

Making Everything Easier!™

The Leadership Brain

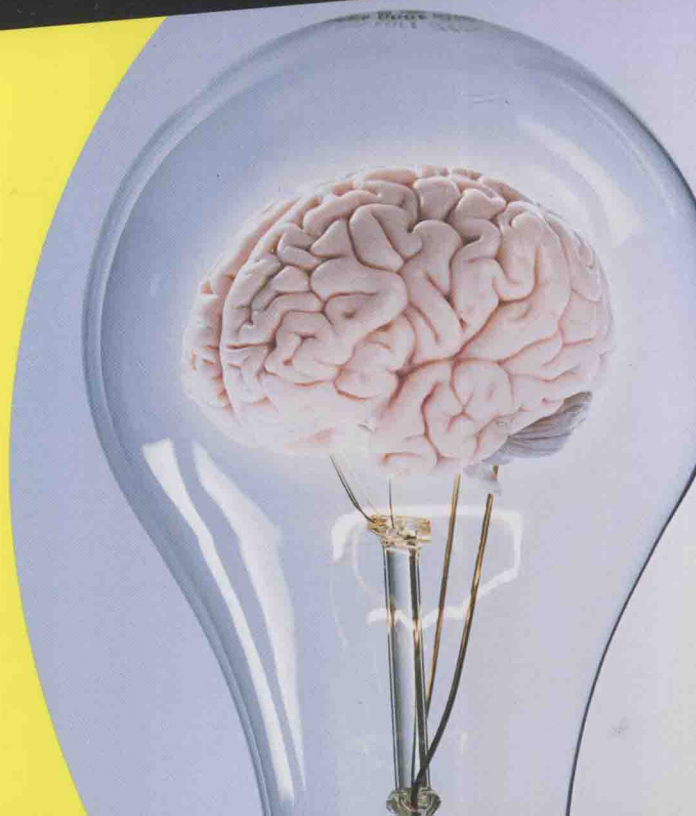
FOR
DUMMIES®

Learn to:

- **Assess your strengths and weaknesses as a leader**
- **Understand your brain and harness its power to lead**
- **Make meetings matter by using brain-compatible techniques**
- **Utilize brain science to train employees effectively**

Marilee Sprenger

*International educational
neuroscience consultant*



***The Leadership
Brain***
FOR
DUMMIES®

by Marilee Sprenger

常州大学图书馆
藏书章

WILEY

Wiley Publishing, Inc.

The Leadership Brain For Dummies®

Published by
Wiley Publishing, Inc.
111 River St.
Hoboken, NJ 07030-5774
www.wiley.com

Copyright © 2010 by Wiley Publishing, Inc., Indianapolis, Indiana

Published by Wiley Publishing, Inc., Indianapolis, Indiana

Published simultaneously in Canada

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at <http://www.wiley.com/go/permissions>.

Trademarks: Wiley, the Wiley Publishing logo, For Dummies, the Dummies Man logo, A Reference for the Rest of Us!, The Dummies Way, Dummies Daily, The Fun and Easy Way, Dummies.com, Making Everything Easier, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates in the United States and other countries, and may not be used without written permission. All other trademarks are the property of their respective owners. Wiley Publishing, Inc., is not associated with any product or vendor mentioned in this book.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: THE PUBLISHER AND THE AUTHOR MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS WORK AND SPECIFICALLY DISCLAIM ALL WARRANTIES, INCLUDING WITHOUT LIMITATION WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES OR PROMOTIONAL MATERIALS. THE ADVICE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR EVERY SITUATION. THIS WORK IS SOLD WITH THE UNDERSTANDING THAT THE PUBLISHER IS NOT ENGAGED IN RENDERING LEGAL, ACCOUNTING, OR OTHER PROFESSIONAL SERVICES. IF PROFESSIONAL ASSISTANCE IS REQUIRED, THE SERVICES OF A COMPETENT PROFESSIONAL PERSON SHOULD BE SOUGHT. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM. THE FACT THAT AN ORGANIZATION OR WEBSITE IS REFERRED TO IN THIS WORK AS A CITATION AND/OR A POTENTIAL SOURCE OF FURTHER INFORMATION DOES NOT MEAN THAT THE AUTHOR OR THE PUBLISHER ENDORSES THE INFORMATION THE ORGANIZATION OR WEBSITE MAY PROVIDE OR RECOMMENDATIONS IT MAY MAKE. FURTHER, READERS SHOULD BE AWARE THAT INTERNET WEBSITES LISTED IN THIS WORK MAY HAVE CHANGED OR DISAPPEARED BETWEEN WHEN THIS WORK WAS WRITTEN AND WHEN IT IS READ.

For general information on our other products and services, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002.

For technical support, please visit www.wiley.com/techsupport.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Library of Congress Control Number: 2009941924

ISBN: 978-0-470-54262-0

Manufactured in the United States of America

10 9 8 7 6 5 4 3 2



About the Author

Marilee Sprenger is an international presenter and trainer. She is an adjunct professor at Aurora University and a member of the American Academy of Neurology, the Learning and the Brain Society, and the Cognitive Neuroscience Society.

Marilee has applied brain research in classrooms, staffrooms, and boardrooms. She has been both an educator and a business leader and believes that understanding the brain is helpful on a personal and professional level.

Marilee has authored six books on the brain and has published numerous articles online and in journals.

Dedication

I would like to dedicate this book to the memory of my father, Lee Broms, who was the first to model true leadership to me. I miss you, Dad.

Author's Acknowledgments

When I first started doing trainings and presentations in this area 17 years ago, there were many skeptics. But the wealth of knowledge about the brain keeps growing, and more people are interested as they want to live longer and more productive lives.

I want to thank the many neuroscientists who work to help us understand the brain, and the translators who help all of us understand the research and its applications.

I want to thank the people at Wiley for making this project a reality. First, I wish to thank Mike Baker for believing in this idea and getting it off the ground. Traci Cumbay had the monumental job of being my project and copy editor. You are blessed with patience and kindness, Traci. My technical editor, Dr. Robert Sylwester, has always been a wonderful friend and mentor. Thanks, Bob, for your kind assistance. I want to thank the publicity and marketing people who will help make this book a success.

I also want to thank my dear friend, Mary Jane Sterling, author of many *For Dummies* books. She saw my work fitting in the *For Dummies* format. Now we can be Dummies together!

I wouldn't be doing any of this if my mother, Mollie Broms, hadn't been the businesswoman that she was. She raised a family, ran a business, and volunteered her precious time. She has been an inspiration. I want to thank my husband, Scott, a man who lives to make me and his customers happy. A wonderful leader, Scott read every word and offered his wisdom. I also want to thank my children for their patience as I shortened vacations and gave up opportunities to be with my grandchildren in order to meet my deadlines. To my son, Josh, his wife, Amy, my daughter, Marnie, and her husband, Thabu, I look forward to watching your families grow as well as your business careers. I will make up any time I missed being with you, Jack and Emmie.

Publisher's Acknowledgments

We're proud of this book; please send us your comments at <http://dummies.custhelp.com>. For other comments, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002.

Some of the people who helped bring this book to market include the following:

Acquisitions, Editorial, and Media Development

Project Editor: Traci Cumbay

Acquisitions Editor: Mike Baker

Copy Editor: Traci Cumbay

Assistant Editor: Erin Calligan Mooney

Editorial Program Coordinator: Joe Niesen

Technical Editor: Robert Sylwester

Senior Editorial Manager: Jennifer Ehrlich

Editorial Supervisor and Reprint Editor:
Carmen Krikorian

Editorial Assistants: David Lutton,
Jennette ElNaggar

Art Coordinator: Alicia B. South

Cover Photos: © Image Source

Cartoons: Rich Tennant
(www.the5thwave.com)

Composition Services

Project Coordinator: Sheree Montgomery

Layout and Graphics: Ashley Chamberlain,
Samantha K. Cherolis, Joyce Haughey,
Melissa K. Jester

Proofreaders: Rebecca Denoncour,
Evelyn C. Gibson

Indexer: Joan K. Griffiths

Publishing and Editorial for Consumer Dummies

Diane Graves Steele, Vice President and Publisher, Consumer Dummies

Kristin Ferguson-Wagstaffe, Product Development Director, Consumer Dummies

Ensley Eikenburg, Associate Publisher, Travel

Kelly Regan, Editorial Director, Travel

Publishing for Technology Dummies

Andy Cummings, Vice President and Publisher, Dummies Technology/General User

Composition Services

Debbie Stailey, Director of Composition Services

Contents at a Glance

Introduction	1
Part I: Leadership Is All in Your Head	7
Chapter 1: Connecting Brain Science to Leadership Principles	9
Chapter 2: The Science behind the Brain	19
Chapter 3: Discovering the Elements of Learning and Memory	41
Chapter 4: Leaders Are Made, Not Born	59
Chapter 5: Linking Leadership and the Brain.....	75
Part II: Tapping Into the Brain of a Leader	91
Chapter 6: Becoming the Leader You Want to Be	93
Chapter 7: Harnessing Multiple Intelligences.....	103
Chapter 8: Assessing and Applying Your Emotional Intelligence.....	127
Chapter 9: Thinking Your Way to the Top: Decision-Making.....	143
Part III: Working with the Brains You Have.....	155
Chapter 10: Enabling Your Current Employees to Excel	157
Chapter 11: Hiring the Best Brain for the Job	171
Chapter 12: Optimizing Working Conditions.....	181
Chapter 13: Understanding Male and Female Brains at Work	193
Chapter 14: Making Teams Work.....	207
Chapter 15: Overcoming the Digital Divide	223
Part IV: Training and Developing Brains.....	237
Chapter 16: No Train, No Gain: Understanding the Value of Training.....	239
Chapter 17: Ensuring that Employees Are Fit to Be Trained.....	251
Chapter 18: Holding Sticky Training Sessions.....	263
Chapter 19: Changing Minds: Training by Redesigning Brains	283
Chapter 20: Conducting Meetings That Matter.....	293
Part V: The Part of Tens	307
Chapter 21: Debunking Ten Brain Myths.....	309
Chapter 22: Ten Tips for Brain-Based Leadership	315
Chapter 23: Ten Ways to Build a Better Brain	319
Index	323

Table of Contents

***Introduction* 1**

About This Book	1
Conventions Used in This Book.....	2
Foolish Assumptions	2
What You're Not to Read.....	2
How This Book Is Organized	3
Part I: Leadership Is All in Your Head	3
Part II: Tapping Into the Brain of a Leader	3
Part III: Working with the Brains You Have	4
Part IV: Training and Developing Brains.....	4
Part V: The Part of Tens	4
Icons Used in This Book	5
Where to Go from Here.....	5

***Part I: Leadership Is All in Your Head*..... 7**

Chapter 1: Connecting Brain Science to Leadership Principles. . . . 9

Defining Leadership	9
Knowing and amending your leadership style.....	10
Providing feedback	10
Developing high emotional intelligence.....	10
Ensuring a safe working environment.....	11
Communicating effectively	11
Making decisions with heart and head	12
Leadership on the Brain	12
Balancing novelty and predictability	12
Grasping the chemical element.....	13
Sculpting brains — yours and theirs.....	13
Different strokes for different brains.....	14
Using Brain Science to Build Your Team.....	15
Understanding male and female brains	15
Bridging the generation gap	16
Goal setting and goal getting.....	16
Training with the Brain in Mind.....	16
Supporting trainees' bodies and brains.....	17
Making training stick	17



Chapter 2: The Science behind the Brain19

Organization: The Business of Business and the Business of the Brain	20
Starting at the bottom	20
Moving forward to make connections.....	20
Left, right, left (hemispheres)	21
Separating the Mind from the Brain.....	21
Does the brain matter?.....	21
The mind is what the brain does	22
Discovering the Chemicals and Structures that Power Your Brain.....	22
Neurons old and new.....	23
Neuroplasticity.....	25
Better living through brain chemistry	25
From rocky roads to superhighways	27
Use it or lose it	28
Three Brains in One: How Your Brain Combines its Tasks.....	29
The survival brain.....	30
The emotional brain	32
The thinking brain	35
Thinking through three levels	36
Thinking about thinking	37
Two Brain Hemispheres, Two Ways of Working	37
Leading with your right: Novel challenges	38
Leading with your left: Familiar challenges.....	38
How the hemispheres join forces	39

Chapter 3: Discovering the Elements of Learning and Memory41

The Brain Learns through Patterning	41
Patterns and schema.....	42
Making connections.....	44
The Brain Needs Predictability.....	46
Making it into the gene pool.....	46
Inquiring brains need to know	47
The Brain Seeks Meaning.....	48
Linking meaning and memory	48
Sense and senselessness	49
The Brain Responds to Novelty	50
The Brain Needs Repetition	51
Learning to remember.....	52
Rehearsing to retain information.....	52
The Brain Learns through Feedback.....	54
Giving timely feedback.....	55
Making feedback motivational	55
Offering informational feedback	56
The Brain is Social	56
Social gain or brain pain	56
Social success or stress?	57

Chapter 4: Leaders Are Made, Not Born59

Considering a Leadership Gene.....	59
Nature versus nurture.....	60
Born to lead	60
Leading opportunities	61
Our nature is to nurture.....	61
Outlining Leadership Attributes.....	62
Taking the actions that make the leader	63
Keeping expectations high	65
Expecting (and embodying) integrity	67
Developing emotional intelligence	67
Comparing effective and ineffective leadership	68
Encouraging Success through Leadership.....	69
Imagine employees' possibilities.....	70
Provide useful feedback.....	70
Mentor and coach.....	71
Sharing Your Vision.....	73

Chapter 5: Linking Leadership and the Brain75

Glimpsing the Ideal Leader's Brain	75
Getting your RAS in gear	76
Leading with your limbic system.....	77
Promoting your frontal lobes: The brain's CEO.....	79
Examining the Leader from Hell	81
Prefrontal cortex in overdrive.....	81
Prefrontal cortex stalls.....	82
Faulty emotional thermostat.....	84
Basal ganglia bottoms out	85
Meeting the Brain's Needs.....	86
Predictability	86
Challenge.....	86
Feedback.....	87
Creating a Brain-to-Brain Link.....	89

Part 11: Tapping Into the Brain of a Leader..... 91**Chapter 6: Becoming the Leader You Want to Be93**

Running Down Classic Leadership Styles.....	93
Authoritarian	93
Democratic	94
Delegative	96
Assessing Your Leadership Style	97
Adapting Your Leadership Style.....	99
Changing styles	99
Noting further leadership techniques and responsibilities	100

Chapter 7: Harnessing Multiple Intelligences103

Grasping General Intelligence	104
Testing intelligence.....	104
The stuff you learn: Crystal intelligence.....	104
Thinking outside the box: Fluid intelligence	104
Discovering Multiple Intelligences	105
The Temporal Intelligences.....	106
Verbal/linguistic intelligence.....	106
Mathematical/logical intelligence.....	108
Musical/rhythmic intelligence.....	110
The Spatial Intelligences.....	111
Visual/spatial intelligence.....	112
Bodily kinesthetic intelligence	114
Naturalist intelligence	116
The Personal and Social Intelligences	117
Interpersonal intelligence.....	118
Intrapersonal intelligence.....	119
Philosophical/moral/ethical intelligence.....	121
How Are You Smart? Self-Assessment	122

Chapter 8: Assessing and Applying Your Emotional Intelligence. . .127

Grasping the Role of Emotions	128
Reacting to your environment	128
Social survival	129
Becoming Self-Aware.....	129
Noting your feelings.....	130
Using your emotions productively.....	131
Motivating Yourself to Move Toward Goals	135
Cultivating hope.....	136
Moving from pessimism to optimism.....	137
Recognizing Emotions in Others	137
Tuning in — with a little help from the mirror neurons	138
Empathy and influence.....	138
Modeling the Emotion You Want to See.....	139
Dealing with Out-of-Control Emotions	141
When your emotional cool is hijacked.....	141
Watch out for the (emotional) flood	142

Chapter 9: Thinking Your Way to the Top: Decision-Making.143

One Head, One Heart, Better Decisions.....	144
Making choices: Got guts?	144
Dopamine is no dope.....	146
The Frontal Lobe: CEO of Your Brain	147
Giving yourself time to decide	147
Deciding in the blink of an eye.....	150

Working Memory: Bigger Is Better	151
Making up your brain	151
Living in the past.....	152
Deciding for the future	153

Part III: Working with the Brains You Have 155

Chapter 10: Enabling Your Current Employees to Excel157

No Two Brains Are Alike: Working with Differences.....	158
If employees grow, so does your business.....	158
Using differences to your advantage.....	159
Discovering How Stress Makes a Mess	161
Utilizing stress at the top.....	161
Combating negative stress at the bottom	162
Neutralizing Toxic People	164
Recognizing toxicity in the workplace.....	164
Describing the ripple effect	165
Detoxing brains	166
Moving Them from Good to Great	167
Developing people	167
Retrain and retain or fire and rehire?.....	169

Chapter 11: Hiring the Best Brain for the Job171

Picking Brains: Approaches to Hiring	172
Look for those who love the work.....	172
Look for workers that you love	173
Looking for leaders	174
Building a Brain Trust	174
Valuing the values.....	175
Scanning brains.....	176
Going deeper in a second interview	178
Bringing employees into the mix	179
Mirroring the behaviors you want.....	180
Ready, Aim, Hire!	180

Chapter 12: Optimizing Working Conditions181

Stimulating the Brain's Visual System	182
Utilizing color	183
Shedding some bright light on the subject.....	184
Getting Comfortable on the Job.....	184
If the chair fits	185
When you're hot, you're hot, and when you're not, you're probably cold	185
Putting a Song in Their Hearts — Or At Least in Their Cubes.....	186
Choosing music: If it ain't baroque, fix it	186
Setting the tone with music	189

The Rest of the Story: Naps.....	190
Working Well, Even in Cubby Holes.....	190
Putting Humor to Work.....	192

Chapter 13: Understanding Male and Female Brains at Work193

Biology Basics: Size Doesn't Matter, but a Lot of Other Stuff Does	194
Why gray matter matters.....	194
Considering emotional differences.....	195
Reacting to stress	196
Differences in memory.....	197
Going with the flow.....	197
Understanding risky behavior.....	198
Hearing, Listening, and Talking: Communication Differences.....	199
Men really are hard of hearing.....	199
Listening cues: Understanding his and hers	200
He says; she says more	200
Making Meetings Work for Males and Females.....	201
Competing in the Workplace.....	203
Direct competition.....	203
Cooperative competition	204
Checking Out Working Relationships in Action.....	206

Chapter 14: Making Teams Work207

Building an Executive Team.....	207
Discovering How Teams Develop.....	209
Infancy	209
Adolescence	210
Maturity.....	212
Wisdom	213
Leading a Team from Without and Within	214
Matching your leadership style to your team's stage.....	214
Finding (or fostering) the glue people	215
Training team leaders	215
Leading introductory team meetings.....	218
Running routine team meetings.....	219
Setting Goals.....	219
SMART goals.....	219
SAFE goals.....	221
Keeping Score	222

Chapter 15: Overcoming the Digital Divide223

Generations Apart: Touching on Generational Identities	224
Traditionalists.....	224
Baby Boomers	225

Generation X.....	226
Generation Y: The 'Net Generation.....	227
Understanding the Digital Brain	228
Considering technology's effect on brains	228
Debunking the multitasking myth.....	229
Addressing Digital Differences.....	230
The digital native	230
The digital immigrant	231
The digital dinosaur	232
Communicating Brain to Brain and Face to Face	232
Working together digitally: Plugging in.....	234
Working face to face.....	235
Attracting the best of both worlds	236

Part IV: Training and Developing Brains 237

Chapter 16: No Train, No Gain: Understanding the Value of Training239

Avoiding the Knowledge Curse: You Don't Have All the Answers	240
Recognizing employees' capabilities.....	240
Giving employees skills to perform	241
Training Employees for Self-Sufficiency	242
Gaining through office training	242
Offering tech training	243
Finding Alignment among Employees and You	244
Saving your assets: Recognizing a call for training	245
Creating change without pain	246
Expecting the best	247
Keeping a Positive Focus When Bringing Change	248

Chapter 17: Ensuring that Employees Are Fit to Be Trained.251

Providing Food for Thought.....	252
Eating for the brain.....	252
Maintaining the training.....	254
Discovering the Importance of Catching Zs.....	256
Less Stress, Less Guess	258
Maintaining a low-threat atmosphere	258
Keeping employees challenged.....	259
Working (and Talking) in Teams	259

Chapter 18: Holding Sticky Training Sessions263

Determining Where You Are and Where You Want to Go.....	264
Showing Employees What's in It for Them (And Other Motivational Ideas).....	265
Managing Sticky Trainings	266
Choosing the content	266
Selecting the trainer	267
Choosing the setting, creating the atmosphere.....	268
Organizing and Presenting Information.....	269
Brains like chunks.....	269
Brains don't attend to boring things	270
The brain likes breaks.....	271
The brain likes company.....	273
Moving from Concrete to Abstract Information	273
Creating Memories That Stick.....	274
Move It or Lose It: How Movement Enhances Learning	277
Going through the motions: Procedural memory.....	278
Stressing the importance of exercise	279
Getting the Story through Pictures	279
Engage! Engage! Engage!.....	280
Feedback: Memory's Significant Other	281

Chapter 19: Changing Minds: Training by Redesigning Brains283

Designing Brains: Training New Employees.....	284
Creating new brain places	285
Coaching the new brains	286
Redesigning Brains: Helping Employees Train for Change	287
Breaking habits, changing networks	288
Reinforcing changes	289
Dealing with Minds That Are Difficult to Change	290
Looking for solutions.....	291
Crossing digital and generational divides	292

Chapter 20: Conducting Meetings That Matter.293

Why You Should Toss the Old Meeting Model.....	294
Meeting with the Brain in Mind	295
Bringing continuity with ritual.....	295
Sharing control.....	296
Soliciting feedback.....	297
Using scorecards to focus on goals.....	297
Getting Your Message Across	298
Offering facts	299
Adding emotion.....	299
Creating connections with symbols	300
Keeping the Conversations Going	302
Updating employees with a memo or newsletter	302
Sending your message electronically	302

Supporting Employees through Personal Meetings.....	303
Sharing your vision; living your vision.....	304
Showing the whole picture.....	305
Building better relationships.....	305

Part V: The Part of Tens..... 307

Chapter 21: Debunking Ten Brain Myths309

You Use Only 10 Percent of Your Brain.....	309
You Are Either Left-Brained or Right-Brained	310
Drinking Alcohol Kills Brain Cells.....	310
Adults Don't Grow New Brain Cells.....	311
There Is No Difference Between Male and Female Brains.....	311
IQ Is Fixed	312
Subliminal Messages Work.....	312
Brain Damage Is Always Permanent.....	312
The Brain Gets New Wrinkles When You Learn Something.....	313
Your Memory Worsens As You Age.....	313

Chapter 22: Ten Tips for Brain-Based Leadership315

Hire Leaders	315
Maximize Digital Wisdom	316
Bring People with You	316
Lead by Example.....	316
Handle Conflict.....	317
Resist the Urge to Micromanage	317
Value Emotional Intelligence.....	317
Give the Credit; Take the Cash	318
Provide Feedback	318
When You Can't Decide, Run for It!.....	318

Chapter 23: Ten Ways to Build a Better Brain319

Eat Nutritiously	319
Move It or Lose It.....	319
Rest	320
Relax	320
Keep Your Memory in Shape	321
Pick Up a Book.....	321
Be Upbeat	321
Make a Few Changes	322
Name That Tune	322
Teach Someone Else	322

Index..... 323

Introduction

Becoming a leader can take a lifetime, or just as long as it takes you to read this book. *The Leadership Brain For Dummies* is designed to equip you with everything you need to become the leader you want to be.

Although you can find many books on leadership and many books on the brain, no book has connected the subjects like this one. Neuroscience offers you an opportunity to maximize your brain and the brains of those you depend on to shape your future.

In this book you get the *how* and the *why*. You find out how to be a great leader, great listener, great decision-maker, and great at handling yourself and others. But that information is only part of the picture. Understanding *why* you should do these things by using specific strategies that are compatible with how the brain works is the rest of the story. Knowing *why* makes you more likely to use these strategies again and again.

Although business fads come and go, the brain is here to stay. Apply the best from neuroscience to your organization to create a climate and a culture in which everyone is happy — you, your employees, and your customers or clients.

About This Book

Leadership is an art and a science. This book shows you where the two meet and complement each other. It's meant to engage your brain without taxing it. I want you to think about who you work for and who you work with to consider what you may do to make your experience and theirs a better one. With that purpose in mind, I have put together lists, stories, and tips to help you lead your own brain as well as the brains of others. The book you hold in your hands is not typical, and it's certainly not a textbook. You can jump around however you like, not worrying that you've missed critical information from an earlier chapter. I define new terms wherever they show up or direct you to their definitions so that you're never at a loss for information. If an example or explanation from a previous chapter may support your understanding of a topic, I let you know how to find it.

This book is designed to be personalized by you — read it as questions arise or leadership challenges present themselves to you. Turn to any topic that interests you at any time that you want to find out about it. I've worked hard to make sure that you are always be at home within these pages.