EPISODE 88

[INTRODUCTION]

[0:00:06] ANNOUNCER: You are listening to 10,000 Swamp Leaders, leadership conversations that explore adapting and thriving in a complex world with Rick Torseth and guests.

[INTERVIEW]

[0:00:20] RT: Hi, everybody. This is Rick Torseth, and this is 10,000 Swamp Leaders, the podcast where we have conversations with individuals who have made a choice and a decision to use themselves to lead and affect change and progress in the world, whether it be organizations or the world in general.

Today, my guest is Søren Porskrog, who is a consultant who has a book coming out. Søren, we're going to talk about this book in some detail here, so be ready. And he has a very interesting professional background that lends itself, I think, not just to the content of the book, but to the wisdom and experience of how to affect change in organizations. And he'll talk about the good and the bad of that, I think, in our conversation here. So Søren, welcome to the Swamp. It's good to have you.

[0:01:06] SP: Thank you for having me in.

[0:01:07] RT: Yeah. All right. So before we get started, tell people what you want them to know about you that will help our orientation and conversation here.

[0:01:15] SP: I think I will start with giving a short background of where I come from and what I'm doing. So I'm a program leader and I've been working with large scale programs for the last 25 years or so. And in all kinds of industries, farm, logistics, shipping, energy, finance, public and private sector, mainly within the IT part.

And as one of my customers, a Norwegian director said to me, "Think about it as you're working for a midsize company. You have IT function, you have the economy, the finance, you have all

the different functions in your program." It's like being a CEO for a midsized company, basically. So that's what I've been doing for the last 20, 25 years or so.

[0:02:03] RT: In the most recent time, if I have this correct, you've been doing it as a contractor or as a consultant from the outside as opposed to an employee?

[0:02:11] SP: Yeah, you could say the most recent. So since mid-90s, yeah. That's most recent.

[0:02:16] RT: Okay. It's quite a while.

[0:02:19] SP: Yeah, that's quite a while, yeah.

[0:02:20] RT: So you're bringing a diversity of experiences based on working with different kinds of organizations across that period of time as well.

[0:02:27] SP: Absolutely. Just to mention some companies that you might know over there. I'm sitting in Europe. The Maersk container business you might know is one of them. I've been working for them on and off on different kinds of programs for 10 years or so, just to mention one of them.

[0:02:43] RT: I was going to say, Maersk is constantly in the Seattle Harbor with containers, so we know that well.

[0:02:47] SP: Yeah, I assume they are one of the biggest shipping companies in the world.

[0:02:51] RT: Okay, so why did you choose to do this work this way as opposed to being an employee? What is it that drew you to working as a consultant?

[0:03:00] SP: I think it was coincidence, to be honest. So in the early 90s, we had the heydays in IT. And I was starting out in a bank in Denmark, Denmark's largest bank as an employee. And I found that I was sitting in the IT part. I started actually as a bank clerk, but came into IT and saw that they could earn a lot of money. We can't do that anymore. But then you could drive a Porsche if you wanted to and thought, okay, I was a young boy at that point, right? So it was

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eight days. And I thought, okay, why not try to be a self-employed consultant? So I started doing that in the 90s. And then I have just stayed in there ever since.

[0:03:44] RT: Let's talk a little bit about the book. I think the book's going to be a bit of a foundation for our conversation here because you've got a lot of interesting things in the book about your experience. The book is titled *Leadership When Reversibility Is Gone*. Explain the title because I think the word reversibility is a provocative word. People are accustomed to seeing it. So I'm thinking it's a pretty useful title. But what does it mean?

[0:04:07] SP: That's actually the subtitle. Sorry to correct you, Rick. It is a subtitle. But anyways, the title is *After Commitment*. But the subtitle is this. There's a point in the reversibility. Yeah, I'm writing a book at present. I'm actually sitting at home most of the time because I simply had to write a book. I have been wanting to writing a book for the last 15 years. And now was the time. So I've been working from home for almost half a year just writing on the book. Reversibility, when that is done and after commitment, what does it mean?

If you have a look at all the advice that we are given from all kinds of scholars, all the books that we have on our shelves, right? They are about how you'd make decisions, advice on how do you do that before you have committed to anything, before the room is closed, as I call it. So you have an open room. You can actually make decisions. There are no costs to making those decisions, basically.

When I come into programs as an external program manager, I'm often called in when the decision has been made. So there's no way back. And that's why I call it after commitment. And all the good books that you have, you should speak truth to power. You should plan slow and you should act fast. You should hire a master builder. You should plan from right to left with the end in mind. You should know your LEGO and so on. They are all good advice in an open world, but sometimes it's not that good when you have already committed to something and you just need to execute it. And that's where I come in to the game as a program manager. It's mainly seen as someone who comes in to execute decisions that have been made. And that's why I talk about it's irreversible, irreversibility.

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[0:06:13] RT: In the writing that you passed on to me, this idea of the room being closed was a new concept to me. And you've started to highlight that already in what you just said. But talk a little bit about the room, because as you say, you come in, the room is closed. For a lot of people, they might not even understand what that actually means, and they're working in a closed room. So what are the limitations? What are, I guess, even some potential possibilities that can only occur once the room is closed? And what are the challenges it presents?

[0:06:48] SP: When you start in, say, external, it is actually also if you are internal, but we can come back to that. So when you start out, often I'm called in. Because there are some challenges, right? And now they want it to be executed. But it might be that those challenges originate from some decisions that were made earlier on, right? And that's where I segregate between – it's basically my own term that I had to invent, the closed room. Because in program project management, you basically have two stages. You have an analysis planning stage where you decide. It's open for decision whether you're going that way or you're not going that way.

And then you have a gate you pass through. And when you pass through that gate, you have decided you execute and you do it fast. You have made all your decisions, right? And that's what I call the closed room. You're not going to make any changes to it because you already made all your analysis and your planning, right?

What I realized over the years was that model of looking at a project and a program is only valid if the organization within which you have the program or the project is also open for decisions. A project and a program doesn't exist in a vacuum, right? It exists in an organization. And that organization is also in a state that is either closed or open, but mostly closed, because a lot of decisions at different levels in the organizational hierarchy, has already been made even before you have initiated any thinking about a program, right?

And those decisions are closing the room for decisions within that program. And that makes it a bit hard when you're in that. You need to know whether it's a room that I'm in. Is that open for all the good advice that I have on myself? Can I just take them down and apply them in this room without any cost? Or does it have a cost because there are some decisions in the organization that have already been made?

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[0:09:07] RT: Help listeners here. So you coming from the outside, what is your diagnostic? I assume, and I might be wrong here, that you knowing these distinctions, you make an attempt to diagnose the degree that the room is closed or open before you get in there so you're not caught out too much. But I also wonder, is your distinction something that your clients have ever heard of before? So you're having to educate them in the distinction of open and closed rooms and then figure out whether or not this is what they say it is or not. So there's a couple of questions there. Let's start with the second question first. How do you figure out what the understanding of closed and open rooms in an organization are before you take the project?

[0:09:50] SP: So I have actually not been really good at it, to be honest. It's something that I have realized over the years. So if I take you a bit back, so when I came out of banking in the early 90s, I was focused on generating value, basically monetary value, right? And as a young guy, I thought, okay, we can just apply everything that we have on the shelves, all the good advice, we can apply them. And we just need to ensure that we deliver value to the customer of whatever, right? And it's nice if it works, right? But I realized that it didn't really work that way. It was harder than I thought it was.

So in, I think, 2010, '11 or so, I went to Cranfield in the UK to research and do a PhD in program management with a focus on why we're not doing what we already know we should do, because that was what I saw. So I thought that I could study my way out of it to start with. Basically, I could write up a thesis on a PhD researching that. And when I had that 300 pages, I would have the answer, right? So that's what you could call the highway.

I never finished that PhD, because when I was doing that, I realized that when you're down in what you call the swamp, that's not how it works. You can't just apply all the good advice, because there are so many things going on that you have to judge as a practitioner, right? And that's back to your question. How do you assess whether the room is open or closed? And that's something that I have realized over the last few years only, that all the good books that I have here – and I have many books, and I apply some of the good advice. It is good. But I have to judge every time whether is it good in this situation, right?

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In writing the book, I have found a few ways to actually do that assessment because I also wanted to give some kind of – I'm not giving advice in the book because I don't truly believe in that. I think it's better to ask questions actually to the practitioner, to the leader, right? So when you assess whether you're in the closed room or the open room, you could ask whether the one who is making the decision is also the one who is paying for it.

And meaning, what does that mean? It means that paying is not only in monetary terms, right? It's also paying with your work, with all the sleepless nights and so on. So that is one thing every time that a decision is made in the room. Is it the same person who is paying for that decision? And if the answer is no, then you're likely in a closed room where someone is making decisions and someone else is paying for it. If it is the same, the one who is paying and making the decisions, then it's another game, right?

[0:12:57] RT: Yeah. So let's help people then. I mean, you've made this distinction. So what's your process in advance of taking a project to help you feel relatively or completely comfortable whether the room is open or closed? Given the road you've traveled in this distinction you're making, how do you manage the risk of being in the wrong room at the wrong time?

[0:13:20] SP: As a starting point, I have some facts with me, unfortunately, I would say. And the facts are not that good, to be honest. There are some statistics on the success of large-scale programs. And the success ratio is very, very low. So only by the statistics I know when I go into anything, almost anything, I will walk into a room where the decisions have been made. And even though those decisions are not the best and wisest decisions, I will find it hard to change them. And I have to live for that. That's simply a fact. I can't change it, unfortunately. So almost every time I know that that's how it is.

So just to give you some of the figures we have here in Denmark, we have a world-renowned professor in program and project management, Ben Flyvbjerg. He has about 16,000 projects or more in his database. And only half a percent of those projects are successful. Only half a percent on delivering on budget, on timeline, and on the expected value. And then you can see, okay, that means that 99.5% will not deliver the expected value on the expected budget and timeline. And that's what I'm going into. So I know that when I start out.

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[0:14:51] RT: Why are you choosing to put yourself into that situation? I mean, I'm assuming you're not a masochist and you know some stuff. And in spite of those staggering odds, there is some potential or possibility that your presence in the conversation can have a positive effect that wouldn't happen had you not been there and the outcomes could be slightly different for the room. That's my assumption.

[0:15:17] SP: You're right. And I have to admit, Rick, that I have tried. I actually tried to over the many years as a self-employed consultant. I think maybe it was before Cranfield. I tried something else. I thought, "Okay. This is not really nice to be in. So I need to find some other way." And then I looked at someone we all know, McKinsey Consulting, right? They come in and they do an assessment and they deliver a report. That's what we have been told at least, right? And they live brilliantly from it. So I thought, "Okay, I can do that too." And it showed that I could actually do that.

I could go in, make an analysis or assessment for a customer, deliver a report, and then walk away. It was shorter assignments. The price tag for each assignment was higher. I had to sell, just spend more time on selling. But at the end of the day, the yearly income was almost the same as when I am out working full-time as a program manager on one program for two or three years at a time, right?

But I realized when I had delivered that report, I didn't see the result of it and I couldn't live with it. I wanted to see, did anything good came out of that report? And then I went to Cranfield to do that study or research on my PhD to find some ways on why we're not adopting the best practices, and realized that I was not the one who should come up with a new theory on why that was. And I couldn't because I had not been enough down in the swamp to talk about it at that point.

So I don't know whether that answers your question why. Yeah, I could likely live from going the highway, doing analysis, giving good advice, but not seeing whether that advice was actually how it was going to evolve after the advice was given.

[0:17:21] RT: Okay, so in the parts of the book that you sent across to me that I read, you have a scene, I guess I would call it, in the book. And it's a very vivid, descriptive scene. I'm guessing

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it's fall or wintertime. It's late. It's dark. You drive home. It's raining. And things have not gone well. And you sit in your car for a while in the parking garage. And then you go upstairs to your flat. And then your partner comes home. And you've made a decision there about stay or go. And independent of the details of what was going on there, I was struck by, one, your candor, but mostly about the sense of isolation and aloneness that you might be experiencing in the role that you're providing to the client and how you navigate that kind of condition and still show up and do decent work.

[0:18:20] SP: I don't think the feeling of being alone is something that is just for external consultants. I think that's just something that goes with being a leader, maybe. I'm not sure because I'm only me, so I don't know for sure, right? But that's how it is. And yeah, I have a good wife that I can talk to about it. And she knows what it means when she asked me, "How was your day today?" And I said, "Fine." Then she knows that it doesn't help asking more, basically, right?

[0:18:55] RT: Yeah. And the fine's not the answer either. They know that.

[0:18:59] SP: Fine is not the answer either, right?

[0:19:04] RT: Okay, so we will come around here, I know, but I was also provoked by a sentence you have in the book. The deepest form of failure is not the lost signal. It's a signal that lands perfectly and still changes nothing. Give some examples of what signals might look like for people who might be in this closed room, but they don't even know they're in a closed room right now. What are you talking about? What's the signal? And then the sentence of explanation that it lands perfectly and still nothing changes.

[0:19:36] SP: Also in the same, I have a description of a room where we're sitting in a steering committee. And it starts with the steering committee chair saying, "We're not going to take a loss on this one." And that was after I did present a risk overview of how it looked. And I had spent a full week on making that analysis of all the risks in the program and spelled out exactly all the exposure in economic terms on each of the risks.

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And if you looked at the risks individually, you could defense them. But if you looked at the sum of it, it was really, truly brutal. And based on that alone, you should actually change the direction. But the answer was, we're not going to take a loss on this. And the next sentence was he asked the program fixer in the room to call them, and that was the analysts on the program, to do the calculations, meaning we are going to look at all the estimates on all the tasks that we have. It wouldn't help here. Not at all. But it was action. You did something, but you didn't change anything. Although you saw brutally that you should actually change something. And I don't know whether that answers your question here.

[0:20:58] RT: I think that's a reality-based answer. I mean, denial's not just a river in Egypt, right? But carry on. So what happened then?

[0:21:09] SP: Yeah. So what happened? You will have to look in the book, of course. But anyways, you could say because you're only getting a small snippet of it. But while I'm sitting in that room, I was sitting there with seven other high-level senior people in the room, none of them said anything. They just looked at the chairman, right? And then you could say, but then they are villains. And then you were the hero. But that's not the case because we don't know why he said what he said, right? There might have been good reasons for that. But what it shows is that the room is actually closed for decision. It's not going to change that I present brutal facts.

[0:21:50] RT: So the individual who sits in that high authority position who says we're not going to take a loss on this and we're going to stay the course still has to leave that room and go to the bigger room. And others out there, peers or stakeholders or stockholders or whomever is in the other room, what's the conversation that takes place between that person and that larger audience?

[0:22:12] SP: I have not been in that room, at least not in this specific situation, right? But I assume it's the same. And the reason that I can assume that with some certainty is that if you look at it, about the chairman, you had a board and that board reported to some stakeholders, right? So it's the same. They have something at stake. And the higher you're sitting in the organization, the more you have at stake. And if you have already communicated that you're going to do something, if you're not going to do it, then you have more at stake the higher you're

sitting, right? Which tends to actually stay with the same direction that you have already started on.

[0:22:55] RT: We can't leave listeners here at this point. So what happened? How did it turn out?

[0:23:09] SP: I'm not going to reveal it to you.

[0:23:11] RT: It's in the book. Is it in the book?

[0:23:12] SP: It's in the book. Yes, it is in the book. There are actually four scenes in the book about it, spread over the book. So in the book, there are three main stories. There is a story about an advisor. It could be me. It could be someone else. I hope that when readers read the book, some will see that they have been sitting in the same chair and they have seen the rooms that I'm describing.

So there's an advisor and a program that he is onboarded to, and how it unfolds on his trajectory on that program. That's one story. Then there's another story about an internal, that's an internal program manager, and that is about her trajectory on another program. And then there is the last story. That's an innovator, a specialist who knows everything about the product that has been developed, right? And that's about his trajectory.

One of those three is leaving, one is staying, and the last one is writing it down. And then there is my own story about the room, the steering committee. And that's four places in the book where you can read about what happens after that meeting, where it was said that we are not going to take a loss on this.

[0:24:40] RT: When I was reading this, I wrote down a thought that I want to run by you. Generally speaking, in organizations, people don't get in trouble for telling the truth. They get in trouble for not telling enough truth, meaning they withhold information. So it's not covert. It's deceptive. Hoping that things will pan out and that withheld truth doesn't show up as an issue anymore.

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I'm curious, in the space that you inhabit in your role, listening and being an observer, what we might call being on the balcony for a little while, watching the dance unfold, what's the level of candor and honesty that goes on in these spaces? And to what extent does that influence the thinking and the decisions, meaning is it a safe place to be straight about the situations? And then how does that get rectified? There's a lot of stuff there, so I'm going to let you fumble around with my poor question here.

[0:25:38] SP: No, it's a brilliant question. I can give you an example, actually. Just one. I had a good colleague, another program manager, being onboarded to a program. And he was what I would call a master builder. He knows everything about program management. He knows what to do. He has all the books. He knows them in and out. He has done it before and so on. So he came in and then he looked at it. And then he asked me for a meeting. We were sitting together. I was on another program. And his question to me in that meeting was, "Son, I think I should ask two questions here because I'm not sure that they know they can explain exactly why they are doing this program and what the value of this is going to be."

And he just came in. He had been there for maybe two weeks or so. And I told him, "Don't go there. Ask them questions." Because I knew from experience, the room is closed. They have decided that they want this. They have hired you in because they think you as a program manager is someone who comes and execute the program. You don't ask questions. You just do the work. And he actually knows it.

So I advised him, don't go there. Ask them questions slowly that make them doubt whether they have made the right decisions so they realize it themselves rather than you telling them. But he couldn't wait. And that's the answer to your question almost, right? About honesty. He went and asked the brutal questions. Because it was the right questions if you look in the book. And he was honest about it. He was gone within a month. And the reason being was at least that what they communicated, they didn't have confidence in him. So to your question about honesty, he was honest. But you can be honest in different ways, right?

So what I would suggest here is that assess the room first. And if you assess that you can't ask those questions without being gone and you think that you can actually change something by being there, then ask questions that make people doubt slowly and make their own way through

it and change those decisions. But you can't know beforehand. That's the unfortunate. You can't know beforehand whether you are actually able to change that direction. So you'll have to live with that. And that's why in the book have someone who stays and someone who leaves. And they're both making good decisions. You can't say that one is wrong and the other is right. It has a cost for any decision that you make, actually.

[0:28:35] RT: Okay, so let me tap into your expertise here or the ways in which you navigate this stuff. So in reading the excerpts from the book, and you're saying this, I think, in words different than I'm going to use here, but let's see if they have a bit of a match. In your role, you find yourself somewhat in the middle, torn between people who are not in the room, people who are in the room, people who have different parts of information that's not all sitting necessarily in one person. And part of the challenge I would think that you have is to make progress, for lack of a better phrase.

So I'm wondering about the craft that you bring to these situations where you're trying to get better information out so better decisions can be made and people might be protecting some information or they don't want to hear about it, etc. It's a hard place. So how do you hold yourself in those moments because it's hot and there's stuff at stake and power at play? How do you hold yourself and raise – I mean, you're asking. Ask questions. Some of those questions are difficult to ask. So I'm just wondering what your experience is, what your counsel is to listeners. How you hold yourself in a room like that that's closed and some difficult conversations going? And you're a provocateur, if you will, a little bit to move it in some direction that's useful. How do you do that and keep yourself present?

[0:30:02] SP: Now you're actually asking for advice, Rick. Right? And you know what? My book is by purpose not giving any advice. It's a how question. It's almost forbidden. In the way that my answer is, I truly don't know. I can ask some questions, but I can't answer your question about how with some simple answer.

And the way that you can see it is that I have been working for I don't know how many customers over the years. But that's quite a lot. And some of those customers have come back to me multiple times, which is obviously good for me. But also, for some of those customers, twice I have left the customer. And that might be half an answer to your question. And that is,

you said, "How are you in this?" I have to consider whether I stay or what's the cost of staying and whether I'm contributing by staying. Or whether leaving is better. What's the cost of leaving and whether it's better. And it's not necessarily, unfortunately, so that it balances out.

So it might be that it's costly for me to leave a customer. Obviously, it is. It has an economic. It does mean that I have no income for some while, right? And it means that I also have two girls, my daughter and my wife. They know me that well, so they understand that sometimes, not often, but twice I have left, and sometimes I'm in between contracts. But anyways, I'm not in the best mood when I just – those two times I just left, of course.

So it had some consequences, some costs, personally. And also, in terms of, okay, you left. Couldn't you stand it? Are you the one who is leaving, right? And that's not only me. That's also and more even so when you get to the higher levels. And that's why I say it's harder the higher you get on the career ladder, right? And then when you leave, you don't know whether it actually helps anything. That's the other thing, right? It has helped, those times I have left. And then you could say, okay. But if it helps that you leave, then maybe you shouldn't have been in there, right?

[0:32:37] RT: 20-20 hindsight.

[0:32:39] SP: Yeah.

[0:32:40] RT: Your answer helps me maybe think what I'm asking slightly different because I understand that dynamic. What I'm really wondering about is how does Søren take care of Søren in those moments? Because at some point, it's probably to the betterment of your welfare to not be there anymore personally, professionally, psychologically, emotionally, energy wise. It's just time.

And so what I'm wondering is when you're in situations like this and people are in these kinds of different situations, but a lot of intensity, a lot at stake, a lot of risk, a lot of personal and professional identity at play, how do you take your own temperature to say, "Okay, enough is enough. I've given it everything I've got. I got nothing more. It's time?" Because the people who are listening to this, they're thinking, this guy has got a hard job. He's in a closed room, inside

another closed room, and he's working hard. And so how do you take care of Søren so you live to fight another day?

[0:33:51] SP: You're right. But you shouldn't feel any pity with me because I'm not alone, right? I already told you that 99.5% are not successes. For sure, no matter what you see on LinkedIn about all the success that has been delivered, it can't really be true, right? So I'm just one out of most, so to say. That's one thing. So knowing that you're not alone in it, that actually does help a bit.

And then when I was in what I called the highlands or what Søren would call the highlands, when you can just deliver advice, I found that it was not giving me anything. So I had to make this choice whether do I just do that or do I stay within the swamp? When I am in that swamp and when I am challenged, whether should I stay? Have I delivered what I could? Is it better to leave now? I look back at – looking at why am I here? Why did I start on that journey? And then I know that there is a purpose by being here, right? It's not only that i want things to be better, but there are also a lot of people around me, right? And those are often the people that are paying for decisions that someone else has made. But I have to admit. I have to admit that i have too often stayed too long.

[0:35:17] RT: So you and I know, and a lot of listeners know the origin of the title of the podcast, Swamp Leaders, comes from Don Schon. And the quote that it references is, "Those who choose to work in a swamp, their life turns out differently." And he just leaves it there. They turn out differently.

On reflection now, you've been doing this for a while. You're not done. But as you sit here now, are there some ways that your life has turned out differently? "Differently", meaning surprising ways, whatever, that come from having done what you've done and then made decisions to leave or stay, etc. How is your life different for the career path you've taken?

[0:35:58] SP: I think it has turned out differently than I thought it would. And I already told you about when I was doing research at Cranfield and why that was, right? And how I tried for a year or so to act like a McKenzie consultant. And I could just have done that. So in that sense, yes, that has changed the direction of my working life and my life because I'm not like I can go to

work every day and just see that the paycheck is coming in this next month. That's how it has turned out. But it is, at the end of the day, almost by coincidence, I would say. Although you think, yeah, you're going to plan your trajectory on your career path and so on. I don't think that's wise to do that.

I had a talk with a partner of one of the large five consulting companies a few years back. He got angry at me, actually, because I told him about what I was doing as a self-employed consultant working with these programs. And it sounds hard. And I know that the listeners can't see me, but I love it. I love what I'm doing, right?

[0:37:14] RT: He's smiling and laughing, folks.

[0:37:17] SP: Yeah, I love what I'm doing. But he was red in his head. And then he almost shouted at me. He said, "But you can't just do what you think is fun to do. You also have to do hard work." And I didn't want to provoke him because I am doing hard work. It was just that I hadn't this career path that he thought was the right one, right?

[0:37:44] RT: So we're kind of coming to the end here, but I've got a couple other questions for you. So what's ahead for you? You've got a book coming out. Tell people, when will the book be out?

[0:37:52] SP: I have written the book, and it has been out with eight readers. They have given me feedback to the book. And now I am including the feedback in the book, and that will likely take a few months. Then there is the whole thing going to market with a book. And I have different options there, right? And I leave it as an open room, not a closed one. So I have left that open until now.

I am working on the options, either publishing myself or going with a publisher I know or some of the major international publishers. And certainly, some good things with the one and the other. And that's what I'm looking into, whether it's going to be the one or the other. It's coming out somewhere after New Year. I don't know when. But I know that if I'm going with one of the big publishers, it's going to take a long time. Because that might take half a year, up to a year with an editor from one of the big publishers, right?

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[0:39:00] RT: Yeah. Okay. What am I not asking you that you want to say?

[0:39:05] SP: You have not asked whether there's anything people could read about it.

[0:39:08] RT: Okay. We will post a link to your website and any other links you have. So go ahead. Where can they find what they can find?

[0:39:16] SP: They can find until the book is out. They can find letters, and they are from real life. That's the letters I'm writing.

[0:39:26] RT: Okay.

[0:39:27] SP: And they can find those letters on aftercommitment.com.

[0:39:32] RT: Okay, so I will put the links to your sites in the show notes, so when people listen, they can grab those links and then chase that stuff. And I will say to listeners, Søren had sent me some information and some reading to do. And I will say, Søren, the book is well written. There's a strong narrative there. And the wording and the wordsmithing is really quite good. So it's an enjoyable book to read as well.

All right, last question. You get the last word here. Anything you want to say that we have not covered to be complete?

[0:40:05] SP: I think you have covered it quite well, Rick, to be very frank and open about it. So I'm happy that I had the opportunity to come here and talk about the hard things of being in the closed room after commitment.

[0:40:20] RT: Thank you for your candor too and for being clear with listeners that the challenges exist in that space. And I think it's safe to say that the writing you're going to be putting forward that people will be able to access will help guide them in those situations that you didn't have. So you're a wisdom keeper for closed room people in the future. Thank you for that.

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[0:40:42] SP: Thank you.

[0:40:45] ANNOUNCER: Thank you for listening to 10,000 Swamp Leaders with Rick Torseth. Please take this moment and hit subscribe to follow more leadership swamp conversations.

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