people right. In that small little minuet way. We are doing some pretty cool.

**Janie Schumaker:**

Absolutely, it's good that you feel that way. They say if you love your work that much, it doesn't really feel like work.

**Doug Harward:**

That's right. Exactly.

**Janie Schumaker:**

That's a good place to be.

My last question for you, Doug, is that we are we're building a reading list from these podcasts. So, tell us about a favorite book that's inspired you.

**Doug Harward:**

OK. Well, besides, here's the fun side, you know, the Bible, obviously, it's inspired me more than anything and always will. Right. It's at the heart and soul of who I am. But I generally I read a lot more what I call business biographies. You know, Alexander Hamilton fits into that, a book called *Titan* about the rock. So, there is this book written by German a Ronnie Shernow, which I think are fascinating, fascinating, fascinating details of history. But I will say that the one book I can recommend a book that I'd like to kind of pass on to everybody. It's the book that I was speaking about earlier about Anders's book, and the name of that book is *Peak the Secrets for the New Science of Expertise* and when Andrew talks about in this particular case, a very easy read. It's a fast read. It's a fun read. Anders does storytelling of his research and people he's met with and talked to and tell stories of people who became the top chess players in the world, talks about these kids that were a chess team in a middle school in West Virginia. He talks about that. It's just a fascinating look at what it takes to reach peak performance. And peak doesn't always mean you're a professional athlete or a professional musician. Right. Just like I'm saying, he's talking about some chess players. He's talking about and there's a story he did back or a study did with a gentleman way back, I think that's in the 80s, I can't really that time about memorization, by the way, you know, learning if you really look at the profession of learning. I'm sorry. I'm on the side. But learning the study of learning is really began back in the 1800's with the study of memory because we somewhat correlated the idea. If I remember something, I must have learned it, though, just some fodder for some folks to think about there. But Andrew's worked, studied people in memory and goes back and made a story about a gentleman that he taught not, or they could learn how to remember certain things that were for knowledge. This guy actually made on Johnny Carson. That's a matter of fact. So anyway, that's the book I would recommend.

And I think it's a fascinating, easy read. And you can apply it whether you're a nurse, whether you're a construction worker or whether you're ball player. I don't know if you can apply some of these very simple things to your daily life. And I'm a piano player, and so I plot to how I practice and learn piano. And I think is a cool thing.

**Janie Schumaker:**

Now tell me the name of the book one more time.

**Doug Harward:**

The name of the book, its *Peak Secrets from the New Science of Expertise*. And it's by a gentleman named Dr. Anders. There you are, I see. So, when I believe it and I think if you really I think you'll enjoy faster rate. But a really fun read.

**Janie Schumaker:**

All right. Well, great.

Thank you for that. I'm curious now if our audience would like to follow you. Is there somewhere they can do that on me, on the Internet or on Socials?

**Doug Harward:**

Yeah, I'm not. Maybe this is telling of my age. I won't go too far with that. I'm not a big, big social media guy. But I am on LinkedIn, you can follow me. Doug Harward,- H-a-r-w-a-r-d. And but the real best, if you don't mind, go to [trainingindustry.com](http://trainingindustry.com). We would welcome anybody there. You can see most all my material that I've written articles most of the stuff I've written is on [trainingindustry.com](http://trainingindustry.com).

And of course, you'll find a lot of other stuff there's written about best practices, what's happening in the industry, all that kind of stuff.

**Janie Schumaker:**

Yeah, I would agree with that.

I might check that Web site out thoroughly. I've listened to a couple of webinars. It is well-known web site.

It's got a lot of great information, planning and resources.

**Doug Harward:**

Thank you. We're very proud of. We're very proud of you.

**Janie Schumaker:**

You should be.

**Doug Harward:**

Thank you.

**Janie Schumaker:**

All right.

**Mark Eggers:**

Yeah, it is a great place. I agree with you on that, Janie. So, Doug, I want to take this time to thank you for joining us on this episode of BCEN and Friends. Doug, thank you so much for giving us your time, giving us your insights, giving me your knowledge and wisdom. We appreciate it so much.

**Doug Harward:**

Oh, it's absolutely my pleasure. I wish you guys all the best. And if we can help you guys in any way, feel free to reach out again and please, I'd like to share with your listeners, thank you for what they do. Right and you know, there's a reason why a lot of people still view them or very much view them as heroes in our society today with all this going

on. And I'm one of those that you can cast me into the big, strong believers in what they do. And so, I want to thank them for every day going in and putting even themselves at risk. And I can't tell you how grateful we are for that.

**Mark Eggers & Janie Schumaker:**

Thanks, we appreciate that. Thank you.

**Mark Eggers:**

spectrum. And til next time.