

S5E21: Dr. Alan Patterson

SPEAKERS

Dr. Alan Patterson, Peter Margaritis, Jenny Knuth

Peter Margaritis

Hey, everybody. This is gonna be fun. I've got two individuals that are going to be interviewing. One of them, this is his third time. So, I think if I started like an SNL three time, five times, you know, special jacket or something. And first and foremost, Dr. Alan Patterson, thank you for being on my podcast again now for the third time.

Dr. Alan Patterson

Peter, what could be a bigger honor?

Peter Margaritis

I can think of about a million. And Jenny Knuth is with us as well, and we're going to be we talking about Allen's book that's coming out on May 6 of 2022. And Jenny has helped him from a marketing perspective with this book. Alan will vouch for me on this. Once what you started help. All of a sudden, what? Is this from Alan? This is really good stuff. Holy, he can't, he cannot be doing this on his own. That's what he said. I hired this wonderful person named Jenny. She's been helping me. So, Jenny, thank you very much. for joining us on this conversation.

Dr. Alan Patterson

Me too, but for now number three is good.

Jenny Knuth

Well, thank you and excited to be here. See where our conversation leads us.

Peter Margaritis

I'm gonna to improvise the whole thing. Who knows what will end up?

Jenny Knuth

Yes.

Peter Margaritis

So, Alan, back in, what was the date? Let me get that date. Back in March of 2021. You're on my podcast. That was Season 3, Episode 11. And you just started talking about this new book that you're thinking about writing. So, what was your motivation in writing, Burn ladders, Build Bridges?

Dr. Alan Patterson

I think Peter, the thing that I wish had jumped out at me is the work that I was doing with clients was this kind of blind faith. A belief in that progression of your career is... I don't know in Accounting, what would it be? You know, an Accountant One and then an Accountant Two and then a three and maybe you go to a four if you don't become a manager and so on. And that people had been on this treadmill, and within that treadmill is that inherent in that is that someone else is going to decide where you go? And you could say, well, that's just the nature of the world. People make judgments all the time. Well, I can appreciate that. But when you see the devastation that's taken place because people don't know how to talk about themselves with their boss. They...people are limited, not you and me of the three of us, you and I can have the qualification, according to statistics that Jenny doesn't about how far you go. And it's like, what the heck is this all about? What is this it the impact and devastation? So, as I started to think about this and talking to a couple of colleagues, it's...don't climb the ladder. It's like we need, there's a better concept and a better mindset and it starts, thank you, Pablo Picasso, with an act of destruction as being the first step in a new creation. And the more I thought about this, the more I realized that underneath all this is people are leaving their career, their career, whether they know exactly where they're headed or not, which is there are a lot of people in that second category in the hands of other people. That's like saying, the biggest purchase you make, people make in their lives is it used to be their house, I don't know what it is now. And it's like, oh, you know, I'll make some cockeyed decision on that. And yet if I'm spending 10 more dollars on a television that drives me nuts. So, what is that? What is that blind faith? And the more I thought about it, and wanted to flesh out this idea, Jenny and I had been working together we've worked together on a couple of boards and some projects in the community. And she's very gifted in her profession, and she's just was on the edge of snarkiness and was able to push me ahead forward. But it was really our discussions that kind of made this come to life. It's like, this, am I making this up? Or is this real, and I can Jenny tell you about her reaction. And because there's no doubt in my mind, I couldn't have gotten this far done this without her help. And yes, she's got marketing skill and good with media and social media and, but it's more than that. It's really thinking this through and not just from a single perspective. So, that's the impetus is how to help people that say, I really want something more out of my career. You know, it's ironic, because what do we ask people? What do you do for a living? What do you do for a living? So, we're attaching something big to that. And a lot of people that just they get stuck, or they don't want their jobs or they think it's out of their control? And it's like, how does that happen? And why would you continue in an environment like that?

Peter Margaritis

So, Jenny tell me about some of the early conversations you had with the Doctor, the good Doctor, Mr. Patterson?

Jenny Knuth

Yes, we call him trouble. So yeah, it was it all trouble, trouble in a good way. Alan likes to instigate good conversation about important topics. And, of course, on our boards, you know, he always had some insightful sharings and I think we just started, you know, going back and forth on various, you know, community projects, and then the next thing you know, we're grabbing coffee and chatting about some of his ideas and ladder burning came up, ladder burners came up. So, we kept on talking and doing some website stuff, logo stuff, that kind of thing. And, as we, as he was telling me about ladder burners,

it really struck a chord with me. And I think for me, it was this combination. You know, I'm very futuristic in my thinking. I love dreaming about the what ifs. And so, for me, it hit me personally and that, you know, I was always looking for okay, what is my next move? What like, I would love to sit in conversation and be like, okay, when I grew up, or you know, in five years, like thinking about all of the what ifs. And when Alan and I started talking about ladder burners, which eventually evolved into his book, Burn Ladders, Build Bridges. It really stood out to me as kind of a wakeup call. Of okay, you love thinking about this future stuff, but what are you really doing? And I noticed, I was waiting, and I loved where I worked and who I worked with, but I was still waiting. And so, you know, it's been one of those things where this personally resonated with me, like I shared, and then I saw it resonating with many other people that I'd be talking to. Whether it was friends and colleagues or people that I haven't talked to for a while where we'd sit down and you know, they'd be saying, okay, well, this is where my next move and I don't know what's next or I'm not happy. And it just seems like such a common theme so to Allan's point to that I've experienced it and I hear it time and time again. We wait and by the way, I mean you know, society. And it could be someone fresh out of college. It could be someone that's got, you know, 15-20 years in their roles, which is about where I'm at and it could be, you know, heck even talking to my mom, when she's talking about her work, and of course she's looking at retirement in a handful of years. It still comes down to what really lights me up. Where am I going with this? And it's different for each person. It's unique but saying okay, wake call you can have the conversations here. You can take control of it and it's empowering. It was empowering for me to see others light up when you start talking in this way that is real and just very, very, it walks a line of professional, yet a little bit of rebel, and that resonates with me too. you know. The question not standing for the status quo. And that's exactly what society lines us up for when we talk about success. So. I love coming back around to say, let's think about this differently. Let's question this. How can this be better for everybody? Not just me, too. That was a lot, but.

Peter Margaritis

But it's on point. It's, when Alan and I started our careers. It was we went to work, it was like, you know, having our parents, they're like children should be seen not heard. That military authoritarian type of leadership. I'm going to tell you what to do. I'm not gonna collaborate with you. I'm going to tell you, and you know, we had to be seen to be trusted. And I love how this has evolved over time. Because I think that old leadership style somebody needs to take it out and execute it. And getting rid of it, and bringing something new and fresh into the market. And we'll talk about the Great Resignation, but it's also due to lack of trust that leaders have in their people. And you know, I asked audiences, what business are you at? And you know, the Accountants go, I'm in tax. No, no, you're not. I'm in this. I'm in that. I get them to the point to where they want to hit me. And I go, the business that you're in the people business first and foremost. Without people you have no business. And a lot of them look at me like, "Arrrooo..." What are you talking about, Willis?

Dr. Alan Patterson

Right.

Peter Margaritis

And if they don't get it, but more and more as that older Baby Boomers are retiring out of the leadership roles. The younger folks are coming in and embracing this thing, big time. And I think your book is right spot on, right on time, and this will be something that picks up and reads.

Dr. Alan Patterson

From your mouth to Amazon's ear. Jeff Bezos, where are you now? I think what's so fascinating. This happened a couple of days ago, and I haven't even told Jenny this. Because it just happened. And it will be somebody she knows. But it's, you know, I'll make it nameless. Someone talking about whether they're going to interview for a job, and would they take the job. And the words that came out of this person's mouth, but we're a little nice in the way I'm going to put it, but I know this person and this person is really an idiot. And so basically, what I'm doing is I'm interviewing for a job where I have no respect for the person that I could be working for. And I'm thinking to myself, why? If this were, if this were your first job, as what Jenny and I joke about it's like, okay, there's one you can cross off the list. Working for an idiot boss. Got that. What now coach? Well, go out and see if you can find somebody really smart. Okay, off I go. And it's like, it is a really, really, really smart person with multiple talents. And it's like what locks you into that fear? What makes you think that you should settle for that? I don't think this person would say they were stuck. But I sure as heck think that they feel like the moves that they could make are out of their control. And I just, I disagree. I think there's a lot within your control. But the approach has to be different. The way you approach it, and I you know, one of the common characteristics, Peter, and this will come as no surprise to you, and I didn't do this and with Jenny's help. This wasn't a research study. I read as much as I could about career development and people getting stuck, and the seven year itch and all that kind of stuff. But when you get right down to it. It's like are you really doing? Are you working on something... if this is a thing? If you're looking for meaning and purpose, you're not going to find it in the ladder. That meaning and person. Purpose, there's a Freudian slip, comes through my meaning and working with people like, Jenny and you. That's how it happens. That's where the energy comes from. I mean, I remember it wasn't the first time Peter but it was one of those times we were in New York City. You remember that? We ate outside. I was hysterical. I don't even know what it was about. I mean, we're sitting out on the on the friggin street for God's sake. Having about a good time. So, I rest my case on some situations like that. And, Jenny, I mean, how many conversations have we had? Millions. Yeah.

Jenny Knuth

I mean, you talk to that point, wonderfully, because you know, whether it was a person you were chatting with or if I flashback to a handful of years ago when maybe not, I mean, it's kind of an ongoing process. And let's say I've been stuck for, you know, a number of years, but per my comment earlier, being very futuristic and wondering like, okay, what is my next move? Like, what where's this all going? You know, before Alan and I worked on this books together and helping with our marketing and strategy behind some of it. I had gone to Alan and I said, Hey, I need your coaching, you know, because, of course, everything that book is what Alan read, but it's so much more of what he has done over the last 40 plus years in helping people all over in different industries, in different walks of life and their career development and talent, development, culture, support all of that. And so, I found myself, I think, calling him one day, and I think I need you to coach me. And you know, his approach was very much that spinning it around and asking some really important questions of me to consider, but then,

you know, really asking me to look at who is really, you know, your people where you can, you know, go out there build relationships, form those connections, be intentional and reaching out. And no, I'm not saying you know, connecting, you know, sending an invite on LinkedIn. Maybe that's the starting point, but that's not it. It's, you know, actually picking up the phone, regular intentional outreach, not just about what they can do for you. I mean, just very intentional conversation. And, you know, a lot of, I've, surely I think I've found some notes from our chats a couple years back where it was like, Alright, put away the notes. We want, you know, eyeball to eyeball conversation. You know, make it personal, and of course, things like that. change. You can still do eyeball to eyeball over Zoom and thing, things like that these days, but, like that was one of the biggest takeaways where it was okay. Who can you build those relationships with? And then really helping me understand that it doesn't have to be perfect right off the bat. I can be very human on it and look at it as an experiment. And so, that's where, you know, this whole idea of the learning lab, and you know, of course, building trust with people to your comment earlier, Peter, that you know, we absolutely need to show and share our knowing, our knowledge, our experience, but some of this as you go and figure out what you want to do what your next steps are. It is absolutely an experiment, and then noticing what you liked, what works, what didn't work. And so, I don't know, that was a huge takeaway for me. And I know there's a chunk of that in the book too.

Peter Margaritis

It's about taking risks. And it's about failure and making mistakes but not beating yourself up over those mistakes because someone told me a while back, if you look at as, as an entrepreneur, you're gonna fail at stuff. But if you look at failure as an acronym, First Attempt At Learning. Your business will grow tenfold versus beating yourself up over every time, you had a crazy idea and it come to fruition. So, it's I think so which makes me think what describe, I mean, you're a ladder burner. I'm a ladder burner. You're ladder burner. We're all ladders burners, but some aren't. Some just what's the status quo. Do not accept. Don't like risk, and don't like change in their lives. So, can you describe like within an organization who would typically be a ladder burner?

Dr. Alan Patterson

Well, we've uncovered that it's not a one size fits all. So, let me borrow from the people that have really studied this. Whether it's Brene Brown, or several people, professors at Harvard that have looked into career development, and what they said. I kind of thought this, it's the people that you find on the edge of the organizations who have created these multiple relationships across the organization are most likely ladder burners. It would be like you in the accounting field. Spending a lot of time with the folks in, if you were working inside of business on the manufacturing floor. And it's like, well, why? Well, they're my clients. You know, I want to understand what they're going through, and then you find out well, you know, a lot about what's going on politically inside the organization. Well, how did that happen? It's because you put yourself on the edge. I think when you find people, I mean, I've described several of the techniques, but one give away, and I have one guy in mind that it just he's one of the funniest people I ever knew, because he had such a Boston accent. That he was a character juror of himself, and he was Columbo. And he didn't mind calling people out in a meeting. And what he would do, a classic ladder burner. It's like, I don't know, Peter, let me see if I've got this right. You said we're supposed to be transparent, right? Yeah, that's what we got. Okay, so now you're telling me we're not going to go to our employees and tell them why they've got to come in and you know, we're not going to have a shutdown. They're gonna have to come in those two weeks anyway. Yeah. Well, I don't know

sounds confusing me. So, I think we're you find it people will speak up are, tend more toward that ladder burning. Part of it is personality driven. I'll give you that. But I think what it really is...one of our colleagues. I'm thinking and Kelly Jenny, that she's characterized it as, as being more mission driven. People that are willing to look at the bigger picture. I had a client, have a client who's in the biotech field and they've just made this incredible....they just had a drug approved by the FDA. It's a big deal. Small cell cancer, and it's like he talks about the people they help. And so. I think when you see people that have this broader view, this bigger context of what their job is, and it's clear that they're looking for making a difference. Whether they're snarky. I mean, why why, uh, you know, you were you were calling it because a lot of people call it edutainment. You know, this cross between education and entertainment. It's like, well, what is that all of about? Well, it's, it's having fun with what you're doing. And it's trying to make an impact. So, when we talk about impact and meaning when you find people like that, I would characterize them more as ladder burners. Many, Jenny pointed this out to me, many don't leave. They're climbing organizations. It's not if they, it's not as if they bail. I mean, you bailed. I never was really part of it. I bailed. Jenny is partially there, you know, I mean, she's still working, but my point is that doesn't mean that you have to leave. Some people get pushed off and but they just use that as an opportunity to move forward. But to a great extent, ladder, there are ladder burners inside. If I want to take this into a different realm, Peter, and this sounds very general. But it really is where the crossover is. It's where you see people in leadership, different leadership positions, that are really characterized as the best boss. The ones that really understand, because the whole premise that we're going on is a ladder climber puts themselves in the middle of their universe. And that's just because that's how the game works. Ladder burners, no question. It's not about me. It's about how I can help. And this isn't lip service. This is an okay I, you know, I'm just I belong to a service club, so I have to articulate this. No, this is real.

Peter Margaritis

It's funny you mentioned about those who you said an accounting would be like me going out on the manufacturing floor. When I use worked for Victoria's Secret Catalog, not as a model, Jenny, I appreciate your thinking that. I really do. But let's get past that point right now. You know how I got the nickname The Accidental Accountant? My boss told me during a review before my cheeks hit the seat. She's said how in the hell did you ever become a CPA? CPA, get out of there. I can get you this far, you're an accidental accountant. And I thanked her for that. But I also said, when you want something done in this building, who do you ask? Well, you, Pete, because your cheeks are never in the seat. Well, no, no, no, no. There's a stereotype about the accountant in an organization. And we're in the information gathering business, so are they going to give me information that, Oh God, here comes that accountant., No Guy or is that the CFNo guy. They always say no. Or if I build a relationship with someone outside of this department, and they see me as Pete. They're more likely to give me any information that I need.

Dr. Alan Patterson

Just happen to be an accountant.

Peter Margaritis

Just happened to be an accountant. And the look that she gave was still a Scooby Doo like, "Arooo?" I don't get it. But yeah, that's what ladder burners do, I guess. It's that lean into the fear. It's like the

questions like, I don't know. I think those who climb the corporate ladder, I think money is their main motivation. I may be wrong. You may have researched to prove it differently. But those who you talk about their mission is to serve others. There's some purpose. There's, and money is somewhere way down.

Dr. Alan Patterson

Yeah, money, prestige and status, promotion are the big motivators. You know, you want to get into a discussion and a lot of this is in the literature, you know, the scientific part behind this. Though that kind of extrinsic reward doesn't last forever. And where I can see people debating the concept of ladder burning is, you know, you are talking from a place that says, well, you're really talking about self-actualization. You know, if somebody has to put food on the table, somebody has to earn money to have a roof over their head for themselves and their family, why or how would you ever think they could think about anything other than the money aspect, and I appreciate that. I think this is part of that hierarchy. I don't think this is that everybody is necessarily in a position if they don't have those immediate and important needs met that they can think more about, okay, is this job meaningful? But I think the people that latch onto the ladder and feel the need to climb it are people that are self-absorbed. There's an ego piece to this. And it and many, so I've heard and I also call climbing the ladders the road to not good enough. And I don't just mean thinking about what large Peter said that, you know, you rise to your level of, of inability, which is really a very political notion because it's mostly that people come up as an achiever, and then they reach a stage where their success is going to be based more on their political skills and their relationship management skills and their non-skill. So, they hit that point of incompetence. I think of the reason I call it the road to nowhere is the example that I just gave earlier about somebody saying, I would even entertain working for somebody that I don't respect because of what? What's the What? The Why? More money.

Peter Margaritis

Give me your thoughts. I know you're still trying to get that picture of the Victoria's Secret catalog model out of your mind.

Jenny Knuth

Sorry, Peter, it actually moved on. Well, I think one of the things that I was kind of coming back around to was what Alan had kind of started talking about it, you know? That I am absolutely an achiever, you know, when I look at how I was raised, and you know, it's just common. Like, alright, you got to, you know, go after in sports, very competitive in school. Why isn't that an A or A- an A+? You know, I even going into college and, you know, doing the work that I did as a designer for a number of years, I was very much about accomplishment, like pixel perfect design, of course, making clients happy and you know, reaching goals and that kind of thing. And so, we're taught that achievement and like, you know, what is that goalpost of success and moving us forward? It's okay, what's the next thing? What's the next thing? And so, for me, you know, slowing things down and actually asking myself what does success at work look like for me? And even taking it away from, you know, the work it's like, what is success in life look like? And that's a big question to answer, but, you know, obviously work is important. Pay and all of that is important. So, I can't remember the specific question that led us down this track necessarily, but I do think that, you know, the games that we play, and Alan's book talks a lot about that achieving advances is one and that's, you know, the education mindset that gets you places,

right, but there's more to that. And then, you know, I think we just naturally fall into the game of climbing that ladder and, so this idea of burning the ladder is a shift in mindset. And the building bridges is the action that creates those opportunities. And where I'm at right now, I wouldn't necessarily say that I've jumped off the ladder, but I'm absolutely taking the relationships that I had, and have had, over the last however many years of my career, and I'm using that to forge forward and create something new. That's a combination of all of it, and it's so freeing. I've got the pay to help take care of myself and my family, and also the freedom to, you know, do what I need to do to be happy. And it always comes down to the people. You know, when I've talked to it's coming back to me now that the question was what makes a ladder burner essentially. And for me it in myself and in others, it's always you know, when you think back to like, what has made your various roles and the organizations you've worked with enjoyable? For me and others I've talked to, it usually always comes down to the people. Hands down. And I can say that for every single place that I've worked. And so, I think that's a sure sign of a ladder burner. As well as the people that, you know, aren't afraid to ask the stupid questions or the silly questions and challenge as we've been saying. So, it's a combination of mindset and action.

Peter Margaritis

That's spot on. I mean, my mind has gone 18 different directions in this conversation. My favorite movie quote, "My mind is a raging torrent, flooded with rivulets of thought cascading into a waterfall of creative alternatives." But it does come down to people. And people don't leave an organization. People will leave a boss or they follow a boss. I hate that word boss, but somebody who they report to, because how they made them feel. And we also leave organizations with the other type of boss that is just the opposite. And it's amazing that they can still survive in the workplace. Because...

Dr. Alan Patterson

Bosses you mean?

Peter Margaritis

The bosses might you know, you might get the same work out of both from both people, both bosses. But however, with the other boss, the mean boss, they have such a high turnover of people and that cost money.

Dr. Alan Patterson

Yeah, it's unsustainable. It's forget that it's old school. Yeah, I mean, it is so old school. And this isn't an either or. I say, you know, people will say well, micromanagement is bad. Well, it's not bad if you're working with somebody who hasn't done something before, and they have no clue how to do it. Hell, you're going to be micromanaging, and they're gonna love it. They're gonna say how do I do it and you're gonna show them. But I think what's different, what makes us different is and I think the lore is ladder burners. I think that just kind of people, well that's pretty cool. What's that? Well, what the hell is that? The coup de gras, though, is Jenny said, the action part is the building bridges, because and Jenny creates this wonderful illustration. It's a bridge, but the bridge itself, as we've talked about, it is such a metaphor. And I know, it's an overdone metaphor, but what I'm saying is once you get to the bridge, bridge, you building that bridge, that's where the magic happens. So, how you leave that bridge can depend on any number of things. And I think that speaks to people's career development. Like, what you've had, Peter, and what I've done, but I think yours has been really I mean, you're the man for

all seasons, in terms of the kinds of things... No Seriously. This is not, you know, ingratiating, it's just you're such a great example of what this can look like. And I distill that down as we have Jenny and I talked about this. People that you're looking for are interesting and interested. And you say, well, how do you define that? It's not how I define it, it's how you define it. Because they're defining, their helping you define your interest. I don't know. I just think that's cool as hell. It's just the kind of it's the, you know, it takes somebody like Tom Hood. I mean, he's, he I realize he's, you know, he's risen... He's exceptional. I mean, he's just, he's the head an organization that was soon to be the big organization of accountants, Jenny in the association, but he just, he's just an unusual guy. I don't know if he will consider himself a ladder burner. Boy, I sure would because of his approach, and his way to engage people.

Peter Margaritis

Yeah. And he's, he's got his biggest test right now to working inside the Association.

Dr. Alan Patterson

Oh god.

Peter Margaritis

Association of International Certified Professional Accountants, which is a behemoth organization, and to bring your personality into this organization. I mean, he was the CEO of the Maryland Association of CPAs. Now he's got sucked up into the alien mothership. And I've run into a few. He's still the same jovial guy. And he's playing the game, but he's played it under his rules.

Dr. Alan Patterson

Well, that's the difference.

Peter Margaritis

Yeah. Because he's got that respect.

Jenny Knuth

Create your own path. Yeah.

Peter Margaritis

Right, create your own path. I've always said I'm unemployable. Being an entrepreneur for me, for me to do a W-2 job, it's highly likely that you'll see me on the Today Show soon thereafter for all the wrong reasons. However, with that said, I said there has to take a very special job for me to leave the freedom, for even part-time to go...if it met that meaning. If it meant that would help me to achieve that.

Dr. Alan Patterson

You see here, let's talk about you for a minute.

Peter Margaritis

Oh no. This is about you guys.

Dr. Alan Patterson

No, no! Well, no, because I mean, Jenny doesn't know you and I know you every time. You know three, I'm going for five. I want the jacket. What you capture, Peter...what you capture is that you have a piece of so many people that doesn't take away from them. And I can't imagine you would get that working from inside one organization. If I'm making any sense. I think that ability that you have connects, and when I say take, I mean assimilate. You know, it becomes a part. It's just it's just and it's, it's with. I mean, if you buy this putting people in the center of your universe, there's no degradation. People grow from that. And so, if you had, you know, follow the path, I don't know, maybe you'd surprised me. I just think you, even if you get on stage and it bombs, you could cry and say, okay, well, there's one night I don't want to relive. What's next?

Peter Margaritis

Well, what stand-up has taught me, and it's probably more later after I got out of stand-up, you're selling a product on stage. And if you bomb that's just your audience giving you feedback. So, you need to take that product back, work on it, bring it back and try again. The first time I did stand up I swore I would never do it again. Two days later I am plotting out my next open mic. And it also taught me how to deal with audiences and stuff because when you hear crickets, a lot of crickets, and then I started to hear laughter and you learned how to deal with some of those skills today. So, let's get back to you guys as we begin to wrap up. So, you did mention that people can buy this on Amazon?

Dr. Alan Patterson

Yeah.

Peter Margaritis

Starting May 6. So, this will have come up after that fact. So, for those of you who are listening to this, at this point in time, you need to drop what you're doing, get on your computer, go to Amazon and look for Dr. Alan Patterson. Burn, I will have to read this because I got dyslexia. Earlier I was saying burn bridges, build ladders, but that's not the name of the book. It's Burn Ladders, Build Bridges: Pursuing Work with Meaning and Purpose. How can they find, how can people find the both of you? We'll go the ladies fetch this time.

Jenny Knuth

Sure. Well, if you head over to Ladderburners.com, and go to the team page, you'll find connections for Allen and myself. But yeah, you'll find connections for me LinkedIn. And yeah, Ladderburners.com is your best bet to find information about us. And about the book, and there's a blog. You can sign up for email newsletters. It's going to feature a combination of just general world career advice and tips and a little bit of snark from Alan along the way. Some sneak peeks about the book. And there's, there's also stories like Alan had mentioned earlier. Ladder burning is not cookie cutter. It's not one size fits all. There's multiple arrays of doing it. Multiple, you know different stories that are tied to it. And so, the people that are out there doing that we're capping stories, and so you can find that Ladderburners.com as well.

Peter Margaritis

I highly suggest that you get on their mailing list because that's when I my eyes opened up, and I got that email. It was from Alan, and I went, "What the heck is this?" Arooo, wow, this is I mean, I even said something to you. Yeah. This is awesome. And it's, it's very appealing to the eyes. Alan how can people get a hold of you. Maybe outside of going to the team page.

Dr. Alan Patterson

Well, you can go to Ladderburners.com. Or I also have another email address at apatterson@mentore.com. Probably the best way to get me would be to email.

Jenny Knuth

You don't want trouble@...

Dr. Alan Patterson

Yeah no. Trouble@ladderburners.com. That just makes me very proud. I mean, actually, I don't get much spam there. Jenny you must have set that up. It's like, Dear Dr. Trouble. And I like the respect. Dr. Trouble.

Peter Margaritis

It's gonna stick now. I'm sending an email to Pam Devine, as soon as we're done, and we refer to Alan as Dr. Trouble and she will probably go, Oh God that's perfect for him. Guys, I can't thank you enough for being on my podcast. I know this book will be a big success. Check in with me. I'll check in with you guys to see how the book is doing. And we're gonna get you on two more times because you gotta get to the jacket.

Dr. Alan Patterson

Yeah, I definitely gotta go. I'm going for the green, the blue jacket.

Peter Margaritis

The blue jacket. Exactly. Thank you, guys, very much. Best of luck with the book and pleasure meeting you, Jenny.

Jenny Knuth

Thank you, Peter.

Peter Margaritis

I want to thank Alan and Jenny for their thoughts and ideas of what it takes to be a Ladder Burner and a Bridge Builder. Fascinating conversation. Now remember, there are people who prefer to say yes. And there are people who prefer to say no. Those who say yes, are rewarded by the adventures they have. And those there's no, are rewarded by the safety they obtain. Be a yes person. Thank you for listening.