

Alan Patterson Transcript

Peter Margaritis: Hey, welcome back everybody. Man, my guest is now a two-time guest on my podcast, and actually he was part of the original Improv is No Joke podcast. He was episode 73 that was published on October 23, 2017. Oh my God, and my guest is Dr Allen Patterson. Dr Patterson, I will call you Alan because we are friends. I hope, we're still friends.

Alan Patterson: Well, we'll see after this podcast.

Peter Margaritis: Absolutely, so my friendship depends on how well I conduct this interview. First and foremost Alan, thank you for taking time out of your busy schedule to have a conversation with me.

Alan Patterson: Well, thank you for thinking of me Peter.

Peter Margaritis: It was good to see you not so long ago, and I know, especially due to Covid and stuff our paths usually cross once or twice a year through of the business learning Institute. It only crossed once this past year on Zoom conference call. I forgot what the topic was.

Alan Patterson: Yeah, I do too. It wasn't this last announcement. It was before then.

Peter Margaritis: It was before that, but we had a side conversation in the chat room, and you're telling me that you started your next book. And I went, "Oh! I gotta learn more about that!" But before we get into talking about your next book, the name of your business is Mentore, right?

Alan Patterson: Correct.

Peter Margaritis: All right, I'm a pretty smart guy but why did you name your company, Mentore? Italian, right? It's not a French. It's Italian.

Alan Patterson: It's not French. It's Italian. Now I'm going to explain to you the precise reason Okay? At the time I was living in Rhode island, so I'm not saying that's the reason ended up. being an Italian name. But putting that aside, the fellow that I was working with I said I'm very clear about my requirement for a name. I want it to be one word and my goal is to make it a verb like Google.

Peter Margaritis: Right.

Alan Patterson: Now, I can tell you Mentore is... Okay, it's clever. I am. I'm not even close. I'm not even an adverb. I'm just a plain old everyday noun. So, my goal of being a verb has not happened. No one has been Mentore yet and talk about it, like 'Oh my God, you can't believe this guy well, what does he do?'

Alan Patterson: Well, it's better than Google. That's all I say. And that's true, and I like the name. And you know what Peter, I never thought of this. I know you're doing a lot of coaching too. It's nothing when I started when I became Mentore, because I worked with two other buddies for 20 years in Rhode Island and we had a different company, and then I went solo in 2006. I never thought, okay, well I'm pushing...moving towards being a coach. But the fact that probably most of my work now is more one on one coaching than it works.

Peter Margaritis: As leadership development. That's your core, right?

Alan Patterson: Exactly that's what it's been. That's what will be.

Peter Margaritis: So, your first book, and the title of that book was?

Alan Patterson: The title of that book was *Leader Evolution from Technical Expert to Strategic Leader*.

Peter Margaritis: Okay, and I do believe that some version of that you have recorded in the business learning institute video library.

Alan Patterson: Yeah, it was funny because I say the movie preceded the book. No yeah, no what happened was I was doing a lot of seminars around that topic and it emanated years ago, not in the accounting world for me. I'm not in the accounting world. I'm one of those touchy-feely East Coast guys. I live in the Midwest and I was dealing with a lot of technical groups, and now we call it emotional intelligence, then we just said it was people skills. Which it still is. It's like I saw a lot of people suffering and getting beat up in technical positions because this other skill set was not there. And as I played with that whole concept and had... and at the time I was doing a lot of seminars or workshops for BLI. Not as many as you, nearly as many as you, but enough that I met people and I started to create this concept. And said well you know it really is an evolution and I became a lot clear about where people don't make the shifts or and where they do, and why moving into strategic leadership positions. While you and I may call that pathway somewhat different, I can pretty much guarantee we're talking about the same things. What you get better at. What you don't want you don't have to worry about as much, and why you need to hire people smarter than you, and so on and so forth. So, it really resonates with people in either technical organizations or people that have technical specialties like engineering or IT or even finance and accounting. And you know, I hate the fact that Marshall Goldsmith stole what got you here, won't get you there. That's just like Ken Blanchard, you know, the one minute everything. It's like that that just... why didn't I do that? That's what I said because that's really what it is. That you got this far and now guess what moving farther along has nothing to do with how smart, you are what your specialty is or even how much experience you've had on the technical side.

Peter Margaritis: Well, so as a CPA and maintaining my license here in Ohio, I have to.. I can declare 90 out of 120 hours my teaching and stuff. I had to go out and get 30 hours of other people's stuff.

Alan Patterson: Oh, is that right?

Peter Margaritis: And 'P' in CPA says for procrastination. So, the last week of December. I will working on my last 10 or 12, and I saw that course and I took it. And I thought it was really, really good. And not that I was trying to steal material for stuff that I do, that was never the premise, but I love that angle. I love the fact that we both thinking the same way. That, you know, when we promote you just solely on technical skills, we're going to Peter Drucker you and promote you to your level of incompetence.

Alan Patterson. Right.

Peter Margaritis: And there's more to the job than just ticking and tying.

Alan Patterson: Absolutely.

Peter Margaritis: So, what is the... I know the book, you've got not really a working title in this next book will be out later in 2001, but what's the premise of this book that you're writing now?

Alan Patterson: Well, it's actually going to be out in 2021 because we're well beyond 2001 so that.

Peter Margaritis: I thought I said 21.

Alan Patterson: That's okay. Well, I missed the 20. About three years ago, I was trying to learn this online world. Thinking that I would be able to take the kind of work that I've done in live workshops and even webinars and put it out there for general distribution. I was working with someone that was putting me through the drill of how you create a funnel and all that kind of stuff. Okay, it was good. I learned a lot. I dropped a lot of money and gotten nowhere with it, But I did get this, I was asked well when you think about what's going in telling your story, who's the enemy? And I thought about it for just it was even a split more spontaneous utterance, you know, the kind of thing gets you in trouble if you were to car accident said, 'Oh my God, I was on my phone.' I was looking down. I didn't mean it. I said, I think the enemy is the corporate ladder. To which she said, well, what do you mean? I said because it's an illusion. It's a mirage. It's something that people strive for that really it doesn't exist. Because it's not so much people's aspiration is to get to the top. It's that the lure and the promise and the steps that are required will lead people, as you said, partly the Peter principle. That you're going to hit a level of on incompetence, but there are so many twists and turns and roadblocks. There that are that are embedded but I'm calling that as I'm writing this book... that climbing the ladder is really the road to I'm not good enough, because that's where it ends up.

Peter Margaritis: Okay, keep going with that so to climb the corporate ladder is to basically say I'm not good enough.

Alan Patterson: You will reach a point at which as the hierarchy narrows. Let's assume we're talking about Corporate America, Peter. Which you're not apart, nor I, for very good reasons. And as it, you start off and those promotions, those initial promotions are pretty by the numbers. You just have to achieve more than what you did the year before or in your previous set of objectives. But you start to reach a point that you don't get promoted or somebody gets promoted ahead of you, and then it's like well what didn't I do, or what should I have done? And when to me when I unravel that in my own life, I mean it's hitting the wall. It's getting... I'm calling it getting stuck. I realized, there are so many other alternatives. One of which is to go in business for yourself, but that the thought that that is going to bring you a level of satisfaction and personal success, I think is a complete myth.

Peter Margaritis: The corporate ladder myth.

Alan Patterson: Absolutely.

Peter Margaritis: Okay, so as you're saying like okay well you kind of put it to what is it narrows that everybody's going to get to the top. So is this just...I guess the question is can corporate America change that structure, can change that climbing the ladder into something more aspiring?

Alan Patterson: Well, they're trying and they're failing. And the research for what it is shows that only one out of three change initiative succeed. One out of three and changing the culture, which is an attempt to talk about broadening capabilities and getting people engaged is the corporate answer to what I think is restructuring the ladder. But the problem is still based on the same premise, and to pull that off, to pull off a massive change in culture is tedious and takes a level of tenacity and the type of leadership that takes this on as a major responsibility and not a collateral duty. And I don't see it succeeding. And, and let me just back up and say, people tell me look, and I know people. You know people that have done well. I think we share people in common. Know people in common that have done that. And will do well, so it's not like don't everyone should not climb it. What this has gotten me to, Peter, is to say, what is it that gives you and I thank the millennials for this, because they're, this is what they're articulating. What gives you meaning and value to your professional success? Which, what is it? You maybe you know this statistic. I don't have the top of my head. Is that 30% of your equation is that 50% of your equation? It is an identifiable chump. What is it that constitutes success? If you say it's money and prestige and status and promotion and being able to buy the things I want and putting my kids through school. I'm not going to tell you that that stuff is wrong. I am going to say at some point my experience is that it's not enough.

Peter Margaritis: Not enough?

Alan Patterson: It's not enough to give you a feeling of personal satisfaction. And it changes, and I will say when I told Shelly, my significant other, partner, fiancé, at my age is it was kind of funny to say.

Alan Patterson: Said, you know, I really should go out and interview somebody that's... I mentioned a particular person because look at the life that person led. They were a litigator at a very the largest law firm in Boston very successful made partner. I said to understand cuz I asked him about success how he defined it. He said, well, it depends on who you're talking to and at what stage. If you're young moving into the end of the business world, you could say look having a paycheck, getting a job as successful. People that especially on these economic times, saying look I'm just trying to survive. I'm trying to put food on the table for my family, so stop this higher level discussion of self-actualization and self-realization. Which is really what I'm saying, right? Be all that you can be. Well, that's not going to happen when you climb the ladder, because a ladder doesn't promote you being all you can be.

Alan Patterson: So, what it says to me is that you've got to then...or me, it's looking back at my life and saying okay what really matters to me most? And I realize that what another an alternative to climbing the ladder, which is really what I want to make this book about is what I described as burning the ladder and that that incineration is not literal. I'm just saying as a mindset. It's not about putting yourself in the center of the universe and accumulating your accomplishments and putting them together as a package to continue to build. It's about putting people, others in the center of that universe and helping them be successful. And by building those relationships and helping with other people helping, other people succeed, you want the opportunities they're going to be there. You want the satisfaction. I mean, I'm going to use Goldman as kind of the kickoff. It's like we're wired to connect, so why wouldn't that be part of the mindset you would use to build success in your career?

Peter Margaritis: It's interesting because as you're describing this, took me back to my days when I worked for the divisions of Limited Brands. And thinking about Limited Brands, that it was all about climbing a corporate ladder. But there were handcuffs there, because Wexner's philosophy was I'm going to pay you more than the market can bear. So now and, by the way, 50 hours at a minimum work. But when it gets to the point, I want to leave I'm like I'm taking a huge pay cut. So, I will ultimately end up staying or I will leave and then try to make that up. And a lot of people do stay because of that wealth, but I would almost guarantee everyone who has done that in there wishes in hindsight it probably should have left.

Alan Patterson: Well, I looked at this, and you've heard of the seven year itch?

Peter Margaritis: Yes.

Alan Patterson: Well, well yeah. The seven year itch apparently is based on research that people will sustain a certain way of life for about that time, and then they get itchy, and then it takes them they move into a transition of roughly three years to kind of find themselves. Well, I didn't start with that. I started with the premise, Peter, and it was just purely anecdotal the people I've dealt with. Where I first heard this...what I'm saying is getting stuck or state of stuck. It's like when do people get stuck? Well the documentable time and the one that I could see my clients is somewhere in that 15 to 20 years place.

Peter Margartis: Yeah

Alan Patterson: Because you're in your early 40s, which one author says well, you know, 50 is the is it 40. But it's that mid-career when you're looking and saying, you know, I know what I've done and whether I've really enjoyed it or just somewhat enjoyment enjoyed it or hated it. I've got 20 years left when you're in your 40s. So, I don't know if a career what the longevity is. I mean, I think it seemed to be around 40-42 years in total. You'd say, 'Okay I'm halfway through what the hell am I going to do?' So, getting stuck I'm saying is going to happen in your case you're saying well yeah but there were handcuffs there. And now you're stuck because I'm living in a lifestyle that says if....I don't want to be disparaging about this. I'm not saying that people make bad choices with their money. It's your living in a way that now you're beginning to question. And so, can you avoid that? I don't think the issue is that can you avoid it. I think the issue is obviously, how do you dig yourself... how do you get unstuck? And when you start to read what the recommendations are, it's what you would expect. Well, pull out a sheet of paper, which I've never done in my life, you know, list your strengths on one side and your liabilities, on the other. I hate that.

Alan Patterson: But it does work. I mean I actually created an outline today for this presentation. That was pretty amazing. But when you say that, I still don't think that's the answer. I think the better, more tuned in approach is that you have built or you will be building and continue to build not connections, but relationships with others where those opportunities exist because you have these relationships. And because you have said, and I'm I mean you tell me, I'm not sure whether you're making less money or more money, but when I saw recently here where you're....if you're interested in coaching, you know, dial 1-800-Coaching. And so, it's like what the hell is that all about so that you can make a few hundred bucks or a few thousand bucks. Well, of course. But what's different or more unique about that than what you've been doing and doing some of the other work, and I would say, and I can't speak for you, it's like I don't know, can you have an impact, a positive impact on somebody else and help them? And how cool is that and that what I'm saying. How cool is that? And so okay what you want to up your rates? You want to lower your rates? Do whatever you want. But the joy is not going to be, maybe get the car paid off or finish off a college tuition. But I really believe that those feelings of being successful or not, as they say extrinsic. The money, I mean this goes way back and motivational theory, right? Money is just a factor. And you could say, 'But I'm desperate.' Well if you're in survival mode, then the key is survival. We're not in survival mode. The key is not something that's ego driven. That's what we've been taught. To achieve and advance, and I'm saying bullshit. The idea is to find meaning and value by building these relationships and some other skills that go along with that.

Peter Margartis: Alan, so this is going on the record because this is being recorded. It will be out there for the public domain. I hundred percent agree with you. I rarely agree with somebody 100%. So I just turn 60 this past last year, end of the year, and a lot of my friends.. do you know what they are talking about? The R word. Retirement.

Alan Patterson: Right, you're nowhere near!

Peter Margaritis: I don't want to retire!

Alan Patterson: You're on an upward path. Why would you retire?

Peter Margaritis: Someone said, but that landing strip is getting a lot shorter than it used to or the takes off is getting shorter. Who cares? As long as I can, you know, I love, what I do I work all the time, but then again I don't think that I do. Like my family give you a different story. And it's not all about the money. It's those relationships that, and the opportunities, and the ability to use the creative side of my mind and to come up with ideas and stuff to do. Which that's what gets me out of bed every morning. How can I help someone and what can I do to build to help them help themselves or help them get unstuck?

Alan Patterson: Right, and when you think about it in this, I think this is where you and I don't know the other folks as well as you do with BLI, but you and I and Carl. I don't know of Greg to the same extent. It's like we got our own little thing going. You know, life is just not that serious. I mean what the hell. What you're an accountant and you're into improv. Give me a break. I say that's like you're my version of a clients that I call right brain engineers. Hey, I'll take those folks every day of the week, every day, because they have something that says, yeah I know I have a specialty but where does the kit, where does the juice come from. And it's for you and me, really I mean, this is what I look back it's all the bullshitting around. Can you believe? What this or that, in scheme of life, it seems important and really what you realize it's the....for me, I mean I remember sitting out on the sidewalk there in New York for conversations we were doing with Pam. And it was just I don't even remember what we talked about I just remember laughing a lot.

Peter Margaritis: Yeah, we did do that. As you're describing and I just went completely blank I was about to say so, keep going I know it'll come back to me.

Alan Patterson: Well, let me back up and because I'm interested in, I don't know if this is going to mean anything it'll mean something to one of my advisors who passed away years ago when I was working on my doctorate. So, I'm putting in a plug for that I have my doctorate and how smart I am, so your listeners will know what I think of myself. And his thing, what he taught that I just absolutely love was game theory and not game theory like a mathematical sense but game theory more as a sociological thing. There was a sociologist that said, you know our encounters, which is a great word, are a set of relationships that really exist as games. Because there are boundaries around it, and there are rules that you follow, and there are roles that you play, and there are resources that you have so when you talk about a game of football or soccer tennis. I mean, poker, I don't know, pick a game. When you're in it you're in it. You know what's expected. And so, here's what I postulating and having a fun time and thinking I'm so clever. I think they're three games, well I can't help it, I think there are three games, two in particular that people are engaged in that we get sucked into and it starts with education.

Alan Patterson: And I would say post-secondary education, for sure, and what I'm describing in College or College. And the game I'm describing is achieve and advance. So, what you do is you learn how to study, get good...get grades. You don't even have to get good grades. You have to get grades, and you accumulate all that, and you get a diploma. And that diploma in this day and age is to get you a job. We can debate will should that be in a technical specialty or should that be in the liberal arts, and that's a whole other side discussion. That's the game. we're all taught that.

Alan Patterson: And part of that is, I think, based on the American dream, right? It's like work hard. I went out I researched the Pilgrims and Puritans and I thought boy, this is really neat and I looked at, I said, who in the hell cares? Who lived in Plymouth and who lived in Bedford? No okay, okay. So, that's, now go to work. Look at that and say Oh, I know this game. Is it cheat and advance? And what I say is only to a certain point, because climbing the ladder is different. And that's the game. And so, at some point, your sense of value and accomplishment, well let's just say your accomplishments, are not based solely on standards. They're based on people's judgment. And some of those people are flat out idiots. And some of those people are knowledgeable and have your back. But when all is said and done, why would you leave your professional development and the control of that in somebody else's hands? Why would you do that? That's like saying, you know, one of the biggest things but what's the biggest purchase in people's lives? I don't know it's still a mortgage. You know, whatever that is, and people can be so naive and about a mortgage. And yet when they go out and buy a grill for the backyard, it's like they obsess about whether you're going to spend 200 bucks or 500 bucks.

Alan Patterson: So, my point is that game is what I say is the game that's going to get you to a point where there's going to be disappointment, unfairness. Being in a state of stuck is not the end of the world, but it does cause you to question. So, you can approach that and say well it's not so bad, so I don't, I mean I get...and I will on my podcast, I ask you, 'Well, tell me about those transition points. You work for a company, and now you improv theater and three books and podcast. Come on where the hell back come from?' And then there's a story behind all this. A good story, an enlightening story, an inspirational story and I'm saying you are the people I want to seek out, and both bullshit with and talk about stuff that I think we I, I think that we think matters.

Peter Margaritis: Absolutely so what's called me a Renaissance Man, I am not that old!

Alan Patterson: You can be a right brained accountant. How's that? A Renaissance Man, you are!

Peter Margaritis: I'm Greet. I really should be in the restaurant. That's what I thought I was gonna be coming out of college. But then I found myself and restaurant management, then I found myself in banking collections, then lending money then after that I found myself in graduate school working on a master's degree in accountancy, then going to work for like Price Waterhouse and Victoria Secret catalog, and doing some consulting on the side and find myself and teaching for 10 years at a University.

Peter Margaritis: Next thing you know, I'm writing two books are right, my third one. And when I told my friends the for the first time, I'm writing a book. It's completed. They said two things, 'Does it tell us crayons and is it a cocktail book?'

Alan Patterson: You know, I would be flattered if somebody said does it come with crayons.

Peter Margaritis: Does it have pictures? No!

Alan Patterson: No!

Peter Margaritis: 'I never thought you would write a book!' And I said, 'Neither did I!' I never thought I'd write a book. Somebody brought up, I never said no. I said, 'Why not? Why not?' And you know one book, somebody said, if you write one book is gonna lead two. And then two is going to lead to three. And I'm writing my third book, and already think about my fourth book. And I find myself creating a new for that period of time, where I want to slow down. I think I will become more of a writer.

Alan Patterson: What is it, Peter, now that motivates you to say three or get me four? What is it about writing that intriguing and interesting?

Peter Margaritis: It's when I wrote the first book, I didn't think I'd sell it. I think you have an impact. I gave a free copy away at a seminar about three weeks later this person contacted me and said I read your opening stuff that you said in there, made us look at our kid a little bit differently. We thought this person, maybe have ADHD but we poo-pooed it away, but after that story I told, they thanked me. And I have a very close friend, the one with the crayons, but he read my book, and he said after he read the first chapter, he was in tears, because his son had some learning disabilities. People in the second book, they go, 'This is the way we saw it. This is way we thought we had to present. Well, you just tell me something differently, something I never thought about.' So, it's that, you know, someone said, 'What do you do, Pete?' I just off the cuff, I went, 'I switched on light bulbs.'

Alan Patterson: You switch what?

Peter Margaritis: I switch on light bulbs.

Alan Patterson: Yeah. You do.

Peter Margaritis: I switch on lightbulbs. Somebody told me I can't I turn on light bulbs... that might be.

Alan Patterson: Well, that's Southern.

Peter Margaritis: That's Southern. I am from the South.

Alan Patterson: Yeah. You are. I know what you mean to turn it. Cut it on and off.

Peter Margaritis: Yeah. Cut it on, cut it off.

Alan Patterson: Cutt off the lights. I got you.

Peter Margaritis: But that's what I love. I love switching on light bulbs, and if it's continually writing and stuff. Yeah. But also like, I'm so I get very comfortable with the uncomfortable and that's improv. When the pandemic hit, I didn't freak out. I said I gotta change my business plan. Now, and I freaked out for a couple days and periodically throughout this process, but for the most part I've been revamping my whole business. What's next? What can I... I hate the word pivot, because....

Alan Patterson: Oh God, puke. If I have to hear pivot anymore.

Peter Margaritis: Yeah. But I'm able to adapt to any situation for the most part.

Alan Patterson: Yeah, yeah.

Peter Margaritis: You know, I can have no...

Alan Patterson: Yes, yes and yes.

Peter Margaritis: I have no control over yesterday. That's already done. I really have no control over tomorrow, especially in the extended version of tomorrow. I have no control. I only have control over today. So why waste time worrying about things I can't undo, or things I have no idea of. You look at me like I'm bullshitting you.

Alan Patterson: You're a ladder burner. You are. That's exactly it. You are precisely the kind of person in the, you know, I'm saying it's career. But have you ever read Clayton Christensen?

Peter Margaritis: No.

Alan Patterson: You've got to at least go on YouTube. Okay? I don't know if you can see it.

Peter Margaritis: How you will measure your life?

Alan Patterson: How we, yeah he is a Harvard Business Professor. Yeah. Do remember book a number of years ago, I think, was called *The Innovator's Dilemma*? That's him. He talked about how companies ,uh, was in the semiconductor business. They were going after the high end market. And smaller companies, nimble is not as bad as his pivot.

Alan Patterson: But there are companies that were more nimble and could pivot and puke. They started to eat bigger organizations lunch, because they could go in the low end of the market. And they cannibalize it, and then the next thing you know they're starting to rise. It's like okay he's way beyond that now. And he has in, and listen to him on YouTube, and this is a classic and somewhere I'll put this in there. He said when your life is over and you're sitting down with God and you're going over things, he's not asking you about well let's talk about how much money you made or tell me what your book sales were. Or as he would say as Christians would say God doesn't have an account. He sits down with you and says, Peter, you remember that time when you and your son...I put...you were in that situation and here's what that you did. You remember that? Yeah. What did you say? That's what you talk about and I thought that is really friggin' impressive.

Peter Margaritis: That is.

Alan Patterson: That really real. So, he saying basically that, you know, what and he's an older man now too. You know, that maybe this is because of where he is and stage in his life. But he, and he has you would like it, I think, Peter because he can talk about issues of strategy. I mean he was in business and one or two or three companies that, you know, and built up and then he sold. He talks about strategy, and he said every company that successful has started off with a strategy and then changed it. So, it's emergent. So don't think it's a straight line because it's not. And the ones that have failed or the ones that wouldn't get off it, and so on and so forth. And he ends up with God doesn't have an accountant.

Peter Margaritis: That is going to be the, we provide the social media graphics for us to promote the podcast that is going to be one of the graphics.

Alan Patterson: it's gotta be.

Peter Margaritis: It's gotta be.

Alan Patterson: It's gotta be.

Alan Patterson: It is so good. Peter! Let's go back to that time when you were working on this, and I sent this guy to come see you, and it just tell me about.

Peter Margaritis: You have to keep your eyes open to the universe, because the universe does send you clues.

Alan Patterson: Absolutely.

Peter Margaritis: The universe does sending these... you know, you're stuck whatever, then something pops either into your head or something happens, and a lot of people don't even recognize it.

Alan Patterson: Well, one thing you've done besides selling having millions of listeners and in your podcast and places don't even have the Internet. How do they do that? I mean maybe that's not true. Is your what I'm going to call fascination with improv that really that that's one thing that's one characteristic about you that I admire. That impresses me because it just it. I mean, I don't know you that well to say, you know, that's really not who you are. Obviously, it's just the opposite. It really is who you are. It's just fascinating, and that's what I think what I'm trying to advocate without getting too mushy. And I'll tell you, Shelly has noticed this, I'm really struggling with this book. Because I don't want this to be, as my colleague and close friend who who's written many books and the College Professor says, is expository writing and that's really what I'm doing.

Alan Patterson: Here are the three ways to motivate and then, you know, level to motivation. It's like, okay, and then it's like so what? It's the so what I realized the story and the narrative could really be what in a tone that you and I are talking about. Now and I, and I, and I think that would be okay, but that's not when I sit down, how I unfortunately think about it. It's like, well let's talk about the different types of thinking, then why critical thinking is needs to be is more important than ever, and what that means is X, Y and Z. As opposed to, well, this is how you know it's not just critical thinking. That's curiosity and that's what keeps you open. That's what keeps you whole. That's what keeps you 'yes and...'

Peter Margaritis: Yes, and I appreciate that very much. I'm a student. I love... I've never been from the theatrical side, but I've been trained through theatrical workshops. My coach is, well known theatrical, but he's also looking at this now from a business perspective. And you know, I'm not trying to make people funny. You're as funny as you're going to be. I'm just trying to show an alternative way of leadership that exists in this country. When I first wrote the first book, someone said Pete you five years ahead of yourself. And actually, this person was talking to Tom Hood, and they both agree. But since that time, I've seen more things written and they might not word it as improv. You know psychological safety is?

Alan Patterson: Mmhm.

Peter Margaritis: Yeah, that's a version of improv where you can say and speak without fear of being punished or condemnation or ridicule.

Alan Patterson: Right

Peter Margaritis: That's improv.

Alan Patterson: What a great parallel.

Peter Margaritis: It is, and I grew up in the 70s and 80s and 90s in that leadership style. And leadership style of that time no longer well... how do I word this ... It's not for these times. In totality, there might be pieces and parts of it. But this I'm the smartest guy in the room, because I'm in the seat.

Alan Patterson: That's bullshit. Nobody cares.

Peter Margaritis: Nobody cares.

Alan Patterson: Your mother. That's the only person I say.

Peter Margaritis: Yes, my mother was so happy when I wrote my first book. She's introduce me for a whole year, my son, the author. The second book came out, my son, Peter. But it's, you know, I came up with this quote a while back, "The collective knowledge outside of your office far exceeds the collective knowledge inside of your office. Realize it."

Alan Patterson: Find office anyway you want.

Peter Margaritis: Absolutely, so as now we're coming to the end of the hour, you know we could go on for part about another hour.

Alan Patterson: We could.

Peter Margaritis: We could. We'll save that for another time, maybe we'll pick up the conversation that when you interview me. But what's your parting takeaway that you want to give my audience about this?

Alan Patterson: Contrary to what you think, and have had reinforced most of your life. It's not all about you.

Peter Margaritis: Unless you watch the video, you're not going to see Alan when he said this, he leaned into the camera straight into the computer for into the camera and said that so precisely. And I just went, 'Yes! It's not all about you.'

Alan Patterson: Nobody gives a shit. Well, maybe we'll let it that out. That's just take. Listen let's do this. Let's promise that we're going to do this again, I'm going to set time with you.

Peter Margaritis: Okay.

Alan Patterson: Yeah, let's just do it that way, we, I mean I'm thinking I'll read your book. You read mine. I would just talk. I mean this is, this is a kick.

Peter Margaritis: This is an absolute blast, and we're not gonna let four years go by.

Alan Patterson: Oh, we're not. Hell, no. I don't have that much longer to live so.

Peter Margaritis: He'll be around for a while longer. Shelley will keep you young.

Alan Patterson: We'll see. Peter. Is that you? Peter Margaritis... is that you?

Peter Margaritis: I don't know Alan....

Peter Margaritis: Thank you so very much I greatly appreciate your time and I look forward to being interviewed on your podcasts.

Alan Patterson: Thanks Peter.

Peter Margaritis: Thank you.

Alan Patterson: Yeah, ciao.