

TRANSCRIPT – Your Culture Isn't What You Say—It's What You Tolerate | Part One

Leadership, Cause, And Purpose

Melody King 0:00

Everything rises and falls on leadership. The ability to lead well is fueled by living your cause and purpose. This podcast will equip you with the tools to do just that. Live and lead with cause and purpose. And now, author of the book *The Anatomy of Leadership* and our host, Chris Comeaux.

Meet Tom Foster And The Book

Chris Comeaux 0:22

Hello and welcome. I'm so excited today. We have with us Tom Foster, who's the President of Foster Learning Corporation. Welcome, Tom.

Tom Foster 0:30

Glad to be here.

Chris Comeaux 0:31

Kind of welcome back, actually. So, gosh, I've been just looking forward to us doing this show. Let me reintroduce you to the audience because we picked up a lot of listeners since you and I kind of did our shows together a year, a couple years ago. So, Tom Foster is author, an international speaker and business coach with more than 18,000 hours of face-to-face coaching with CEOs, his expertise and organizational structure. It's based on the research of the late Dr. Elliot Jaques. Elliot's research helps us understand that levels of work create the framework for functional organizational culture. Tom's latest book, *Premeditated Culture*, got it right here. Those of you looking on the screen, the consequences of what we tolerate. It's a business allegory that takes a deep dive into how different organizations test their adopted behaviors with the consequences of reality. So that's what we're going to be talking about. Tom, is there anything that I left out you'd want our audience to know about you?

Tom Foster 1:27

Oh, I think you've done a great job, as usual.

Chris Comeaux 1:29

Well, well, you you you will know what my next question is. What's your superpower? Well, it changed.

Tom Foster 1:35

Uh my superpower is the ability to sneak into executive conference rooms and be a fly on the wall. Uh, or at least that's what I'm accused of. Um, that all of the stories that I come up with, um, everyone wonders how I managed to uh find the characters that are in their executive conference rooms and also the discussion topics that they talk about.

Chris Comeaux 2:03

Well, well, I love that you said that you're superpower, but I'd also say your superpower is, but then to write about them. So I've told several people, in fact, if maybe you if you look at some spikes of your book sales, you might go, oh, Como must be talking to people because I have recommended your book to so many people. And this is what I've told people. It reads like a Tom Clancy novel, but in the business world, or like a John Grisham, you know, he's kind of done that thing in the legal world. But I'm like, this is like the genre I wish I would have found like many, many, many years ago. I just couldn't put it down. Man, I was on vacation on the beach with my family, and my wife is like, she kept looking at the cover, she goes, Are you reading a horror book? And I'm like, kind of sorta. About the business world. Um, so why did you choose to teach culture through a compelling story, maybe through as opposed to traditionally, how people do it through a business book? And

[Why Storytelling Teaches Culture Better](#)

Chris Comeaux 2:56

you know, what can leaders learn through a narrative that maybe they might miss in textbooks?

Tom Foster 3:00

Well, you when you look at, I mean, that's always the first consideration, especially when you're writing a business book. Is this going to be a nonfiction book? You know, how to do this, how to do that, you know, in this circumstance, here's the prescription. You know, follow these set of guidelines and it'll all be fine in the end. Uh, but I find that fiction is uh much more interesting. Um, you know, some people push back and go, well, you know, uh nonfiction is real and fiction is not real. And I would go, well, that's one way to look at

it, but really, you know, when we think about the difference between fiction and nonfiction, I mean let's take a let's take a fiction story called Pinocchio. I mean, we've all know the story of Pinocchio, and when we look at the characters and the circumstances, of course we know that those are not real, but really? When you look at the story, you know, uh what is underneath the story? What is underneath the characters? It's really more about telling the truth and and what is the relationship between um Geppetto and his son. And very often we find that there's more truth in those fictional stories, and we're able to see that more clearly than in some sort of a nonfictional escapade. So that's why I picked it.

Chris Comeaux 4:22

And you know what? What occurs to me, Tom, is your time has come because uh with AI, I mean, literally at the touch of a button, I can get the download of the core components of the knowledge download. Um, but there's no way you and I are going to get together and not talk about Dr. Lee Thayer. So Thayer would talk about how you basically, you know, many cultures throughout the millennia, it would pay forward the culture, the kind of ethos of what they were trying to create through storytelling. And he kind of wondered out loud, were we losing that in kind of this age of the information age, et cetera? Interestingly, I did a podcast with Daniel Pink, as you know. He wrote the book, A Whole New Mind. And one of the superpowers of the future that he predicted was storytelling. So I kind of feel like your time has come because again, you could download anything via AI now, like, you know, tell me the core components of this book, but there's something about the way the principles seep in through the way that you you just you tell a beautiful story, man, and you you know how to weave it. Again, I just can't recommend this enough. It's probably the most interesting business book I may have ever read before because it just drew you in with the characters.

Tom Foster 5:39

Uh well, I appreciate that. I had I had a lot of fun writing the book, uh, which I guess is just part of the joy of writing.

Chris Comeaux 5:46

Nope,

[Accidental Culture Versus Intentional Culture](#)

Chris Comeaux 5:47

that that says something. Well, the title itself, kind of premeditated culture, it's it suggests a culture that doesn't happen by accident or by chance. If you had to define the difference

between an accidental culture and the premeditated culture, what separates organizations that maybe intentionally shape culture from those that maybe inherit one or just stumble into one?

Tom Foster 6:12

Well, I think that all those scenarios are operative when we look at culture. Um, I usually tell organizations every organization has a culture, and every organization has the culture that it deserves. And they come to it in different ways. Uh, sometimes it's intentional, and sometimes those intentions are visible, sometimes they're invisible, uh, other times they just stumble into it, and sometimes uh there are people who are crafting the culture that have no business crafting the culture. And so when you look at leadership and its impact on culture, all of those scenarios uh play at the same time in different organizations. I think that that's why when I wrote the book, if you went through and just listed the number of organizations that are touched in the book, I think you come up with somewhere around, you know, 20, 25 to 30 different organizational cultures are described in various ways.

Chris Comeaux 7:17

That's incredible. You know, one of the quotes that I've quoted over the years, and I think whenever I use it, people look at me and go, what does he mean by that? And I think I picked it up from a Baldrich coach that every system is perfectly designed to produce the results it produces. It's kind of a smart ass way to go with whether you intentionally designed it or not. Like um, maybe another way that John Maxwell always said it is if you've been in the organization more than three years, you might want to turn the mirror because you might be looking at someone who's part of the problem.

Tom Foster 7:48

Yes.

Chris Comeaux 7:48

Now, now, whether you intentionally designed that or not, you have designed it, whether it's intentional or not, it to the stand, like we use these words. It's so funny that you and I taping this podcast. Every month I meet with new employees and I talk about the ideals that we aspire to, fully realizing that my rear end is on the line because they're gonna look and go, yeah, that's what you say, but what do you actually do? So I realize is actually one of the biggest challenges for me, and I even own it and say, look, I'm as a CEO, we'll say these are the ideals that I'm espousing to. I may fall short. And then I actually tell a story, and we rolled out the value of integrity. I was one of the first persons called on the carpet. And actually, now this is the organization I was with back in 2002, and here I am 24 years later, still telling that story because I'm basically telling a story. I don't care what your title

is. These are the ideals that we espouse to. And we even talked, Tom, in our evaluation that we use a five-point scale. The three says, Do you walk the walk? The four says, Does the pure pressure of your presence make it towards the ideals? But here's the clincher. The five level is do you hold other people accountable? And so even with those tools in our favor, culture is still so flipping hard. I don't know if you'd want to make comments on any of those.

Culture Lives In What We Tolerate

Tom Foster 9:14

Well, I think that the subtitle of the book, I mean, the title of the book is Premeditated Culture, but the subtitle of the book is The Consequences of What We Tolerate. And this is something that I stumbled into probably 15 years ago. You know, we look at the aspirational quotations that we put on in picture frames on the wall about our aspirational culture, but that's not really where culture lives. Culture lives not in our aspirations, culture lives in what we tolerate. And it's it's that it's actually the third piece in something I call the culture cycle. Uh culture cycle has four components. Um, component number one, two, and four are pretty reasonable. Everyone uh sees those quickly. Uh the first element is beliefs or our assumptions or the way that we see the world. And based on those beliefs, those drive the second element, which is behaviors. And so when we look at any behavior, I mean, behavior is always driven by some sort of a value system. Um, Jordan Peterson asks this deep philosophical question why did the chicken cross the road? Now it it's a bit of humor, uh, but when you think about it, uh there is an answer to that question. You know, why did the chicken cross the road? Well, to get to the other side, but why did the chicken want to get to the other side? Well, it could be that the grass is greener on the other side, or or there's a handsome rooster on the other side. There's always some sort of a value system that's in play that's going to drive the behavior. And we understand that pretty easily. That's why we have these discussions about culture, that what we believe, what we value is what drives our behaviors. And then that fourth piece is the customs and rituals. And so, based on the behaviors, we invent customs and rituals that reinforce our beliefs and assumptions about the way we see the world. So those are the three elements that most people understand quickly. But that piece number three, in terms of the consequences, and the consequences of what we tolerate actually lays those behaviors in front of us. And we now select in reality, understanding that reality always wins, that it's the consequences of reality that test our behaviors, and those behaviors that survive then create our customs and rituals. So it's that part number three about the culture cycle that I think was a true insight into uh the alignment that companies run into between what they aspire to and what they tolerate.

Chris Comeaux 12:17

That's so there's so much wisdom in what you just said. I think you've got a visual, and we'll include it that you gave us ahead of time that kind of paints a picture of what you just said about beliefs, behaviors, custom rituals. The way I was taught it, and I'm actually questioning it now, it's sticky in the brain, but it's what you permit you promote. Um, and I will often have people repeat that after me. But I think like many catchy phrases, sometimes it becomes more cliché. And I love the way you just more unpacked it because it feels like it there's got more meat on the bone and wisdom. So let me ask you maybe a follow-up question this

[The Culture Cycle Explained](#)

Chris Comeaux 12:54

way. How do great leaders, or just any leaders, I should say, move culture from being personality driven to really being part of their organizational DNA?

Tom Foster 13:05

So if we look at, and let's let's assume that we would like to create some sort of an intentional culture. And so you get any organization together, you get them in a conference room, and we say, okay, we're going to invent a culture. And so they've got these different pieces of this culture cycle that they can work on. And most of the time they start with beliefs and assumptions. What is it that we believe? What is it that we aspire to? And they spend all of this time in the conference room trying to wordsmith this thing down into something that they can put in a picture frame and hang on the wall. I usually recommend that people don't start there. That you start not with your beliefs and assumptions, but you start with the behaviors that you want. And once you define the behaviors, those behaviors will then lead you to more clearly understand what we believe, what we assume, or the way that we see the world. And so just as an exercise for any leadership team, don't worry about what you believe or what you assume. That will reveal itself through the behaviors that you define. And then when you lay those behaviors up against the consequences of reality. So when I look at this leadership exercise, I've actually used something that I bumped into with the Ritz-Carlton Hotel System. Uh the Ritz-Carlton Hotel System created uh something that they call a culture card. And that culture card is some defined behaviors

[Start With Behaviors Not Beliefs](#)

Tom Foster 14:46

that they would like their team members to engage in. They defined about 30 or 40 of these things. And so I've taken that actually into some of my own clients, and we've talked about how do you develop an intentional culture, starting with behaviors. And so if you can imagine if we define some cultures, and I had happened to have a little sample of one of these culture cards, and you can see that this is for a company, and they've defined some behaviors. And so these behaviors actually, when you begin to look at them and you lay them out across this culture card, and then you even flip it over, and you can understand that there are about 30 or 40 defined behaviors, and you would go, well, isn't that like too many behaviors? And I go, Well, it could be, unless you decided that you're going to actually train on these behaviors. So if you had defined 52 behaviors and you trained on one behavior per week throughout the entire organization as the kind of behavior that you want, you actually have a training methodology that would create the customs and rituals of that training conversation on the behaviors that you want. And so you don't have to have 50. This is another example of a company. They've only got about uh probably a dozen listed there. But then my my favorite uh came from a company in in uh Monterey, Mexico, uh, and this is actually in Spanish, and and one side is *uso correcto*, and the other side is, of course, *uso incorrecto*. Very clearly defining what are the behaviors that we want. Once you've got these defined behaviors, then you can look at the behaviors tested by the consequences of reality, creating the customs and rituals that you engage in, and then that's going to inform you as to the kind of assumptions or beliefs or value system in the way that we see the world. So if I was a leader, that would be the cycle that I would use, starting not at the beginning with the beliefs, but starting at step number two with really defining what are the behaviors that we want.

Chris Comeaux 17:06

So I have actually recommended this book to aspiring consultants because I think it's one of the best training manuals I've really bumped into. Um, you know, the story demonstrates consultants don't really solve problems, they help organizations discover truths about themselves. So what's the biggest? Hopefully you could push back if you don't agree with that statement. What's the biggest mistake consultants make when they walk into an organization?

Culture Cards And Training Rituals

Tom Foster 17:32

I think most consultants walk in thinking that they have an answer to a problem. And what they do not discover is that the problem that seems to present itself is most likely covering up a much deeper problem. So when I when I work with a group to help them

struggle with a problem, and of course, most groups that I work with, given a problem to solve, immediately want to jump in with both feet and fix the problem, except that I don't allow them to do that. I say, before we fix the problem, let's make sure that we actually understand the problem and the causes of the problem. So for the next 30 minutes, I'm not going to allow you to provide a recommendation or a fix. I'm only going to allow you to ask questions that more deeply clarify the problem. So the biggest mistake that most consultants make when they when they arrive in the room is that they think that the quicker they solve the problem, uh, the more likely they are to be hired for their next engagement. When in fact, very often they solve a problem that is either just a symptom of a much deeper problem or a problem that doesn't even exist. I think that that's the biggest difficulty that most consultants have is they come in with a fixing mentality rather than a clarifying mentality.

Chris Comeaux 19:04

You were so reminding me. So I was blessed. My first job out of college was KPMG, and I had this amazing mentor who was a managing partner. And it was one of my very first jobs. And so as a young auditor, I always joke, like, I never thought my first job at a college was going to be relying upon skills that I learned in kindergarten. And this was before spreadsheets, and we'd have to cut these little spreadsheets and copy and paste them in this big scrapbook that you're preparing for the manager and later the partner. And what you're trying to do is paint the picture that are the financial numbers accurate. That was basically the job as an auditor. And my first mentor, um, his name was Hank Moody. And so he said, Hey guys, before you go sit there and start ticking tying numbers, my advice to you is to spend time with that senior leadership team. And what you're listening and what you're searching for is the tone at the top that they set, because that will trickle into the entire organization and you will see it reflective in the numbers. That was an absolute gift, as one of, and I've always used that lexicon. What's the tone at the top? And also realizing that I set a tone at the top in my own organization. And so I feel like it's this similar wisdom that you're talking about, just using a slightly different lexicon. And it's so fascinating to me because having been I'm a CPA raised on the financial side of the house, even that tone was 100% reflective in the numbers of the organization. You never would think that. Like what you're talking about has incredible implications, not just in the product, but it shows up in the numbers. Does that resonate with you or would you?

Tom Foster 20:44

Yeah, I think

Consultants Clarify Before They Fix

Tom Foster 20:45

if you look at the first story in the book, um, the first assignment that that one of the uh one of the characters has is to go inside a company and take a look around. And he actually was an auditor, and his job was to go in and and look at the books and records and try to make sense of because the owner was trying to sell the company and trying to arrive at a reasonable value. And what what the character found in the books and records was pretty much of a mess. And as it turned out, the the company's business model was actually uh counterfeiting uh logo merchandise uh to its customer base at a reduced price. You know, at first glance, you don't see that in the company. But as you begin to look at the books and records, you begin to find out the story that's underneath the entire business model, and that the business owner was essentially a crook. And uh which it's it's got some comical aspects to it, but as it turns out, it was actually. Actually, a real character who has since passed away. So I could ask his permission to share his story, but that was from a long time ago. But that first story with Charlie Pac-Man is actually a real story. That was one of my first field assignments when I began to work at an accounting firm.

Chris Comeaux 22:20

You and I have so much similarity. So I was reading that story. My very first time that they put me by myself is they sent me out to this warehouse, and it was for a very important client of KPMG's. And so, and I'll leave all the names, kind of protect the innocent. And so they were looking at an acquisition that was pretty strategic to them. And they sent me out on an inventory of a warehouse. And I'm like fresh out of college, and I graduated college early. So I'm in my young, young 20s. And it wasn't adding up. And I'm like going, holy, and they were buying me lunch and they were, they were just smoosing me. And the more I looked at the numbers, I'm like, they're smoosing me because they're trying to hide something. And I'm brand spanking new. And I went out on the ledge and said, look, it was reporting to like there's red flags all over this place. And the acquisition didn't move forward. And but I had that hesitation of going, holy crap, am I going to be the one to blow the whistle on this? Or am I going to kind of like, because the peer pressure felt like it was to go along. And yet, and you're making me reflect back. I'm not sure what the culture was telling me to do. And I think I was so new, I'm not even sure I knew what the culture was telling me to do. I was probably drawing more of my own internal compass at that point in time. And now I didn't stay there more than two years because I knew I didn't want to climb the ladder and play all the games that it takes to kind of go into that. But you literally made me think back on that. I hadn't thought about that story for years whenever I was reading your book.

Tom Foster 23:53

So well, and that's when you look at the the culture cycle and look at that third piece of the consequences in the face of reality, and you begin to look at, you know, what are the stated aspirations of the organization, but what are the real consequences of reality? Um, it just didn't hold up. And that's where you you felt this pang of conscience. Um, and you really didn't have much choice except to observe and describe the red flags that you found.

Chris Comeaux 24:25

I'm going to really have to do some reflection on that because it's making me think back. It's been years I've thought about our training, et cetera. In your experience, culture usually isn't destroyed by one catastrophic

Accountability, Blind Spots, And Weed Growth

Chris Comeaux 24:36

event. It's eroded by dozens of small decisions that leaders tolerate. What are the subtle behaviors or maybe the leadership blind spots that slowly poison an organization's culture?

Tom Foster 24:50

Probably it's more a sin of omission than a sin of commission. It's not that we do things to destroy the culture, it's the things that we don't do that destroy the culture. Uh one of the one of the biggest concepts in organizational discussions has to do with accountability. Uh very often we know that that there's an accountability that's required uh based on a sense of responsibility to some stated understanding, and yet in the consequence of reality, we ignore it or we turn away or we let it slide. And so slowly over time we actually erode our intentional culture and allow an unintentional culture to come into play in a much more powerful way, because the culture that comes in underneath is actually based in the reality of what's happening. And if there's anything that we understand, is that reality always wins. And so tested behaviors that are tested by the reality that's there actually become the culture. And that's why I say it's it's it's what we tolerate, not what we aspire to. And so as you look at that silent erosion, most of it is just something that we overlook, something, it's a sense of omission.

Chris Comeaux 26:26

You know, an analogy that I use and be interested to see if you'd push back on it. I I'm not a good gardener. Uh I grew up on kind of a mini farm. We've tried to do gardens at our house, and like, oh gosh, there's some weeds in the garden. I don't have time to go pull them. I'll get to them in a couple of days. And in a couple of days, there are more weeds,

and then next week, and then there's like weeds everywhere. To me, it's kind of a fitting metaphor. Like a culture is like that. Like, I got to get to those weeds. And if I'm gonna kind of permit it, then the next thing you know, it's and maybe it's a little bit of a dramatic way because uh something like that could get away from you so quickly. Maybe the culture's a little bit more of a longer runway from that perspective. Does that feel like a fitting metaphor, or would you push back?

Tom Foster 27:09

That that works because at some point when the weeds get so tall, you just have to take a weed whacker and take out everything the weeds, the vegetables, the flowers, the plants, everything has to go. Um, taking it all down to square one to

[Adversity, Healthcare Pressures, And Purpose](#)

Tom Foster 27:25

start over. And very often that's what happens.

Chris Comeaux 27:28

You know, when I think about our listeners, healthcare leaders, and they've lived through a lot of disruption. So, like thinking what you're saying, but they're like, but COVID, we got workforce shortages, we got reimbursement pressure, who knows what the hell happens politically. Every time you get a different political flavor, seems like there's a different direction we're going. Now you got artificial intelligence, which is only accelerating the crazy kind of pace of change. Does does adversity reveal an organization's culture, or does it reveal it or does it create it? Like these headwinds that only feel like they're magnifying?

Tom Foster 28:05

I think it it does both. It allows it to happen. And then it also, as it gains momentum, it it creates an adverse culture. Uh and there are all kinds of pressures, especially around the healthcare industry. And I know that that many of the listeners to this podcast are involved in in healthcare and palliative care and and in hospice care, and the incredible pressures from compliance and regulation and litigation and uh and productivity and and labor shortage, and uh all of that is going to have an impact on the actual behaviors that happen. And we may have great intentions, but those intentions can become eroded by behaviors that face the consequences of reality. Reality always winning. You know, when I look at the beliefs and the assumptions that we make or the way that we see the world in health care and what our aspirations are, you know, I go back to a book written by Atul Gawande called Being Mortal, and it's probably a textbook in palliative care and hospice

care. Gawande, I think, asked the same question in the first sentence of my book. And that question was, you know, what is it that we believe? And uh Gawande's book asks the question, what is it that we believe is the purpose of medicine uh when the cure is no longer possible? And we can come up with all kinds of aspirational beliefs, but then when they're tested by the consequences of reality, those beliefs can become eroded. And I think that we have to really come back and understand what are the behaviors that we want to engage in that inform our customs and rituals that reinforce our beliefs. Because we've got all kinds of things that will attempt to erode that.

Chris Comeaux 30:13

Hmm. I almost feel like I want to let that one just hang. Um, because that's pretty profound.

Hospice Questions When Cure Ends

Chris Comeaux 30:19

Dr. Thayer, my next question as we go to the next segment, it's going to be about something Dr. Thayer would say, but he would always poke on us. Of course, that was Lee's role, was to rattle our cages, as he would say. But he would poke on like what you hospice people just letting people die. And I used to think, is he just kind of like death adverse? But the more I became to understand that he cared for us, so he was rattling our cage, because I think he was poking on what you're poking on. Like, what is our role? What is our real purpose in this work that we do? And there's this interesting thing that makes hospice beautiful, which is that providing people, regardless of socioeconomic status, some level of love and care and dignity. And then there's this interesting thing in kind of the social work world called self-determined life closure. Like our job is not to go in and affix these people and kind of judge their lifestyle because we're walking into people's homes. I've been in all sorts of homes over the years. One of the rites of passage when I started as a new CEO is I go out and visits. Of course, they're going to bring me to the worst possible home. Remember, this home had holes in the floorboards, and you literally could see snakes below the actual home. And so they were taking me to one of the worst ones to kind of see, hey, do they have the stomach to kind of deal with what we deal with on a day-to-day basis? And so our job is to meet those people where we are. But Lee would poke on and say, do you give them a role description? Are you calling them into some type of cause and purpose, even at the end of their life? And I think that really kind of gave me a deeper sense of what is it that we're here to do? And I just want to leave that for the hospice people. If you want to make a comment, that's great, Tom, because that's something I wrestle with frequently in terms of what is this work that we do? It's kind of paradoxical. We get great patient satisfaction, but yet the patient dies. The

family is a survivor. Hopefully, in the future, we're caring for them in about the last two or three years of someone's life, which is a very vulnerable, sacred time. But family members will come back to us quite often that they're, I have a couple of stories where family members have said that care experience is going to change the trajectory of the rest of my life because of family reconciliation that occurred, etc. All of that gave me a deeper sense of this purpose of what we do. I don't know if that evokes any thoughts on your side.

Tom Foster 32:45

Well, when I look at, you know, traditional medical training, when we look at, you know, what is the purpose of medicine? You know, the purpose of medicine is to fight disease as long as is medically possible. And yet, if that's what we believe, that's going to create a certain type of behavior. The behaviors are going to that it's going to drive, or, you know, well, let's do another test, or let's call in another specialist, or uh, let's let's advise uh a different kind of hospitalization or let's prescribe another medication, or one of my favorite ones is let's just see what happens over the next few weeks. And yet if if we can understand that there's a different belief that we could hold, and rather than discuss the belief but look at the behaviors attached to that, instead of prescribing another medication, we ask the patient what the patient wants. And we have a conversation about what's the real quality of life and what does that mean to the patient? What is it that they want to do to spend the remaining time that they've got? And what are they willing to endure and what are they not willing to endure? Does the family have any input into this conversation? That's driven from a completely different belief. And yet to try to articulate what that belief is is somewhat difficult. Again, it's easier to start with, well, what are the behaviors that we want to engender? And then of those behaviors, what is it that survives the consequences of reality? And does that create a custom or a ritual for a caregiver to ask a different kind of question instead of, oh, what could we possibly do at this time?

Part Two Teaser And Closing

Jeff Haffner 34:35

Don't miss part two of this episode coming this Friday.