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Nate Benson: Good morning, good afternoon, and good evening, whenever you may be listening, and welcome to Latitude, the 43North Podcast. I'm your host, Nate Benson, and we have a very special episode this week. I'm joined by our co-host, Professor Darren Treadway, faculty expert from the UB Center for Leadership and Organizational Effectiveness. The UB School of Management Center for Leadership and Organizational Effectiveness, also known as CLOE is a group of researchers, scholars, and experts who work to create more effective leaders and organizations. CLOE offers programs training speakers and conferences to help people lead at all levels of their organizations, and in the world. Our guest on this episode of Latitude is Tod Martin. Tod is the founder of the Martin Group, a full service, fully integrated communications agency. Tod drives the agency's unwavering entrepreneurial spirit in besting class approach to breakthrough creative and proactive marketing communication solutions for large clients and small. A 25-year advertising veteran, Tod is a trustee of the Western New York Public Broadcasting Association, and remains active on numerous boards, including those of the Bison Children's Scholarship Fund, and the Western New York Law Enforcement Association.

Nate Benson: With a strong commitment to community, both Tod and the Martin Group team support many of Western New York's most worthy organizations, causes, and events, through board leadership, pro bono assistance, and charitable giving alike. Darren and I talked to Tod about starting as a one-man agency, and growing it to multiple offices across New York, as well as some of the considerations start-ups should make when developing their brand.

Nate Benson: All right, thank you so much, Darren. How are you?

Darren Treadway: Fantastic. It's snowing, how does it get any better?

Nate Benson: It's the first snow.

Darren Treadway: Yeah.

Nate Benson: Darren, of course, for those who might not remember, give us the quick background of why you're guest host today.

Darren Treadway: I'm a fellow at the Center for Leadership and Organizational Effectiveness at the University of Buffalo. I spent probably the last two decades researching politics and leadership within organizations all around the country and all around the world.

Nate Benson: How's that going?

Darren Treadway: Seems to be okay. I mean, they keep paying me.

Nate Benson: You're making a living.

Darren Treadway: Yeah, I mean, as long as the paychecks keep coming, I'm good.

Tod Martin: Will he be judging me today on my leadership-

Darren Treadway: I do have cards.

Nate Benson: Quite possibly.

Tod Martin: -skills?

Nate Benson: And of course, the third voice you're hearing, we have a special guest today, Tod Martin. Tod, how are you?

Tod Martin: Good morning, Nate. Doing great. Thanks for having me.

Nate Benson: Give us the quick rundown of who you are, and what you do.

Tod Martin: Yeah, so I'm Tod Martin, I am the principal and chief creative officer at the Martin Group. We're an integrative marketing communications firm that's been around for about 18 years, and we do marketing services, and we can get into that a little bit more for a host of clients in the various verticals that we serve.

Nate Benson: Brand new space on Main Street, too just opened in the past year or so, right?

Tod Martin: Yeah. Great. Awesome. We spent some time and some money to invest in our great city, and we're excited about that because we have a workspace that's truly world-class, and we had the help of many in the community from CannonDesign on the architectural side, to Evans Bank to give me the money to do it. Actually, the federal government helped quite a bit too with historic tax credits, so it was a fantastic project and the outcome certainly, we couldn't be more proud of, and it really affects and speaks to who we are, our culture and the environment that we work in is really important.

Nate Benson: I have to say for the last two years the intercession for the 43North judging has happened in the Martin Group basement, so thanks so much for allowing us that great open space. I know all the judges have really appreciated that nice place to charge up and just to be able to talk candidly about the competitions. It's a great space to do that.

Tod Martin: Thank you. No, we are... I think it's really important to open the space to the community when and where appropriate. Yeah, I love bringing the outside in to

enjoy the space with us, because I think it's special I think, when people get in there to appoint the judges. It doesn't hurt to have 30 rich venture capitalists running through your building to get some brand exposure. But there's been no real outcome on the upside for me other than being able to be a good host and a good community citizen.

Nate Benson: So take us back early in your career. Why marketing? How did you get into that? What was the impetus for getting into the crazy world of marketing?

Tod Martin: Yeah. Great question. Boy, I can spin it way, way back to the day when my mom seemed to take notice that I could actually draw as a kid. So I was an artist. I was an illustrator, painter, fine artist, if you will, for a number of years through high school and through college. And that path led me into the graphic design world and graduating college into advertising and marketing. So sort of interesting enough just followed the path, followed the gut, followed the skill set and it sort of took me there. I would just suggest the real nature of who and what I am today is, I wouldn't say self-taught but taught through experience of on-the-job training, so to speak, because from really being an artist to developing marketing strategy and execution there's a bit of a stretch there, but it's played out well.

Nate Benson: Do you still find time to illustrate and work on art, at all, running a huge shop like you do?

Tod Martin: Yeah, no. I think about it. I think about what I'm going to... those little noodles on the wall there, I do those once in a while, but in retrospect, I probably wasn't... I couldn't draw that great, I don't think. But anyway, so the only... I honestly, I do think about when I'm done someday I had a former boss similar path to mine, a guy named Aldin Schutte, back in the day it was the Schutte Group. Did a lot of work for rich products and many others. But I follow Aldin on Facebook, and I see the paintings he's doing down in Florida in his retirement, and I wonder if that's going to be me someday. I'm not sure. I'm not a big fan of what he does, but-

Nate Benson: So when you got into the world of marketing was the goal to always open up your own shop and grow it to what it is today? I mean, you have... I forget the number of employees total you have, but it's quite a sizable shop for Buffalo.

Tod Martin: Yeah. We're up to 80 associates across our footprint which is primarily upstate Buffalo, Rochester, Albany. Headquarters is here with about 55 of those associates. So in my earlier days in my career I certainly thought about having my own shop, thinking the ideal scenario would be to have 15 or so folks around me, doing our thing, creating, doing great work. And that happened probably about ten years ago. I had 15 people. So now there's 80, but it's fun. It's a fun ride, and we're very fortunate in who has supported our vision, our mission from a client standpoint and the folks that I've been able to surround myself with from leadership throughout the organization. We're doing great work for great clients and that was always the vision. Previous, I had some great partners

in a firm called Travers Collins Partners. I was with those guys for eight years. I was department creative director before I started the Martin Group.

Darren Treadway: So you talk about building this from, "Maybe I could have 15 folks," to now you're at 80, and I would suggest probably the imprint of your personality is a big deal in your culture there at the Martin Group because you are the Martin in the Martin Group. Can you speak to how this particular agency reflects perhaps your personality or your values, either in a workspace or in the community?

Tod Martin: Yeah, I would suggest that we definitely have defined core values in the organization which we put in place. We wanted to have that framework that would shape our culture. So those core values, I would suggest are probably innate in me, in my push and my drive, over the years, but I think they are certainly instilled in the firm and the associates at our firm because when they come in they understand our values, and we understand our values quite well. So when we're talking to folks that might join our organization they're measured up against those to make sure it's a good cultural fit for everybody. And that seems to work out well.

Tod Martin: I would just suggest that there's certainly no replacement for hard work to start with so that the work ethic piece is critical. It's just what we do. It's a service business, it's under the pressure of deadlines, coming up with new fresh ideas all the time. And there is plenty of work flowing through the system, so keeping that straight, keeping that organized, and the output has to remain at the highest level. We're judged on our most recent project, if you will, for our clients. So yeah, the culture is crucial, everybody's living and breathing it. I would suggest we don't preach our values, they're just instilled, and I think people are living them.

Darren Treadway: You're dealing with a very unique workforce. They're creative folks. My guess is they were artists like you when they were in high school. Do you think that provides any particular challenges from perhaps managing a more traditional workforce, or perhaps some opportunities over the traditional workforce?

Tod Martin: So I would suggest maybe out of those 80 people, 30 might be really truly on the creative side. Both art designers, art directors, and copywriters, I would suggest are also on the creative side of the shop. And everybody's a little bit unique. They might be living our values, but everybody brings their own style, their own personality, their own way, but are contributors. The creative group... You know what? If the culture is right if you engage them and the work... they have the freedom to do the work that they love doing, and we have the right clients that allows us to do that, they feed off of that, and they excel. So managing them... We're a modern company with... Back in the day when you sort of semi-punched the clock if you will. There's some freedoms. We recognize people work hard and everybody just has a little different... so nobody's walking in the door because they have to get there by nine. They're there just because they want to be. They know what's ahead of them, what their workload is, and they meet the demand.

Nate Benson: Well, especially the PR side of your company. There's a lot of evening events, so the traditional nine to five doesn't fit that mold especially on your PR team's side.

Tod Martin: Yes. And I would say that you have to be visible out there, you have to be in the community, and the PR guys certainly... and we're running events for clients so those extend beyond normal work hours if you will. And I personally don't... I used to have some guilt, like, "Oh, jeez, I'm late today," or, "I'm not showing up today." That's gone away and-

Nate Benson: How long did it take to go away?

Tod Martin: Well, it still sort of lingers as I'm talking about it.

Nate Benson: Every once in a while.

Tod Martin: Yeah.

Darren Treadway: So you could suggest, probably, you're managing outcomes to a degree, and as long as the outcomes are there you allow them to be the professionals and express their personalities appropriately through their work. Is that kind of the philosophy?

Tod Martin: Absolutely. 100%. It's coming out in droves with what we're doing, and again, the work that we're doing, who we're doing it for and the accolades we're getting. So I tingle when I say that, I'm not, we're not boastful or humble about what we're doing, but I'm certainly proud of who we are, what we've become, and what we're doing. And I think that is reflected on the relationship with the clients we have. I was going to say, the none-guilt component for me is a fact that... First, I'm never off. I can't be. Well, with my kids I'm at dinner, I can tune the phone off and such, but in reality, you're out, you're visible, you're at events, you're in the community, you're sort of always on. Not by trying, it's just the nature of the world and the business we live in. You have to be ready.

Nate Benson: A lot of the start-ups, especially in 43North, but also in Buffalo, they're kind of at that crossroads now of scaling. Can you talk a little bit about your experience in scaling the Martin Group over the past decade and a half, and what you've learned and what your advice would be for some of those founders? Because it's very easy probably to make a mistake, you think you need something, it turns out you don't, now you got to lay people off, and just big decisions are being made at this time.

Tod Martin: Yeah. Most of the scaling and growing over the years has happened by necessity, I would suggest. So we're going to jump back really quick. So it was one guy. The Martin Group was one guy-

Nate Benson: Doing everything.

Tod Martin: -it was one guy. And it was 2:00 in the morning, 4:00 in the morning, just had stuff to do and it was due the next day, so you just kept going. That's all I knew is how to get the job done and delivered, and the demand and so forth. And, quick story. I was working around the holiday season, reflecting on that and the great guys that sort of incubated me early was an accounting firm, a guy named Charlie [Champeu 00:15:28] and Gene [Kurshner 00:15:29], and they threw me in a corner, gave me a desk, a pad of paper and a telephone. It was great. It was awesome. And I remember Charlie Champeu, and his wife coming through one night. They saw the lights on in the office, and it was right around the holidays, and they came in, he had a tuxedo on, and she had a gown on, and he just looked at me and just said, "What the hell are you doing here?" And I said, "Charlie, I got all this stuff that's due." And he looked at me and goes, "Did you ever think of hiring somebody?"

Tod Martin: So since that time, I haven't stopped hiring people. I said, "That's a brilliant idea." And I got the help I needed. So that was a bunch of years ago. So we were slow and steady on hiring, and I was reflecting on it this morning, for some reason. I was thinking about the fact that, knock on wood... And it happens in industry, it happens in business, and I'm not going to say we're not vulnerable, or it's not potential, but we've always grown, so it's a little scary to think about having to go the other way. But we're still in a growth mode, and a growth pattern, and we've just very strategically and slowly added on folks that we needed as we've needed them, as clients have come on board. Occasionally you have to sort of look out a bit and maybe someone comes by through your doors that you're like, "We can't let this person... we don't need them necessarily, it's not a must-have, but eventually we're going to need this person and grab them because it's a rare find."

Darren Treadway: Their skillset fits.

Tod Martin: So that's the growth that we've been in for the last 15 years, I would say. More recently, four years ago, we opened a Rochester office. We've grown organically there. It started with one guy, a really talented and creative guy that I knew and had a relationship with, and he was there, he needed... and I said, "Well maybe you can support what's going on in Buffalo, and the clients we have and help us raise the bar of the product, et cetera," and so he jumped on board. He was working out of his basement and fast forward, building around his skillset and our brand, expanded on the highway. We have 22 people roughly, in Rochester, and it's going really well. It's an organic growth there. We're still not known like we're known here, I would suggest, from a marketing manager standpoint. But we're getting there, we're fairly visible, and we have some really name clients there that are helping us fuel our growth.

Nate Benson: And continuing down the 90, now in Albany too, right?

Tod Martin: Correct. So we opened the doors in Albany about six months ago in the Hearst Media Center, so we have a strategic alliance there, again another relationship that we've built over time, earned our stripes. We sort of share a client, we

were exposed to one another, we recognized the strength of Hearst Digital Agency and their media buying power leverage across the country. They recognized us for our branding and messaging and creative capabilities, so it really came together very nicely. It created an opportunity for us to open shop under their roof, so we're close to them. And the beauty for me, on that scenario, is they have their own agency that's out selling sort of a related, but different product and they have relationships, so when their clients ask them, "Hey, can you do this?" They go, "Oh, yes we can," and that referral comes over to us. So that one is going to be interesting. Like I said, it's been about six months, and so it's relatively new and in its infancy, but it's going well. I'll be shooting down the highway on Sunday to go meet with that organization with a potential client as well as an existing client, so I show face down there about once a month and make sure that things are running smoothly.

Darren Treadway: You keep... Across the domains of talking about your workforce, talking about your business, talking about your growth, it seems to me we keep coming back to this idea of just relationships. Building relationships and they seem very individual, whether it be you as your company with Hearst, or as you with the individual needs and desires of your workforce. Would you say that's a fair characterization of perhaps even your leadership style, that you're managing relationships amongst your employees and amongst the community?

Tod Martin: 100%. The relationship side of our organization in terms of, if I'm leading that... First of all, the thing I like most about business and maybe life is relationships. So if that's a reflection on who we are, what we've become... And to your point of calling out that the relationships side of things in relationship management, the associate side is key. I mean, I have to lead by example, I have to build those relationships, they're my associates, partners, I don't... pretty easy guy around the shop, and I don't... my agenda's not driven down anybody's throat. I like to look at the product that has my name on it, and stamp it on occasion, or have a voice in that, and I hope I still bring some value there, as well as the other side.

Tod Martin: So if I'm... if we're relationship-driven with our clients who have become our friends, or our friends have become our clients you have your reputation. That's what you have. You have these relationships, they count on you, they rely on you, and you have to deliver. And I take great pride in that. I take great pride in that relationship that is business-friendship or friendship-business. Either way it's critical, and I would suggest when the executive level comes to me and says, "This is what I need, this is the issue, this is the problem we're facing from a communications or marketing or positioning standpoint," I'm listening, and then I have to instill that on my group to make sure that our output is matching up to the vision of those clients and those CEOs.

Darren Treadway: I think when you see... when you talk about... we used to think about leadership as being you need a charismatic leader or you need a transformational leader, those kinds of things, we've moved way beyond that to where we're really looking at leadership as being you and me. And especially with the new generation, you hear a lot of the folks talk about... or creative folks, that they

really want to be considered as individuals, so I think your general tendency, it sounds like, to manage relationships as individuals rather than saying, "Here's my agenda," is not only probably contributing to your success within your current organization, but as you look to bring on new folks those people you can't miss, this next generation, that's what they want. They want those individual relationships where people consider them, so I think it's a nice positioning.

Tod Martin: Thanks. I would agree. I don't hold myself accountable completely at this point because again, back to the culture piece of who we've become and who's under our roof, and who's leading our shop both on the creative side and the PR side on the strategy and account service side, just good people, good leaders, good... they're authentic and I think that resonates in the people that are attracted to our company, both clients and associates, and ultimately the output.

Darren Treadway: That authenticity comes across, doesn't it? Not everyone can obviously see him when he walks in, but when he walks, in you can see that relationship management. You talked to three people walking from 40 yards away to here and knew stuff about them, and everyone lights up, and that authenticity just draws people to leaders, you know?

Tod Martin: Yeah. Appreciate it.

Darren Treadway: That's great.

Nate Benson: One of the aspects in the start-up in entrepreneurship world is kind of that openness to not only the success but the failures. So I want to kind of put you on the spot. Have there been lessons in your career that you look back on and it really fundamentally changed? And it might not have been a success, and I don't necessarily say a failure either, but were those... What were some of those challenging moments that really defined the way you now look at something differently?

Tod Martin: I mean, the thing that comes to mind real quick, or top of mind, would be some potential relationship, or relationships that we've taken on as clients that maybe you're second-guessing, but you took it on for a particular reason. Might have been money. A client, they're going to pay you to be bad people. No.

Darren Treadway: It happens.

Tod Martin: So there's been a couple, not many, but there's been a couple where we've learned our lesson the hard way. Your gut and your instincts usually speak to you and sometimes you look past that because, "What if? Maybe it could be different for us," and it's not always the case, so I would say we've been burned a little bit here and there. So I think we're just a little bit more cautious going in, but as we've evolved and as we've... We talk internally quite a bit. We just had an off-site executive level management meeting on Tuesday this week. Full day

of planning for 2019, and as we really reflect on who we've become over time, we're fortunate in that we like to talk about best in classes. And it doesn't matter if you're a start-up, it doesn't matter if you're a big client, somewhere in the middle, the best restaurant down the street, we work with everybody. But best in class means more than big or big and bad, all of that. It means that you're just a good client, you're good people, you have a good vision, and you're going to be the best at who and what you are. And I think we've surrounded ourselves with a lot of that, and I think we consider ourselves in that stratosphere as well. I don't want to overstate that best in class, it sounds a little pretentious, but it's-

Nate Benson: I mean, you can be the absolute best, but only be a restaurant that seats five people. You know what I mean? And you can be in the west side or east side, doesn't necessarily matter, but if you're the best, you're the best.

Tod Martin: That's how we look at it, and I think that's how we position it. We're not the largest agency in town, but... I'll end it there.

Nate Benson: You mentioned-

Darren Treadway: I was wondering if you were going to say it.

Nate Benson: Is there an admission to that?

Tod Martin: I would never say that because I don't believe we are. I think we're all, in the competitive landscape, we're all very different. There's so much talent out there, and there's good people out there, and there's good firms, and they're all... I don't really look at them as competitors. I just feel like we're all in our own sort of lane, doing what we do. Yeah, once in a while you come up against the agency down the street, but we're playing in a little different space than others in the community and our work is local, regional, national, and global. As we've grown and really honed our vertical expertise, we've attracted a fair amount of out-of-town clients, so I can certainly suggest that we're creating jobs here because we have a lot of out-of-town business that we've attracted, and that means I need people, and we need resources and we need production companies, and we need film, and we need digital resources. It goes on and on, and I would think 30% of our work, 40% perhaps now is not local. But that's how it's going. That's how it's shaping up.

Darren Treadway: How does it feel to say that?

Tod Martin: So we're in Buffalo, right? So I've been here my whole life, and I have thick skin. We all do. And we're all proud. My siblings took off right after college. I'm like... I thought I was going to take off too, I thought I had to be in New York to get my career path going, but I ended up getting married at a young age, and this became home, and it was fine. And boy, to this day I have zero regrets. I get to New York as much as I want, I have clients in New York. I go everywhere.

Tod Martin: But gosh, it's great to be here and have access to what we have access to in this community, and the turn-around and what's happening is... boy, is really exciting. To attract the out-of-town clients, I guess I started out with the Buffalo comment because you have to overcome that. You're not Chicago, you're not LA, you're not New York, but guess what? We're doing that level work product quality, so we get the opportunity, we show up at the table as the underdog and because the underdog is always going to underachieve, and that's always been our nature is we... and that's why I think we've had success as well, is that work ethic. We're always going to... I wouldn't say always, but you try to over-deliver because you're that underdog. You want to perform. You want to get their attention.

Darren Treadway: Because you have to [inaudible 00:29:52] almost.

Tod Martin: And that's worked for us, just that fighting Buffalo spirit.

Darren Treadway: Yeah, when you speak of hard work and humility and those sort of things, that's not just you, that's this community. It's probably a product of being here.

Tod Martin: Yeah, you always have something to prove. And we've proven it, but I still feel like there's something to prove, and it's a motivation still.

Nate Benson: You mentioned earlier some of those instances where you know you should have gone by your gut. In this kind of data and analytical driven world where numbers define everything, in business how important is trusting your gut to a degree, and maybe going against what the numbers are telling you because it just doesn't feel right, or it feels like you should go this other direction?

Tod Martin: So analytics are driving a lot of the digital space that we live in, certainly, and it's hard to argue with the real-time results that we get on digital campaigns or creative messaging that's out there and responses and click-throughs and all the above. So I think the data plays a really important role. So strategically we're not afraid to do some research and let the response sort of drive the direction of some messaging campaigning. So to me, that's sort of data in its own way, but that true data, that real-time analytics that we're viewing developing dashboards for our clients, and we're reacting to that are helping steer a campaign a certain way to get further results, everything is incredibly targeted, and real-time results are driving the campaigning, and the client's spend. And you have to be able to answer to that quickly. It's not like, "Put a brand campaign out there, and let's see how we did in a year" to build a brand, build our position.

Nate Benson: You need to know in two days.

Tod Martin: Yeah, how is this working?

Darren Treadway: So in a competitive environment, this real-time data has even sped that cycle up significantly?

Tod Martin: 100%. Yes.

Darren Treadway: He asked you earlier, and I think it was a great question about were there failures along the way? I'm going to take it in the opposite direction and be Mr. Sunshine, I guess, on this snowy day. What are you most proud of?

Tod Martin: I can't help... I know this is a business discussion, but I can't help certainly to think about my family and again, relationships. It's back to that. It's full circle. But that sort of drives it day-to-day. So I have a bunch of great kids, I got a great wife, and I got a great life.

Tod Martin: So on the business side, I would suggest what makes me most proud is probably the brand that we've become, and I don't reflect on it often, but others seem to... It's interesting to watch others look at the brand of Martin that we are and it means something. Like, "Oh, this is kind of neat to see someone react when they walk in, and they see the lights," or they're there and they go, "Wow." And they get to work, or they're working with us and one of the things that really interesting for me over time is early on the relationships, my relationships drove a lot of the business development and the clients that we were working for and, "Okay I got to get guys to help me get this done for this friend or this client." And over time what's really great is the fact that there's work going through the shop that's not driven by my relationship, it's driven by our brand. And I say our brand. So Martin, to me, it's our brand now, and it's not my name, and it's not me. So I guess, circling back on the question, I would suggest that developing a brand that has sustained, it's tough business, it has legs and has a really bright future with or without me, is pretty cool now.

Darren Treadway: I think that's really... You mentioned at the beginning, "I know it's a business discussion, but it's my family." I think it's important to... and I know you do this with all of your employees and people you talk to. We're not our jobs. We're doing it for a reason. Some people, they're doing it because they need to support their artwork and they have to work. You're working to provide probably a beacon for your family, something your kids can look up to. And I think that's an important thing to remember, that is the business, in mind.

Nate Benson: I think that's a good place to somewhat wrap up, but last question I have. Tod, for those start-ups who are just getting off the ground, can you talk a little bit just as we wrap up, really that importance of establishing a brand and not letting that get neglected and in terms of the daily hustle and bustle of building your thing you're building, or dealing with gaining this client... I think sometimes the day-to-day start-up life struggle of just getting the clients and handling that, you sometimes forget about how important the brand of your start-up is.

Tod Martin: Yeah. The piece of the equation I guess as I would think about a start-up reflect a little bit again on relationships and building those relationships. You never know who's that person that's going to take an interest that could potentially help you. So I think being authentic, being a good person, living up to promises all sort of folds back to your reputation and if people believe in you and you live up to your reputation and don't disappoint, it'll happen. Things naturally come that way. That's all we really have, is our reputation and we have to protect that at all costs because once that turns the wrong way, it's really hard to rebuild. So again, the idea of that guy sitting next to you that maybe is quieter, that's not engaging with them. There's not one person in my career whether it was the guy cleaning the office late at night, or the CEO walking out the door, that I didn't say hello to, and meant it. "How are ya?" So build the relationships with everybody and see where it takes you.

Nate Benson: Well, Tod. Thank you so much for coming on the podcast this week. We're thrilled to have you, and we'll certainly catch up with you down the road.

Tod Martin: Thank you. Appreciate it. Have a great weekend, guys.

Nate Benson: Professor, what's on the rest of the docket for you this semester?

Darren Treadway: I'm going to see if my snowplow still works. Got to go warm it up and make sure I get ready for the weekend.

Nate Benson: Well thank you so much for guest hosting with me this week, I appreciate it.

Darren Treadway: Welcome, Nate.

Nate Benson: Cheers. Do you want to be a better leader? Visit mgt.buffalo.edu/CLOE. That's C-L-O-E, to learn more about upcoming CLOE programs. I want to thank everyone for listening to the podcast this week, especially our guest Tod Martin, and my co-host Darren Treadway. Be sure to leave a review of the show on Apple Podcasts, the more reviews we have, the more people that will see this show. Thanks again for everyone who's listening, and thanks again to the UB School of Management Alumni association, for sponsoring this episode. For 43North, I'm Nate Benson, and we'll see you at the next one.