STATISTICS SHOW THAT 67% OF NEW HIRES DECIDE TO EITHER STAY OR LEAVE WITHIN THE FIREST 90 DAYS. WE WILL DISCUSS WHAT WE CAN DO TO HELP THOSE NEW HIRES NOT ONLY STAY BUT SUCCEED IN OUR INDUSTRY. WE ARE GOING TO HAVE SOME FUN ALONG THE WAY. Ask the audience. Who had a dream of being a 911 Dispatcher. No one grows up saying they want to be a 911 dispatcher. Shout out …..what did you wanna be when you grew up?

The first 90 days of a new hire's journey are critical for both the employee and the organization, as this period sets the tone for their future performance and engagement. During this time, new hires acclimate to the company culture, understand their role, and begin to build relationships with colleagues. Effective onboarding and training within these initial months help them gain the necessary skills and knowledge, increasing their confidence and competence. Additionally, clear communication of expectations and goals during this period provides a roadmap for success, helping new employees to focus their efforts and prioritize their tasks. This phase is also essential for identifying any potential challenges or gaps in knowledge early on, allowing for timely support and adjustment. Ultimately, a well-structured first 90 days can lead to higher job satisfaction, lower turnover rates, and a more productive and engaged workforce, benefiting both the individual and the organization in the long run.

WHY PEOPLE LEAVE

PEOPLE LEAVE FOR VARIOUS REASONS. TOXIC CULTURE, POOR MANAGEMENT, POOR TRAINING, LACK OF SUPPORT, CLIQUES

Toxic environment A toxic work environment can cause significant issues for new hires, negatively impacting their onboarding experience, job performance, and long-term commitment to the organization. Here's why:

1. Difficult Integration and Adjustment

New hires rely on a welcoming atmosphere to adapt, build relationships, and understand their role. In a toxic environment, they may encounter unhelpful coworkers, poor communication, or cliques, making it harder to integrate into the team and feel included.

2. Increased Stress and Anxiety

Toxic workplaces can be rife with negative behaviors such as gossip, micromanagement, or excessive workloads. New employees, already dealing with the natural stress of starting a new job, can feel overwhelmed or anxious if they're exposed to hostility or lack of support.

3. Unclear Expectations and Lack of Direction

A lack of communication or guidance in a toxic work environment makes it hard for new hires to understand their responsibilities and meet expectations. This can lead to confusion, frustration, and the inability to perform well, affecting their confidence early on.

4. Low Morale and Disengagement

Witnessing the negative attitudes and low morale of colleagues can demotivate new hires quickly. They may start to feel the same dissatisfaction, leading to early disengagement or burnout, which reduces their productivity and enthusiasm for the role.

5. Poor Mentorship and Support

In toxic environments, experienced employees might not take the time to mentor new hires or help them succeed. This lack of support can stunt the development of new employees, making it difficult for them to acquire new skills or understand company processes.

6. Higher Risk of Attrition

If a new hire recognizes toxic behaviors early, such as favoritism, bullying, or lack of respect, they may feel that the company does not align with their values and leave the organization prematurely. High turnover of new hires can also perpetuate the toxicity, creating a cycle of dissatisfaction and exit.

7. Undermined Trust in Leadership

Toxic work environments often stem from poor leadership. New hires may quickly lose trust in their managers or the company's direction if they see unethical behaviors, a lack of accountability, or failure to address problems. This can reduce their willingness to contribute and take initiative.

For organizations, addressing a toxic culture is key to ensuring new hires feel supported, valued, and motivated to succeed. A toxic work environment refers to a workplace where negativity, conflict, poor communication, or other harmful behaviors dominate, creating stress and dissatisfaction for employees. Common signs of a toxic work environment include:

1.Poor Communication: Lack of transparency, unclear expectations, or inconsistent messaging from leadership.

2.High Turnover: If employees are leaving frequently or there is a constant reshuffling, it might indicate deeper issues.

3.Bullying or Harassment: Verbal abuse, intimidation, or other forms of mistreatment create an unsafe and uncomfortable atmosphere.

4.Favoritism: Unequal treatment, where certain individuals are favored or given privileges without merit.

5.Micromanagement or Lack of Trust: Employees feel watched, second-guessed, or restricted in their roles.

6.No Work-Life Balance: Employees are overworked, expected to be always available, and experience burnout.

7.Negativity and Low Morale: Persistent complaining, gossip, and general unhappiness in the workplace.

8.Fear of Repercussions: Employees are afraid to speak up, suggest new ideas, or report problems because of potential retaliation.

Stress and Anxiety Stress and anxiety can significantly impact work in a variety of ways, affecting both performance and well-being. Here's how:

1.Reduced Productivity: When stress and anxiety are high, it becomes harder to focus and concentrate on tasks. This can lead to mistakes, missed deadlines, and a general decrease in work output.

2.Impaired Decision-Making: Anxiety often leads to overthinking or indecisiveness, making it harder to prioritize tasks, make quick decisions, or think creatively. This can be especially challenging in fast-paced work environments.

3.Decreased Job Satisfaction: Chronic stress can erode job satisfaction and cause burnout. When people feel overwhelmed or anxious, they're less likely to enjoy their work, which can lead to disengagement and a lack of motivation.

4.Health Issues: Stress and anxiety can lead to physical symptoms such as headaches, fatigue, and digestive problems. Over time, this can result in increased absenteeism or presenteeism, where employees are at work but not fully functional.

5.Poor Relationships: Stress can strain relationships with coworkers, leading to misunderstandings or conflicts. Anxiety might cause individuals to withdraw from social interactions, limiting collaboration and teamwork.

6.Increased Turnover: When stress becomes unmanageable, employees are more likely to leave a job to find a less stressful environment, leading to high turnover rates and the loss of talent.

Managing stress and anxiety is crucial not only for personal well-being but also for maintaining a healthy, productive workplace environment.

Bad training is an issue because it can have significant negative impacts on both employees and the organization as a whole. Here are several reasons why poor training can be problematic:

1.Reduced Productivity: Ineffective training leads to employees lacking the necessary skills to perform their tasks efficiently. This results in mistakes, delays, and lower output, all of which hurt the company's overall performance.

2.Lower Employee Morale: When employees feel they are inadequately prepared or unsupported in their roles, it leads to frustration, stress, and disengagement. This can create a negative workplace culture, resulting in high turnover rates.

3.Increased Errors and Safety Risks: In industries where safety or precision is critical, bad training can result in costly mistakes, accidents, or compliance violations. This could damage the company's reputation and even endanger lives.

4.Wasted Resources: Poor training programs consume valuable time, money, and resources without yielding any meaningful improvement in employee performance. Organizations may spend on training that provides no ROI, wasting both employee time and company investment.

5.Inconsistent Performance: Without quality training, employees across the organization will develop inconsistent approaches to their tasks. This lack of standardization leads to confusion and misaligned objectives, making it difficult to maintain uniform quality in products or services.

6.   Damage to Customer Experience: Employees who are not properly trained are more likely to provide poor customer service or mishandle client needs. This can tarnish the brand's reputation, decrease customer satisfaction, and lead to lost business.

7.Stagnation and Lack of Growth: Effective training is crucial for upskilling and developing employees over time. Bad training can stifle innovation, leaving employees with outdated skills and preventing them from growing into future leaders or adapting to new industry trends.

By investing in high-quality, relevant, and engaging training, organizations can avoid these pitfalls and create a workforce that is skilled, motivated, and aligned with company goals.

WORKPLACE CLIMATE

We need to build a great work climate . A good workplace climate is one where employees feel valued, respected, and supported, fostering both personal and professional growth. Trust and open communication between leadership and staff are essential, allowing employees to feel secure and engaged in their work. Respect for diversity, inclusion, and fairness creates an environment where everyone feels they belong and are treated equitably. Recognition and appreciation for accomplishments motivate individuals to perform their best, while opportunities for learning and development keep them engaged. A focus on work-life balance and psychological safety ensures that employees can thrive without fear of burnout or judgment. Together, these elements create a positive, productive, and collaborative workplace where people are empowered to succeed. This part along with everything else is a TEAM effort. You know your center is full of personalities
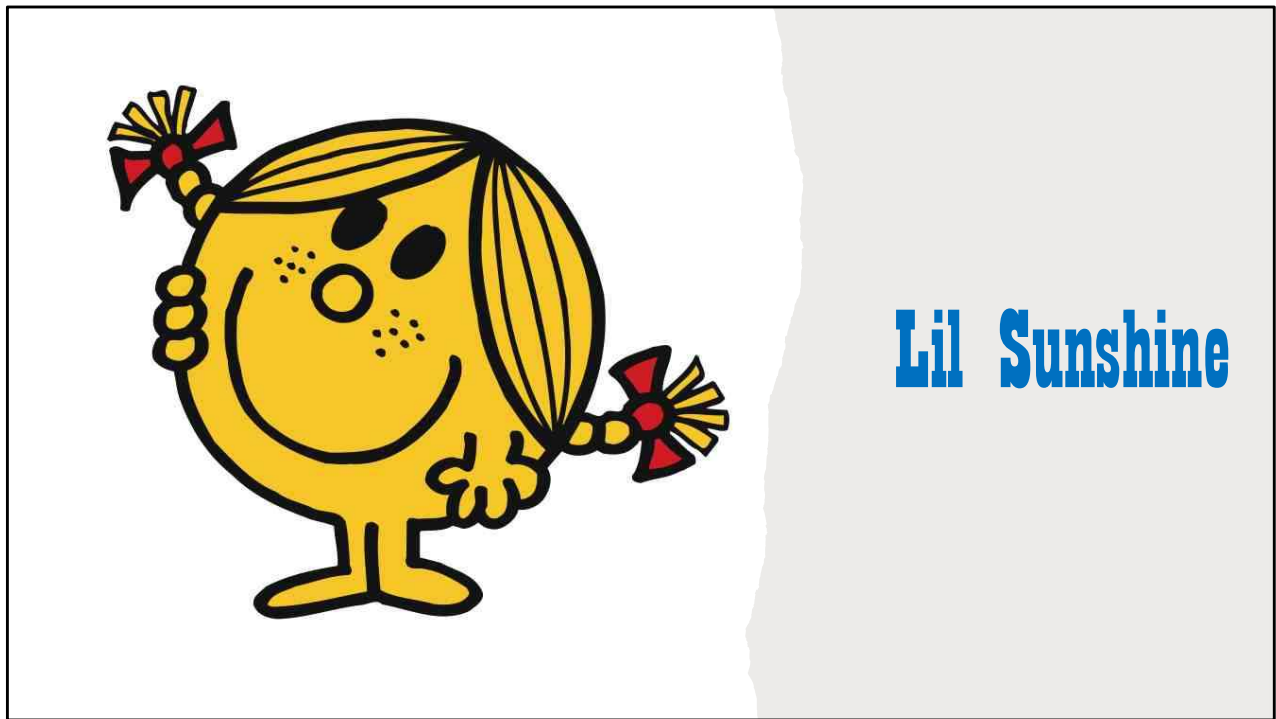
THE BIG FREEZE

This person is cold to everyone. They don't say much, grumpy most of the time, Not the friendliest

The Tornado

The Tornado. They come into work and create more work for others.

HEATWAVE

The hothead of the bunch. No matter what you say to them they get offended

Lil Sunshine

This employee is always happy,,,,too happy….so happy it make you sick!

EARTHQUAKE

THIS PERSON IS ALWAYS SHAKING SOMETHING UP....spreading gossip

THE DROUGHT

This is the old timer who have been here 60 years and isn't willing to change anything……they just keep it dry and stale.

BONUS EMPLOYEES

This person is ALWAYS taking a break.

Some Daisy's
IN ,
Some Daisy's
NOT

THIS PERSON IS ALWAYS WANTING TO GO HOME

BEFORE THE FIRST DAY

We aim to ensure that the new hire feels like a valued member of the team from day one, as they truly are. While they may be inexperienced, it is important to welcome them and make them aware of their importance to our team. Just because they are new and just learning how to do the job does not mean they are not valuable to our center. How can we effectively achieve this goal?

HAVE A STRONG NEW HIRE ORENTATION

Onboarding new hires takes significant time and energy. Yet, it's a crucial step in the employee lifecycle: According to a survey by BambooHR, 68 percent of employees leave within the first three months. If you want your center to grow, keep recruitment costs down, and maintain a healthy center culture, you'll need to master your onboarding process. it's important to take steps to make a great first impression and focus on how the center welcomes new hires. From the time an offer is extended until the day the new hire becomes fully productive, the employee onboarding experience can lay the foundation for long-term success.

A strong new hire onboarding program is essential for fostering employee success, engagement, and retention. It begins with preboarding, where new hires receive a warm welcome, complete necessary paperwork, and have their equipment and tools prepared before their first day. The initial experience should include a personal welcome, a comprehensive introduction to company culture, and an overview of their role and expectations. Assigning a buddy or mentor helps new employees feel supported as they acclimate. Effective onboarding also includes job-specific training and opportunities for skill development, ensuring that the new hire can confidently contribute to their role. Building connections with team members through formal introductions and informal gatherings enhances integration and belonging. Regular feedback and check-ins are crucial, allowing managers to guide and support new hires while gathering insights to improve the process. By incorporating cultural immersion, cross-department exposure, and long-term career

development, a strong onboarding program not only ensures immediate productivity but also sets the stage for continued growth and engagement within the company.

New Hires are Investments

It is important to communicate to the new hire that they are not simply a "seat filler," but rather a valuable investment in the company. It is crucial to demonstrate a commitment to their success and to support them in building a fulfilling career. Leaders should view all employees as valuable assets and actively foster their growth and development. By recognizing and nurturing the potential in each individual, we can create a workplace where new hires are motivated to stay and contribute to the company's success.

New hires are more than just additional manpower—they are a strategic investment in the future success and growth of the organization. When bringing in new talent, the company is not only committing resources toward salary and training but also investing in the potential each individual holds to drive innovation, improve processes, and contribute to a thriving workplace culture. Just as any wise investment, the onboarding of new hires requires careful consideration, nurturing, and support to ensure they can maximize their potential and deliver a high return on investment in terms of performance, collaboration, and long-term loyalty.

We need to let the new hire know they are not just a number but that they are an investment to our agency and that we are with them for the long haul. Get them with the proper people to discuss retirement options Unfortunately, when employers do not educate their employees about the retirement process, the employees are in danger of not optimizing their retirement savings, typically leaving them with far less financial security than they will need.

•In short build a great working environment. Not only is it great for new hires but also great for long term staff as well. This is a huge part of retention. **Increased productivity**
•Employees are more productive when they are happy, and studies show that employee happiness can increase productivity by 12%.
•**Improved employee engagement and growth**
•Engaged teams can drive 21% more profitability for companies.
•**Promotes collaboration**
•A positive work environment can allow employees to build professional relationships, make friends, and grow their network.
Increased retention
96% of employees feel empathy is one of the key ways to increase employee retention.
Improved work-life balance
A healthy work-life balance can lead to low burnout and an improved sense of well-being.
Growth opportunities
Providing opportunities for growth and development can help employees feel more fulfilled in their roles.
Better wellbeing
A positive work environment can reduce work-related illnesses such as stress.
Creativity boost
Providing space and time for employees to express their opinions and ideas can reduce

workplace stress.

Increased job satisfaction

Job satisfaction can lead to better business outcomes through improved productivity, decreased turnover, better attendance, and reduced work stress.

"Workplace culture is not just about sticking a list of values on a wall in the break room and then going about your day," says McCarthy. "It's a commitment that every person in the organization, including senior leadership, will model their behavior to support those values. The idea of letting harmful or hurtful behavior slide is not acceptable in organizations that truly embody a healthy workplace."

Send A Card/Handwritten Note

Once the offer has been accepted, send a card welcoming the new hire to the team. Encourage various staff members to sign the card with a brief welcome note. Sending a letter or note to a new hire is crucial for fostering a welcoming environment and establishing a positive tone for their experience within the company. This simple gesture not only makes the new employee feel valued and appreciated, but it also helps build a connection and rapport from the outset. A personalized note reinforces the company's culture and values, allowing the new hire to better understand what to expect and how they fit into the larger organization. Additionally, it can ease the transition into their new role, alleviating some of the stress that often accompanies starting a new job. By acknowledging the new hire's arrival in such a thoughtful way, organizations can boost motivation and engagement, ensuring that employees feel supported and excited about their journey ahead. Overall, this practice transforms the onboarding experience from a mere formality into a meaningful introduction, laying the groundwork for a strong and positive relationship.

Celebration Call/Text

Host a celebration call to welcome the new hire to the team. This call can be done as a group or led by a manager or supervisor. The goal is to ensure the new employee feels welcomed and included from the start. Creating a sense of belonging is crucial for their success within the team.

As a manager, it is important to welcome new hires in a thoughtful and engaging manner. One effective way to do this is by taking the new employee out to lunch and inviting some of the staff they will be working with. This not only helps to break the ice and foster a sense of camaraderie, but also provides an opportunity for the team to get to know each other in a more relaxed setting.

I recommend scheduling this lunch outing during the new hire's first week or even a week before they officially start. Alternatively, you could have lunch brought in during the first week and allow the new employee to dine with their colleagues. This can serve as a great "get to know you" session and help to establish a positive and welcoming work environment from the start.

Remember, food always helps to create a welcoming and inclusive atmosphere, so don't underestimate the power of a shared meal in building strong team relationships.

ATLANTA 911

WELCOME TO OUR TEAM

Madea Simmons
**Emegency Communications
Specialist**

Make a Social Media Post

Hello! You have reached 911. In today's society, both the younger and older generations seek recognition on social media platforms. This desire for acknowledgment also provides families with the chance to share their accomplishments and successes. Creating a social media post about a new employee can be a productive way to foster a sense of community and engagement within your organization and among your audience. Such posts highlight the company culture and showcase the value placed on individual contributions, helping to humanize the brand. By introducing new team members, you not only celebrate their arrival but also encourage interaction and connection among colleagues and followers. This can lead to a boost in employee morale, as staff feel recognized and appreciated. Furthermore, it can attract potential talent by showcasing a positive work environment, making the company more appealing to job seekers. Overall, sharing these introductions contributes to a more engaged and connected workforce.

About a week before the start date, send an email to welcome the new employee and provide a heads-up on what to expect during their first week. This proactive communication will help alleviate any stress or anxiety they may be feeling. Consider including a detailed schedule for the week, as many individuals, including myself, appreciate knowing what to expect in advance. This will ensure a smooth transition and a positive onboarding experience for the new team member.

First Day Gift

Welcome your new employees with a thoughtful gift, such as a small bag filled with pens, a notepad, ibuprofen, hand sanitizer, snacks and a bottle of water. Consider decorating their workspace with welcome banners or balloons to create a warm and inviting atmosphere. You could even go the extra mile by providing breakfast or snacks to show your appreciation for their hard work. These small gestures can make a big impact and help new employees feel valued and welcomed as they begin their shift.

Show Them Around

Make small talk, show genuine interest in what they have to say. Give them the full tour not the ½ price one. Make them feel like the VIP they are.

INTRODUCE THEM TO THE TEAM

Make introductions. Coordinating the introductions it helps ease the tension for those who are not outgoing. They do not have to initiate the conversation.

We mentioned earlier bad training is one of the reasons people leave. New hire training is essential for several reasons. Firstly, it helps employees acclimate to the company culture, values, and expectations, fostering a sense of belonging and alignment with organizational goals. Effective training equips new hires with the necessary skills and knowledge to perform their roles efficiently, reducing the learning curve and increasing productivity from the outset. Moreover, well-structured training programs can enhance employee engagement and retention by demonstrating the organization's commitment to their development. This investment in new employees not only boosts morale but also builds a stronger, more capable workforce, ultimately contributing to the overall success of the organization.

This is a very important part of the equation. The CTO!!! Anyone can take the CTO class but not everyone is able to be a CTO. This position is extremely important to the new hire staying. A poor trainer can cause so much distress. A good CTO needs to be friendly, knowledgeable and patient. CTO's are often taught the basic skills needed to train someone to become a 911 dispatcher however, how many are provided with tools to help them work through a variety of challenges experienced during a training assignment? CTO's who are equipped with the right approach, tools, and support will be more likely to have trainees who are confident and want to stay with the agency long-term. The training officer plays a crucial role in any organization by facilitating the development of employee skills and knowledge. This position is essential for several reasons. Firstly, the training officer ensures that staff are equipped with the necessary competencies to perform their jobs effectively, which directly impacts productivity and efficiency. They identify training needs, design tailored programs, and provide ongoing support, fostering a culture of continuous learning. Furthermore, by promoting professional development, training officers help retain talent, as employees are more likely to stay with an organization that invests in their growth. In addition, they contribute to compliance and safety by ensuring employees are trained on relevant policies and procedures. Overall, the training officer is pivotal in enhancing organizational performance and fostering a positive work environment.

SET GOALS AND EXPECTATIONS

Setting Goals and Realistic Expectations are Important

Setting goals is a fundamental aspect of personal and professional growth. Goals provide direction, motivation, and a sense of purpose in our lives. They help us move forward, achieve our desired outcomes, and improve our overall productivity. In today's rapidly evolving world, where technology continually reshapes how we work and communicate, the importance of setting clear goals is more pronounced than ever. And now, with the advent of AI-powered tools like Prepared, Rapid SOS and many others achieving these goals efficiently and effectively is within reach. Let's delve into the benefits of goal setting and how AI can be a game-changer in this pursuit.

Goals are essential for maintaining motivation and staying on track, even when we may not feel like taking action. They serve as a source of inspiration, encouraging us to work towards achieving them. Goals also help to focus our efforts and promote a sense of self-mastery. In essence, you cannot effectively manage what you do not measure, and you cannot improve upon something that you do not properly manage. Setting goals enables you to do all of this and more.

A study conducted in 2014 followed students who participated in a goal-setting program. The results showed that setting goals had a direct impact on academic achievement, increasing the likelihood of students reaching the benchmarks they had set for themselves. Interestingly, even goals that were indirectly related to school, such as reducing stress, were found to positively influence academic success.

Goals should not be viewed as distant aspirations for the future, but rather as integral components of daily work. They should influence every aspect of how we approach our tasks on a day-to-day basis.

Remember GOALS are
<u>NOT EXPECTATIONS</u>!!

Goals serve as the ultimate destination in a journey. They provide a clear focus on achieving a specific and tangible outcome. Whether they are long-term or short-term, ambitious or conservative, goals should be both measurable and attainable. Without these qualities, goals simply remain as abstract dreams. Goals and expectations often get conflated, but they serve distinct purposes in our personal and professional lives. Goals are specific, measurable objectives we set to guide our growth and progress. They represent aspirations that motivate us and provide a roadmap for what we want to achieve. On the other hand, expectations can sometimes create pressure or a sense of obligation. They often stem from external sources, such as societal norms or the opinions of others, and can lead to disappointment if not met. By viewing goals as personal milestones rather than rigid expectations, we can cultivate a more positive mindset that encourages exploration, resilience, and a focus on continuous improvement. This distinction allows us to embrace the journey of self-discovery and development without the weight of judgment, fostering a healthier relationship with our aspirations.

Expectations are an individual's beliefs about the outcome of a situation. They are not necessarily outcomes or benchmarks, but rather how we anticipate something will unfold. Expectations can be influenced by past experiences, research, or assumptions.

While expectations are closely related to goals, they do not necessarily have to be measurable or attainable. They are more of a mental construct. For instance, expecting a successful relationship with your partner may vary from person to person.

Expectations can be motivating, but they do not have the same impact as having a concrete goal. With expectations, there is no clear finish line or target to strive for. Expectations are beliefs or assumptions about what should happen in a particular situation or what someone should achieve. They can stem from various sources, including personal experiences, societal norms, cultural values, and the opinions of others. Expectations often shape our perceptions of success and can influence our behaviors and decisions.

Here are some key aspects of expectations:

1.Standards and Norms: Expectations can establish standards for performance, behavior, or outcomes. For example, a teacher might have expectations for how students should perform on an exam.

2.External vs. Internal: Expectations can be external (set by others, like family, society, or

employers) or internal (set by oneself). Internal expectations often reflect personal aspirations or self-imposed standards.

3. Influence on Behavior: Expectations can motivate individuals to achieve certain goals but can also create pressure or anxiety, especially if they feel unattainable.

4.Potential for Disappointment: When expectations are not met, it can lead to disappointment or frustration. This is particularly true for rigid expectations that do not allow for flexibility or individual differences.

5.Dynamic Nature: Expectations can change over time based on new information, experiences, or personal growth.

Understanding the nature of expectations can help individuals navigate them more effectively, either by adjusting their own expectations or managing the expectations of others.

Probational VS Developmental

Words matter!!!!!!!!!! Words can have a significant impact on someone's life, and can be used to uplift, inspire, or harm. They can be important in building relationships, creating trust, and fostering environments where people feel like they belong. Words can also represent our beliefs, morals, prejudices, and principles, and can shape how others perceive us and the issues we discuss
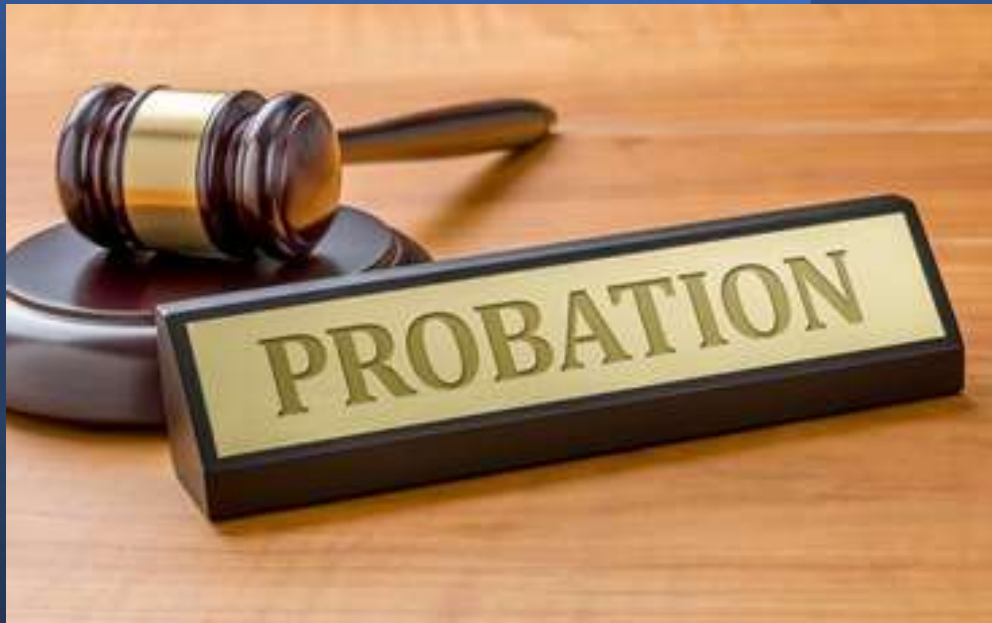
The term "probation" often carries a negative connotation, implying that one has already made a mistake. This perception is deeply ingrained in society. Even experienced employees who face disciplinary action are placed on probation. Let us welcome new hires with a sense of optimism and encouragement as they enter the organization.
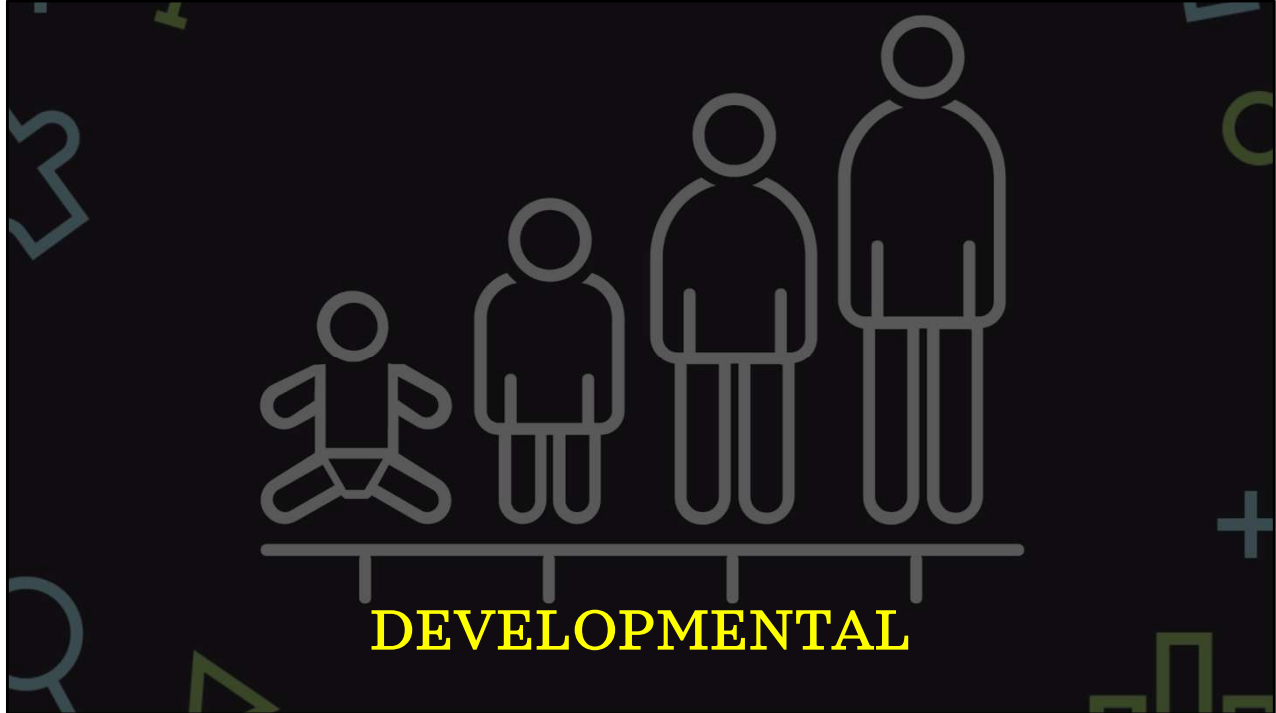
DEVELOPMENTAL

Our goal should be to watch the new hire succeed and progress. We encourage professional growth. Development in the workplace is crucial for fostering a motivated and skilled workforce, ultimately driving organizational success. By investing in employee development, organizations enhance individual skills and knowledge, keeping employees competitive in a rapidly changing job market. This commitment to growth boosts engagement and job satisfaction, as employees feel valued and supported in their career progression. Moreover, development initiatives improve overall performance by equipping employees with the tools they need to excel in their roles. They also facilitate succession planning, ensuring that the organization has a pipeline of talent ready to step into leadership positions when needed. A strong emphasis on development cultivates a culture of learning and adaptability, encouraging collaboration and innovation among team members. In summary, prioritizing employee development not only enhances individual capabilities but also strengthens the organization as a whole, paving the way for long-term success.

3 PHASES OF THE FIRST 90 DAYS

- **Phase 1**: Shadowing (Days 1-30)
- **Phase 2**: Reflecting Back (Days 30-60)
- **Phase 3 :**Starting to Soar (Days 60-90)

PHASE 1: SHADOWING

This is the initial phase of onboarding for new hires, where they begin to take important steps in familiarizing themselves with the company. It is crucial for them to understand and adhere to company policies, procedures, and values. This phase involves delving into the details, such as learning radio etiquette and CAD systems. Patience is key during this period as new hires also acclimate to the center's culture, structure, and processes. They are gaining an understanding of their role and responsibilities within the organization.

Managers should conduct frequent one-on-one meetings with new hires, ideally every two weeks for a few minutes. It is important for managers to personally engage with new hires rather than relying solely on supervisors or the Chief Technology Officer for information. This helps new hires feel valued and supported. These conversations do not need to be lengthy unless necessary.Additionally, new hires participate in ride-alongs with the agencies we serve, such as the Police, Fire, and Rescue departments. This hands-on experience allows them to gain a deeper understanding of the services we provide and the importance of their role within the organization.

PHASE 2: REFLECTING BACK

At this stage, employees should begin to feel confident in their ability to contribute effectively and feel comfortable in their roles. They are applying the knowledge gained in the initial 30 days and are beginning to implement it in their work. They are proceeding cautiously, seeking feedback, and ensuring that they are fitting in well within the team.

PHASE 3: STARTING TO SOAR

The new hire is demonstrating increased autonomy and initiative, while also maintaining regular check-ins with a supervisor. As they progress through this phase, they are developing a strong understanding of the center's operations. They are poised to excel and achieve greatness in their role.

This is the attitude we do NOT want. We want our current staff to also be happy and welcoming. Don't be JOE!

Create A……

We should want to see the new hire prosper and do well. Heck even if they are better than us. We are a BAND and each member has their own unique skills to help make a better workplace.

I want your thought and ideas.