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Leadership

## From Bud to Boss

### Secrets to a Successful Transition to Remarkable Leadership

#### THE SUMMARY IN BRIEF

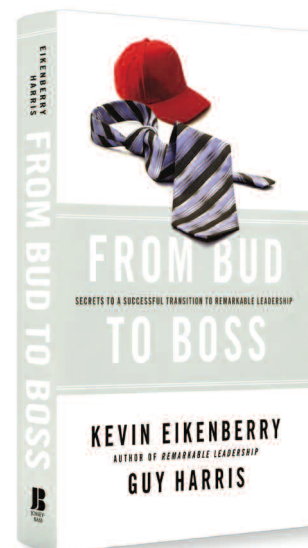
The most challenging leadership experience anyone will face isn't the one at the top but the *first* promotion to a leadership position. It can be overwhelming to deal with the change and uncertainty that come with a new job, requiring new skills and the promotion from peer to leader.

If you (or someone you work with) have been promoted to a position of leadership for the first time, *From Bud to Boss* is an important book that offers insight from the best leadership and management thinking, and puts the focus on the challenges faced by novice leaders. In down-to-earth terms, the authors show how to adopt the mindset of a leader and develop the skills needed to communicate change, give feedback, coach employees, lead productive teams and achieve goals.

Authors Kevin Eikenberry and Guy Harris fill *From Bud to Boss* with practical ideas and helpful advice. Their book offers readers a clear road map to leadership success.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How to get a clear understanding of your new role as a leader.
- How to develop your ability to solve complex leadership problems.
- How to talk about the expectations you have of your new reports.
- How to ask people about their expectations of you and request their help and patience.
- How to get beyond the stress and fear of leading employees for the first time and put your energy into becoming the most effective leader you can be.



by Kevin Eikenberry  
and Guy Harris

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# THE COMPLETE SUMMARY: FROM BUD TO BOSS

by Kevin Eikenberry and Guy Harris

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## A Note from the Authors

Congratulations! You are now the supervisor. The manager. The foreman. The boss.

Your role has changed and you are being asked to be a leader.

Before getting into all the specific principles, techniques and ideas, we need to talk about *you and your belief in yourself*.

- Someone (or many people) think you can succeed or you would not have the new role.
- Those who care most about you think you can succeed — if you aren't sure, just ask them.
- We believe you can succeed — because we believe that anyone can bring his or her unique strengths to the role and be successful.

## The Toughest Professional Transition

You are embarking on perhaps the toughest professional transition you will ever make. Going from being an individual contributor to being the leader, especially when those you are now leading are your former peers (and perhaps your friends), is tough.

It isn't going to be easy. And since it isn't going to be easy, it is extremely important that you bolster your belief in yourself.

However you feel about what is in front of you, remember that your confidence in your ability to succeed is important. We aren't talking about an outward "of-course-I'm-a-rock-star" bravado, but a quiet, modest belief that while you may not get it right the first

time, or every time, over time you can and will become a very successful (we'd say remarkable) supervisor/manager/leader.

The two most important building blocks for your success in the transition from Bud to Boss are the *desire to succeed* and the *belief that you can succeed*. ●

## Succeeding in Your Transition to Leadership

Developing your ability to solve complex leadership problems, such as those that you will face as a leader, demands that you have a large "leadership toolbox." We suggest that you learn multiple change management, communication, persuasion, coaching, team-building, conflict resolution and goal-setting skills and techniques, and that you practice applying them in different situations so that you can learn to identify the best approach to use in your environment.

In *The Psychology of Science*, Abraham Maslow, a sociologist and organizational behavior researcher, said: "I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail." In this statement, Maslow points to a common challenge we face when we approach complex problems: We tend to limit our view of the problems to make them fit neatly within the limits of the tools we have. So that you do not exemplify the thought behind this quote, keep building your leadership toolbox. Make it big and full.

**Remarkable leaders learn to use a wide range of communication, conflict resolution and team-**



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building approaches and techniques so that they know the best tool to use for a given situation.

## Role Changes

When you moved from an individual contributor position to a leadership position, the entire focus of your role within the organization changed. You have gone from being responsible for yourself and your work output to being responsible for the work output of a team. This dual responsibility means:

- You represent the organization to your team.
- You represent your team to the organization.

## The Organization's Mission, Vision and Values

As the organization's representative to your team, you are responsible for communicating and representing the organization's mission, vision and values to your team. You can only successfully fulfill this role to the extent that you understand and accept the organization's mission, vision and values.

We start with the assumption that you buy in to the overall direction and mission of your organization even if you have concerns about some details or specifics on a few issues. If you cannot accept the overall mission and vision of your organization, you will experience a constant struggle in your role as leader.

In those situations in which you encounter difficulty understanding or accepting a specific decision, task assignment or rule change, we recommend that you adopt this policy for your communications up and down the organizational structure: *disagree in private and agree in public*.

Recognizing the dual nature of your role as a leader, you need to do the work in advance with your boss before you speak with your team to make sure that you understand the changes or directions you need to communicate, and that you can deliver the communication with authority and conviction.

## Relationship Changes

The role changes you confront and work through often lead to major changes in several professional relationships. This includes your relationship with your former peers. You were part of the team, now you aren't.

One of co-author Guy Harris' friends noticed this upon his promotion to plant manager. After the promotion his former peers stopped calling. No dinner party invitations. No barbecues. No ball games.

Although your experience might not be this drastic, there is no denying that the change can be difficult.

## The Decision to Accept the Change

When people feel that they are a part of the change, and when they are more engaged, they will accelerate the decision to accept the change. The goal of your change communication should be to create that feeling. The goal of your behavior should be for that feeling to be more than just a perception, it should become reality. How do you do that? People must take ownership of the vision of the changed state. Remember that one of the keys to a successful change vision is that it is personal.

As you begin this transition into your role as a leader, you might experience some tension and friction in your relationships with the people you now lead and once worked with as peers. The good news is this: You can manage this transition successfully. Some will expect special favors or treatment. Some might resent your promotion. On average, though, most people will accept your new position well.

## The Impact of the Change

You must constantly be aware of the impact and the magnitude of this change on and in these relationships. This relational change plays a role in everything you do as a new supervisor-leader — especially until you get these relationships stabilized in a new comfort zone for all of you.

One temptation for many leaders is to work to be friends with the people they lead. Be on guard for this temptation.

Work to create a positive, supportive and friendly environment. Be willing to spend time talking with and listening to people. Show an interest in them and their families. And know where to draw the line between personal and professional relationships. ●

## Change

Change is emotional.

- Change can be associated with loss:

“When I got promoted, I felt like I lost the friendships of my peers.” The loss may or may not be factually so, but the feeling of loss can have an impact on our thinking and actions.

- Change can be associated with the unknown:

“When I got promoted, I was scared — I wasn't sure what was next.” Change events may be fact based, but our response is often about our emotions. If we are

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scared or anxious, it will change how and what we think and do.

• Change can also be associated with excitement and anticipation:

“When I got promoted, I was excited! I have been looking forward to a new challenge. I don’t know exactly what it all means, but I am excited.” There really isn’t a question that excitement will affect our behavior and thinking, is there?

So our emotions in a change situation are real. *And they are real for everyone else, too.*

**There is an emotional component to change. If we deny or ignore it, change will be drastically slowed or it won’t happen at all.**

### Change Is Situational

What we think and how we feel about change (and therefore how we will behave in the face of it) depends both on the context and our recent personal experiences with change.

Context matters. Some people are more comfortable with changes in certain situations (like at work) — even if they are less so in other situations (like at home). The opposite is also true.

If someone has recently gone through, or is in the midst of, a difficult change situation in one part of his or her life, that person will be more cautious and hesitant with other changes at the same time or soon after. Alternatively, people who are feeling good about things that are changing in their lives will generally look more favorably on other changes at the same time and soon thereafter.

### The Leadership Implications

All of this is true for everyone. But not everyone has the same recent experiences, and not everyone has the same thoughts and emotions about a given change. This difference between personal perspectives explains why change for an individual is one thing, and why crafting a change across a group, whether of three or 300, is much more challenging. Each individual within the group is in a different place mentally and emotionally about the change.

So think about this: As a new leader, you need to manage, lead and somehow get everyone on board to make a change really happen. Welcome to leadership.

The good news is that there are tools, strategies and actions you can take that will make all of this complexity less confusing and more doable. At the same time, this complexity is real and must be noted.

### How to Communicate Change Most Effectively

Though change affects all parts of your life, when you become a leader you are often the mouthpiece for change or the instigator of it. From a leadership perspective, the real bottom line often comes down to this: How well can you communicate the change to those you wish to influence?

To address this important concern, we’ve developed 10 specific steps to help you. These steps can be a lesson plan for your growth in these areas, but, more immediately, they can be a checklist to help you with a specific situation of communicating change.

Here are the steps:

**1. “Sell” individuals.** To sell change requires one-on-one, personal conversations. Remember, people choose to change based on their perceptions. So, to help them feel the dissatisfaction, see the vision, understand the steps and reduce the risk requires less PowerPoint and more conversation.

**2. Help people take ownership.** You must help people create their own vision of the personal benefits for the change situation.

**3. Let people in on your process.** One of the biggest mistakes in communicating change that leaders make is waiting too long to communicate.

**4. Call it a journey.** Especially if the change is big and relatively complex, help people see that this won’t be like a light switch. Let them know that the change will take time to implement, and that they will have time to learn and adjust to the changes.

**5. Ask questions.** Use questions to open others up and get them talking about the change. Ask questions to understand their feelings about the change. Talking openly about the change often helps people adjust more quickly.

**6. Sell small — build a new status quo.** Help people make small changes. Advance the status quo a little bit at a time. Not only is this approach the easiest way to help people through changes, but it makes the sell easier too.

**7. Ask questions.** Why is this here again? Because you must ask questions to be an effective change communicator.

**8. Give it words.** When you can label the change, you help people grasp it and make it easier for everyone to communicate about it.

**9. Celebrate progress.** One way you can communicate is through celebration. Celebrate *progress*, not just

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completion. If you want to maintain and build momentum, if you want to keep people on track, you must celebrate progress.

**10. Take responsibility.** As a leader, you have a responsibility for making your change happen. ●

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### Communication

Would you have a larger circle of influence if your communications were powerful, persuasive and memorable? We think you would.

Here are our top communication tips:

- **Speak with people, not to them.** Ask open-ended, non-accusatory questions and make fewer statements. Open-ended questions engage people and invite conversation.
- **Speak with people the way that they want to be spoken with.**
- **Demonstrate unqualified respect.** Always show respect for people regardless of their behavior. “Unqualified respect” means that you do not require that people earn the right for you to communicate respectfully with them. Remember that you can treat people with respect and still hold them accountable for their behaviors.
- **Speak about what you want rather than what you don’t want.** To really make your communication powerful and persuasive, say what you *do want* people to do rather than what you don’t want people to do.
- **Use *And* more than *But*.** Imagine that you are in a conversation with someone and that you have just shared your opinion with him or her. Compare these two possible responses:
  1. “You know, that’s a good point, but ...”
  2. “You know, that’s a good point, and ...”With the first reply, it almost doesn’t matter what the speaker says next. Hearing the word “but” probably triggered your defensive mechanisms. The second reply creates a more positive lead-in to the second part of the statement. Even if the speaker offers an interpretation of the facts that is different from yours, he or she has avoided triggering your defensive mechanisms early in the process so that you might receive what he or she has to say with an open attitude.
- **Tell them, give them “What’s in it for them.”** When you communicate with your team members, you will often be asking them to take an action of some kind. When they take the action, it will cost

them something in the form of time, effort and energy. In return for that investment, they are looking for a corresponding benefit.

When you communicate in direct and specific ways about how a decision, corporate goal, organizational objective or request for help affects people personally, you improve the odds that you communicate in a powerful and persuasive way.

- **Engage them in the conversation by listening to their responses.** When you have a dialogue with people rather than two simultaneous monologues, you improve your persuasive power.

### A Kick Start to Winning Presentations

Moving into a leadership role sometimes means that you need to make presentations to groups of people. In general, people with the ability to stand before others and speak well are perceived as more powerful, persuasive, capable and intelligent.

Six important points to get you started are: use purposeful stories, simplify statistics and data to make them memorable, show less PowerPoint and more you, make it personal, close strong and include a clear call to action. ●

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### Coaching

Ken Blanchard, best-selling author of *The One Minute Manager*, said, “Feedback is the breakfast of champions.” Feedback is required for anyone to continue to improve his or her performance in any skill and in any setting.

### A Practical Coaching Model to Help You Succeed as a Coach

In real life, most coaching happens in some sort of meeting, whether formal or informal, long or short. One of the most important keys to any meeting is to have a plan. The coaching model shown in this summary as Figure 31.1 (*reprinted from From Bud to Boss, p.191*) is that planning tool for coaching.

Consider this model a roadmap for your success in coaching others. It can be used in a micro way to help you determine what you need to do right now in a conversation, and it can be used in a macro way as a roadmap for helping an individual improve (or overcome a performance issue) over a period of days, weeks or months.

### About the Model

This model is circular to show that while there are steps, coaching and learning are more fluid than that. In a given moment you may recognize you need to move

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to a different place in the model. That is OK. It was built in a circular way to remind you of and reinforce that fact.

The six steps sit on top of a bed of support. The steps, individually and collectively, work better when done in supportive and caring ways. Whether you use this exact model or not, this concept of using supportive behaviors is critically important to your success in coaching.

Executing these steps successfully requires your communication skills — including thinking about the style and approach of the other person, your listening skills and more. To coach successfully requires understanding why people choose to change and how to help them do so.

### About the Steps

Take what you already know and apply what you are learning to this model as you continue to master the craft of coaching:

*Step 1: Identify expectations.* In order to coach someone successfully, you must be clear on where you are coaching him or her to. What are your expectations for this person's performance and/or behavior? What are your short-term and long-term expectations for him or her? You need answers to these questions, but you need more than this — you also need to understand this individual's expectations.

*Step 2: Define impact.* Remember that people do things for their reasons, not yours (and not the organizational reasons either). The key is to help them develop personal benefits for moving to the new level of performance.

*Step 3: Plan for success.* Now you have clear expectations and a reason to move toward them. The next logical step is to build a plan to get there. The best plan will be one that is co-created with the people being coached, because it is harder for them to resist or defer a plan they helped create.

*Step 4: Gain commitment.* Once a plan is in place, you want to gain their commitment to follow it to its intended results. The only way to gain commitment is to ask for it. If you don't get it, or if you sense there is hesitancy or resistance, stop, slow down and explore the resistance. Your goal is for them to state their commitment to you.

*Step 5: Follow up.* Once a plan is in place and there is commitment to implementing it, it is your responsibility to check in, to see how things are going, and to offer assistance and feedback as necessary. This is your chance to provide encouragement and reinforcement.

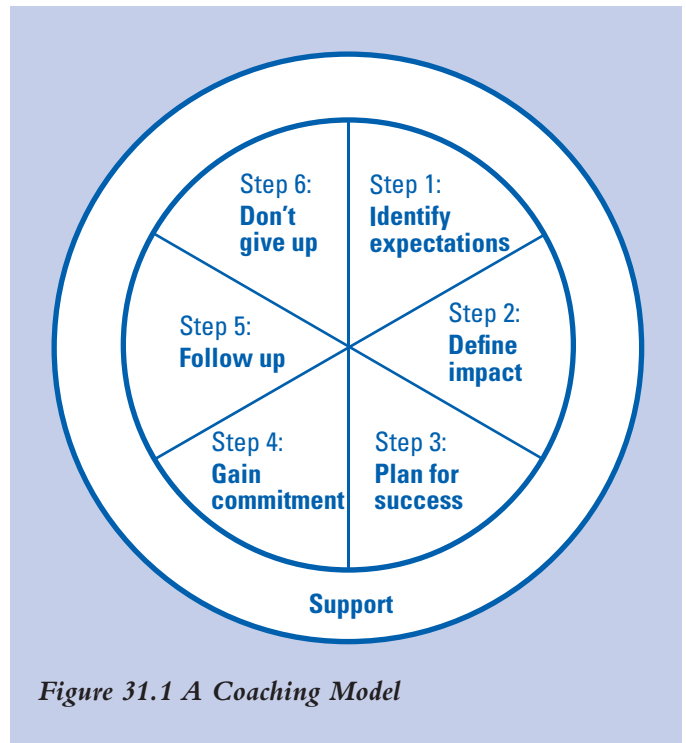


Figure 31.1 A Coaching Model

*Step 6: Don't give up.* Your people are worth your best efforts. You need their performance, and when you know they are capable of it, you will stick with them. People may start to lose momentum or hope. Their attention or focus might get diverted, but by following the process you should minimize this likelihood. ●

### Collaboration

Groups and teams are both made up of individuals. We contend that the biggest difference between a group and a team is organization around and alignment with a common goal. Teams are focused on achieving a common goal. Groups are not. **Every team is a group, but not every group is a team.**

One of your responsibilities as a leader is to help the group you lead to become a team. Maybe you already have the good fortune of leading a highly functioning team that knows how to get things done. If this describes you, you are in the lucky minority!

The more common case is that you have inherited a group of people that is somewhere between all individuals working totally on their own and the whole group working collectively and collaboratively as a team.

Both together and separately, there is a wide range of behaviors — good and bad — that contribute to overall team performance.

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### Understanding What Happens When Groups Become Teams

The team, or group, that you have is what you have. It is where it currently is because of a number of factors. If you want to lead that team to a new way of working together and interacting, you first need to assess where it is and where you want it to go. In other words, you have to clearly define the starting and ending points of your “trip” together as a team.

There are predictable patterns of team development. When you understand their patterns, you can use them as guides for diagnosing or evaluating your current situation more objectively, and for mapping where you want to go and how you want to get there.

### Tuckman’s Stages of Team Development

One of the patterns you can use to better understand team dynamics comes from a model describing the stages of team development proposed by Bruce Tuckman. His model, introduced in 1965, says that small groups go through four stages of development as they start to focus on a common goal and become a team.

To paraphrase Tuckman, in the **Forming stage** people begin the process of coming together; learning about each other’s likes, dislikes and preferences; clarifying the tasks to be accomplished; and defining the roles to be filled. The most significant issues before the team at this stage stem from interpersonal, or people-related, concerns.

The **Storming stage** is when interpersonal conflicts start to develop as people start to wrestle with the relationship dynamics; the differences in perspective, problem solving and approach to tasks among people; the assignment of specific roles; and the tension of determining group or team expectations and rules. There is some shift toward a task focus in this stage, and the biggest team issues are still interpersonal ones.

In the **Norming stage**, teams start shifting their focus away from each other and more toward task accomplishment. The team is getting things done, and they are still a little tentative in their approach. The relative tentativeness of the team’s approach comes from some sensitivity left over from the Storming stage and some continuing relationship development. The focus at this stage seems to be pretty evenly split between issues of task accomplishment and relationship development.

When a team reaches the **Performing stage**, they have developed an approach that sounds like: “Get it done. What’s next on the agenda?” Team members generally operate at a high degree of trust and cooperation, and their relationship issues have mostly been addressed. As a

result, the team is now ready to focus almost exclusively on the task.

### Most Teams Go Through Predictable Stages of Development

In general, most teams go through similar and predictable stages of development and —

- *The stages are not rigid, well-defined boxes.* Instead, they are general descriptions of what happens within a team over time.
- *The stages are cyclical and fluid.* Any change in membership, role assignment, goal or work process can move a group that has become a team back to the Forming stage.
- *The stages do not necessarily happen exactly as shown.* For example, a team at the Performing stage might revert back to Storming on a given topic or situation.
- *You need to focus on people issues first.* While the purpose of a team is to accomplish a common task or achieve a common goal (task accomplishment issues), the initial factors that limit or hinder task accomplishment are mostly relational (people issues). ●

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## Commitment to Success

Many goal-setting resources talk about and teach SMART goals. In case you have never heard of it, SMART is an acronym that suggests all goals should be:

- Specific
- Measurable
- Action-oriented
- Realistic
- Time-bound

As a leader with massive potential, you should go beyond SMART.

### Nine Keys to Better Goal Setting

1. *Write goals down.* Clarity comes in writing goals down, and this is just as true for individual goals as for team goals.

2. *State goals in the present tense.* Our subconscious minds, which are exponentially more powerful than our conscious minds, like to solve problems. When you state your goals as if they have already occurred, you stimulate and challenge your subconscious mind to seek opportunities to reach the goal.

3. *Visualize the purpose — personally and organizationally.* Our minds can’t tell the difference between something real and something vividly imagined, which means that

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the more vivid, multi-sensory and real you can make the picture of how things will be when you have achieved the goal, the more powerfully drawn to it you will be.

4. *Focus on the “Big Why.”* The goal isn’t enough; you need to know why you want to achieve it. It is your why that will keep you motivated and moving forward.

5. *Align goals with your values.* If your goals aren’t aligned with your personal or organizational values, they are likely to be weak and unsuccessful. Chances are your goals will be aligned with your values, and as you set your goals make sure they are.

6. *Find the Bigness Balance.* Although you need to find a balance, generally speaking, when in doubt, go bigger.

7. *Consider the timeline now.* When you set the goal, start your planning process, including a rough timeline of the steps and when you need to reach them in order to achieve your desired outcome on time.

8. *Think about barriers now.* You won’t know all of the challenges you will face, but you probably know some of your barriers now. Write them down. If you have ideas for overcoming them, write them down too. By identifying some of the barriers, you expedite your planning and improve your chances for success.

9. *Commit to an action plan.* Now you must commit to completing the plan and implementing it. If you aren’t willing to do these two steps, how likely are you to achieve the goal?

### Moving From Goal Setting to Goal Getting

Once you have set the goal and built the plan to achieve it, there is that little thing called doing the “work” that still needs to happen.

Knowing that it will take effort and knowing human nature, we can understand why many goals are never reached — people don’t put in the requisite effort.

### Leadership Steps for Goal Achievement

As a leader, there are a number of things you can do to improve the likelihood that the goals set by and with your team are reached. The steps that follow are specific and direct things you can do to improve the success of your team in achieving their goals:

- *Visualize.* Visualization will help make the goal more real, and realizing our goals allows us to realize our goals. The bigger the goal, the more important visualization becomes. As goals get bigger, it is important to make even more effort to help people visualize not only the end goal, but also the major milestone points along the way, and even to visualize success in managing the plan itself.

- *Flex.* You need to be willing to flex your plan and your timeline to meet new realities, and maybe even flex the goal itself. Plans are important and they will be more effective when they are flexible.
- *Implement consistently.* As a leader, if you are serious about goal achievement, you must feverishly focus on implementation.
- *Provide time.* Google is famous for giving people one day per week to work on whatever projects they want — outside of their “regular” job. Although you may dismiss the idea out of hand as Silicon Valley silliness, the practice has led to innovations that are significant contributors to their bottom line (Google Mail is just one example).
- *Schedule time.* If you are serious about achieving the goals you have set, and you want your team to be serious too, put goal time on the calendar. Until you schedule it in everyone’s calendar (including yours), you won’t achieve as many of your goals as you could.
- *Provide resources.* As a new leader, you may not realize all the resources you have at your disposal, but you have them. Use them abundantly in support of goal achievement.
- *Make it a priority.* If the goals aren’t a priority for you, they certainly won’t be for your team. If they are a priority for you, make sure you are showing obvious and outward proof of this fact.

**Ultimately what matters isn’t goal setting, it is goal getting.**

### A Final Thought

Now it’s your turn. Now that you’re engaged in goal setting to successfully transition to leadership, it is time to show your commitment to success through your actions. You have to do the things necessary to improve if you want to turn those goals into reality.

Your work will be richly rewarded when you do it. It’s time to get to work. ●

### RECOMMENDED READING LIST

If you liked *From Bud to Boss*, you’ll also like:

1. ***The 21 Indispensable Qualities of a Leader* by John C. Maxwell.** In the tradition of his million-seller *The 21 Irrefutable Laws of Leadership*, Maxwell provides a concise, accessible leadership book that helps readers become more effective leaders from the inside out.
2. ***Open Leadership* by Charlene Li.** Li offers the next-step resource that shows leaders how to tap into the power of the social technology revolution and use social media to be “open” while maintaining control.
3. ***The 2020 Workplace* by Jeanne C. Meister and Karie Willyerd.** The authors help readers handle the multi-generations that will make up the workforce in 2020 and the new demands placed on employers.