

## **Interview of Shannon McCombie, 2019 MPS-PSYLD Graduate**

**Interviewed by Paul Obidinski, Psychology Professor of Practice, 11/22/2019**

First of all, as an introduction, I'm Paul Obidinski, Professor of Practice in the MPS Psychology of Leadership program. I'd like to welcome you today to our MPS program alumni interview with Shannon McCombie who's a 2019 graduate of the program.

I'll give you a little bit more on Shannon's background in just a minute but I'll first cover a couple of ground rules for the session here today.

All of the attendees are in listen only mode. But you'll have the opportunity to ask questions using the chat feature which you should see to the right of your screen or if it's not opened up you can see it on the bottom tab where it says chat and you can open it up from there.

The session is also being recorded so those who don't have an opportunity to attend live today, will be able to view the interview later.

It will be posted on the MPS website and available for all who may have interested in getting some detail on what we discussed today.

So, with that, I'll give a little more of an overview of Shannon here.

And then we'll get into a series of questions on leadership and her experiences in the MPS program. But as I mentioned, Shannon is a 2019 graduate of the MPS program. She's previously held several military and government roles, was part of the leadership team that built the health care technology platform for Fortune 40 company.

And she's now leading the operations team for cybersecurity firm in the Washington DC area. So, with that, I'll say welcome Shannon. Thank you for being here today.

### **Shannon McCombie**

Thanks, Paul. It's great to be here.

### **Paul Obidinski**

First, I understand that in addition to being a graduate of the MPS program you also received your undergraduate degree from Penn State. So can you first describe a little bit what your experiences were like an undergraduate here.

## **Shannon McCombie**

Sure, I can say Penn State is a big part of my family, as I think is true with many Penn Staters, my father went there many of my cousins went there. One of my older brothers went there. So, I didn't really have a choice where I was going to for my undergraduate degree and it was only place that I applied to and it was an extraordinary experience. I think one of the things that was really unique about my time at Penn State is my one brother who went there went through and ROTC and he became a Navy jet pilot and he was killed while I was at Penn State. He was killed flying a jet and what I got to see at Penn State was through the community, the care of the concern the connection, how they helped me and my family so much during that time, which was really special and augmented the university experience that most people normally have but I also had the great times at the tailgates and the football games and I danced at Thon and I studied abroad and some of my greatest friendships are from my time at Penn State.

## **Paul Obidinski**

Well, great. I appreciate you sharing that. And certainly, obviously, sorry to hear about your brother. I'm sure it was a difficult time but glad to hear that the community and all the Penn State offered was very helpful to you in that time frame.

I know our alumni association, for the benefit of those who are joining us that Alumni connections is also an ongoing thing.

I know down in the DC area where I spent a lot of time. There's certainly a strong chapter. There's also strong chapter on Southern California where i also spent time spend time and basically wherever anyone is watching this, you probably are not far from your local chapter. So, there's always good support out there.

## **Shannon McCombie**

Yeah. I found the Penn State Alumni network to be an extraordinary benefit throughout my career, thus far, and I would imagine, even with the graduate degree programs. It's just the same, because once you enter the Penn State family, I feel that all Penn Staters across the globe are looking out for each other and supporting one another.

## **Paul Obidinski**

Yeah, I think that's, that's a great way of viewing it as I mentioned, I've had the opportunity to be around a few places. And again, whether I'm in California or even,

you know...I had a chance...and I won't get too far off topic..when I saw the football game over in Ireland, a few years ago and it was incredible.

The amount of Penn Staters out there was incredible with great support everywhere. So again, thanks for sharing. So, let's talk a little bit about following your undergraduate time what career path, did you have in mind, and did you stay on that path or did you make some adjustments along the way?

### **Shannon McCombie**

My undergraduate degree I majored in international politics and minored in French and International Studies. So, all I knew, is I wanted to be international I didn't really have much of a plan. Other than that.

And as you indicated, some of my career choices. Since graduation my journey has meandered quite a bit.

I haven't had a specific path. I've been in different industries, different organizations, different countries.

And the theme that I think that has carried through all of it has been leadership and each place that I've been, I've been building teams are fixing problems, are bringing together people in ways that they can work towards a common goal together.

### **Paul Obidinski**

Great. What I tell a lot of people is, that it's always good to be open minded and I think that's a lot of what we discuss both from a student standpoint and a leader standpoint...you don't want to necessarily be locked into one career path if you're not happy with it. There's always opportunity to look elsewhere. And, you know, pursue what are the best opportunities and what you're most passionate about. So I appreciate you sharing that. But yeah. Now look if we could, let's get into some of your roles. I know you've held some very unique roles and some important rules. So, can you describe actually what some of your initial professional roles have been since your undergraduate days and a little more detail around that?

### **Shannon McCombie**

Sure. My career started with the Central Intelligence Agency, I was the case officer with them. So I lived and worked abroad.

Doing what case officers do of which you can Google it on the website. I don't know how much I can share openly on here.

Some Hollywood movies, but it was a really fascinating experience and got to work on a variety of different national security issues, which was fantastic.

And from there, the Naval Special Warfare Development Group one of the field teams, the Navy SEAL teams recruited me and they asked if I would build a classified training program for Co- operators and then I did a few deployments with them overseas into some less than savory locations.

Which was yet again a fascinating experience for some young little girl from Central Pennsylvania. I never in the world expected to be working in the CIA or first seal team. So that was really neat. And then from there, Comcast NBC Universal recruited me, which was odd again and you can see the meandering during of my career. And then this is where I built out the team... I built the healthcare technology platform that you mentioned which was fantastic, and eventually spun out and did a joint venture with independence Blue Cross and its own company, which was nice as it just started with me and my boss after my time with the field team and I had no idea what to do in media technology or healthcare. I have no experience at all.

But I fortunately had the backbone of the Penn State Education, as well as leadership in different industries.

### **Paul Obidinski**

That's a great summary and certainly a lot of great experience! Now, I'd like to talk a little bit about working abroad and studying abroad. Can you describe some of the cultural differences that were unique while you worked and were studying in some of those countries and any adjustments you had to make while working with citizens from some of those places once you did learn some of the cultural differences.

### **Shannon McCombie**

The majority of my time has been in Western Europe, the Middle East in Sub Saharan Africa. So my perspectives will be from those experiences. And what I found in the US, we are so quick to work, and we want to be so efficient and we want to move so fast, and we want to get things done as quickly as possible and that was a massive adjustment, because the places where I worked. Yes. They want to get work done. Yes, they want to accomplish their goals, but not all on the same Timeline that we're on and there's much more attention put on the personal relationships, getting to know the other person, knowing what motivates them knowing how their family is where they come from.

So every meeting that I would go to, I realized that we couldn't just start with the agenda and jump right into the work

We had to share tea or coffee and get to know each other and how are you doing, and how is life.

And then move into the work. And if we didn't do that. The meeting would be completely pointless. I'd be escorted out and we would have accomplished nothing at all.

So, learning that skill and adjusting that way was I something I found really helpful to work with my counterparts overseas.

But I also found it really helpful when I came back to the US and have been managing and leading American teams because what it did is it

forced me to learn some emotional intelligence and learn some empathy and get to know my teams at a different level than I would have if I always just jump straight into the work right away

### **Paul Obidinski**

Another great response. And I think a lot of what we cover. I teach, particularly in the ethics and leadership course, a big piece on the cultural differences and importance of understanding those along with individual differences, personality traits...

And that's a big part of the leaders role I think really just being able to process, understand, and then operate day to day understanding and knowing what those differences are. So, everything you just shared are great examples great practical real world experiences. I really appreciate you sharing all those thoughts. Kind of extending along the same line of thought. In some of the countries, you've worked in or even beyond the countries you had an opportunity to work in what advice would you give to professionals in leadership roles faced with working with international teams. I mean we you know we talked a little bit about the cultural differences, but just the challenges of working with international teams.

### **Shannon McCombie**

I think there's two main things that come to mind. One is that our way as a leader is not necessarily the right way. And not to make assumptions. So, on the first one I think we can be in a in a different culture or have a multicultural team. And because we're the leader, we expect that whatever we say goes and it should supersede everything

But if we have that attitude and behavior. We're going to quickly alienate our team.

So I think it's really important for us to understand those cultural nuances and adjust appropriately, whether that's education or integration compromise, but recognizing that because we're the boss doesn't mean that we're right and doesn't mean that we need to force our culture and our style on other people and two examples of where I've experienced this is in Tanzania, where I work. They're very, very big on those personal connections and the relationships.

And so I would come into the office and I'd want to get straight to work on American we've got work to do. Let's get it done.

That did not go over well at all. And what I learned was that I had to go in and say hello and shake the hand of every single person in the office.

Because I was the boss. I was leading the effort I needed to acknowledge every single one. And sometimes, there would be more than 30 people in the office space where I was I had to take the time to go say hello to everyone, then I have to go and have tea with my counterpart and catch up on life and how he is and how his failures and all those things.

Then, two hours into my day, I get to start working. And that was something that I was not accustomed to at all. But if I was going to be effective leading them I had to do that. Another example, I spent time in the cameras and I worked there quite a bit as well, small island in the middle of Indian Ocean. I had never heard about it before.

And then I got to go there every week for three years.

But they really like certificates... paper certificates. So any work project we did, any small thing we accomplished, they wanted a paper certificate with my signature or someone in my leadership team's signature.

And I thought that was a complete waste of paper or not being environmentally friendly. This is not a good idea.

And I realized that for them it was incredibly important. They were so proud of the certificate and to show them off to their families and friends. They hung them on their desks.

And that small action of recognizing that they want a paper certificate to acknowledge their good work, something that I thought was a total waste of paper, like I thought was a waste of time to have tea and talk about philosophy was really important to them. So, I had to make that shift as well.

And then for assumptions. I think we can go in to working with folks of different cultures and different styles and make assumptions of what they're going to think, how they're going to respond, and what they believe and that's only going to set us up for failure and, as a somewhat silly example, but how there can be real complications when I was living in Madagascar, we were refurbishing and redoing the entire office. So, we built new bathrooms and we built the bathrooms to American standards because we were an American organization.

And American bathrooms have those stalls with the door that swing and there's a space between the top of the door and the ceiling and there's a space between the bottom of the door in the floor. No big deal right? This is normal...until we built them

and the Malagasy would not use the bathrooms. They refused to apparently for Malagasy they need to have the toilet surrounded by Wall floor to ceiling walls.

And so because we didn't bring them into the decision making process because we did not include them in the conversation and did not respect their needs and requirements it pushed them away on operational work... we were talking about toilets and yet we couldn't do our job because we made assumptions of how they would go to the bathroom.

### **Paul Obidinski**

Wow, great examples. I think it highlights, you know, the different ways of thinking and the need to really understand what's important and just the way people process life when you're considering your best approach to leadership. I mean, I think a safe takeaway from some of those examples, is to understand the differences.

Another area to cover. I know, whether it's back here in the States, or wherever you've been you've had the opportunity to work on particular team building activities with the teams you've managed or have been charged with leading so what are some ideas around effective team building... particular activities or thoughts around what you can do to really build a team when you're in a leadership role?

### **Shannon McCombie**

I think we often think of trust as calling for two truths and a lie or some sort of icebreaker and this can be really fun and nice and silly, but to me, those are not team building at all. I think we're perhaps not wasting our time. But we're not really getting into the meat of it because team building is developing those relationships, it's developing the connections across functions and processes across people and so in each place that I've been there's different things that I tried to do to help actually build those connections within the team, to build the team.

One example is I like to take a new hire to lunch whenever they start, we go to lunch and I'll try to bring a couple people that they might work with more closely.

And what happens is there's the concept of breaking bread and you'll never break bread. You'll never eat with an enemy.

So if you start off breaking bread with someone new on your team you're creating that underlying current that you have a connection, you have a similarity and you're not enemies and it's a very light subconscious thing but it matters.

And what I've seen happen is after that these teammates are starting to go to lunch regularly on their own without me.

And they go and do that often. And that's created these serendipitous moments of brainstorming and problem solving and creating respect and understanding and trust.

Because trust often comes from experiences and getting to know people holistically and you can't have that if you just sit in the office and work on Excel spreadsheets and send emails back and forth... you need to have those experiences together.

So, I think something as simple as breaking bread, if you will, is a good way to do it. And as a leader. We need to encourage that, create the time and motivate people to do that.

Another thing that I like to do with my teams is to have a regular cadence on all department, all company all team meetings, depending on how large organization is

And this is it's, it can be very brief. If you have each department or each team provide updates on their department or team.

In five minutes max no more than that. And they share the highlights the risk mitigation opportunities ahead, they provide a very succinct update

For what I like to do that builds the team...is I feel like we oftentimes like to have the senior leaders brief the team.

They're the most eloquent perhaps and are the ones that know the most perhaps or so we think... I like to have the people much lower, more junior, present and rotate around and have them brief on what's going on in their department and what's going on in their team.

What that does is not only does it give them exposure and opportunity for professional growth, but it gets them exposure to the rest of the team. So their teammates can know who they are.

They can know what their subject matter expertise is they have talking points for when they pass each other in the hall.

Or they have an issue and don't feel comfortable going to the senior leader, they do feel comfortable going to their peer

And so creating meetings and events where it's not just a senior leader speaking, but we ensure that it cascades throughout the company for exposure, I think, is really important to build a team and then a third example would be necessary assuming no financial constraints. But if your organization has the money to do it experiences are so important to building a team and that could be taking your team to a ropes course or rock climbing or maybe to an art museum or painting class.

But if you take people outside of their normal environment, two things happen when you start to build connections and understanding of people in a different way.

You provide the opportunity to creatively and innovatively look at different problems that you have because when you take people out of what they're used to. It allows



the brain and the relationships and connections to develop in ways that you can't in the cubicles that you sit in and work in.

So those are three different things that I try to do with all of the teams that I've ever worked on across the globe in some capacity.

### **Paul Obidinski**

That's good, that's great, appreciate you sharing that I would very much concur all the points, but when I was in the corporate world. I think that in the town hall or the all-employee meeting setting it was it's particularly important to get visibility to perhaps some of the more junior employees, give them the opportunity to speak...and we frequently did that.

I found that to be very effective myself and also the out of office experiences... when I was in DC, we'd go to Nationals games or whatever other events might be there in the DC area in particular, but getting out there just having that atmosphere. I think allows people to feel more comfortable and more inclined to speak with each other when there are issues or conflicts in the workplace. So yeah, great, great thoughts.

### **Shannon McCombie**

You get to see your teammates as real people. Because if you're just working all the time. You see each other as a tactician or some a worker, but you don't get to see people as humans. And when you can see someone as a human.

They're having a bad day or need extra support, you're going to support them instead of be frustrated that they're not turning in the project on time.

Or if there's something that they have a really strong interest in learning or developing you know that you get it more information you can share that with them. So I think having the opportunities to learn about people, as humans, and not just workers is it's really important with those from it.

### **Paul Obidinski**

Yeah, I think that's really well said and in many industries you do just get stuck in that recording chain and you're just kind of a cog in the wheel and it can be frustrating if there's not an outlet for employees.

### **Paul Obidinski**

So I think that that aligns with what we believe in and building teams and building some of our course content. So really appreciate those thoughts.

Tying things back into our particular program, you know, we do like to get some guidance to our current students about the alumni experiences while they were in the

program. So first can you give me a little overview why our program, the MPS Psychology of leadership was appealing to you and why you chose this program?

### **Shannon McCombie**

Sure, I actually started my graduate degree experience Thunderbird working on a global MBA.

And for a variety of reasons that it was wonderful phenomenal school, incredible classmates really great learning, but it didn't quite hit the spot of what I was looking for.

And at the time, Penn State hadn't created this program fully yet. So the very first class I took was actually a course that had to be shifted over into the program. Once it was really official and available.

But what ultimately appealed to me why I ended up switching from Thunderbird over to Penn State's program was that I found that the program teaches you how to lead. So, there are so many different courses and certificates and education that we can do to learn a hard skill or learn a tactical skill.

And there are super smart tacticians out there to do all these things, but that doesn't make you a leader, and I think we can often think you're really, really good in one skill set. So you can lead but they're, they're not the same. And what I found with this program is that it allows you to understand the what, and how the mind works of your team. What motivates them what interests them, how do you come up with different objectives and strategies. How do you push a team forward and understand them, and that is not a tactical skill that is not a hard skill, but it is a super, incredible important skill for a leader.

And so it's learning how to be able to take all of these super smart tacticians, bring them all together for the tactical work.

And then you create this symphony of a job, if you will, because without that leader without the skills of this program teaches, you're going to have all these really smart people doing all these discrete projects and they're not going to be brought together.

But this MPS program teaches the students how to be able to bring that all together into a holistic experience.

### **Paul Obidinski**

Great. I mean that's good to hear. And I think that is a lot of what we tried to emphasize is that it's all encompassing and there's a lot you have to put into leadership that has to really be thought about by anyone who's in a leadership role, whether it's government, military or wherever. So again, very good overview. Appreciate that.

And a lot of what our students have to deal with is, of course, balancing

....as online students in the master's program they have to balance their life, their professional careers of families. What advice do you have her current students on just how to balance everything professional career life family and so forth?.

### **Shannon McCombie**

I am told that I really have much advice but it's just a thought process.. one being, don't be ashamed if it takes you six years to complete. Because that's how long it took me, which is ridiculous.

Are so many times that I wanted to quit and thought I would never reach the end line.

But the courses are so good and professors so motivating and I love the material and content. I didn't want to. But it took me forever.

Because to balance everything... to balance work to balance, Personal life.. to balance academics takes a lot. So I think accepting that one could take you six years and you will get done.

But accepting that you're never going to feel fully successful in one area of your life during that moment... being okay with average is a hard thing. I think for a lot of people but during the course of my studies I felt like I tried to do super well and all the different elements. But something was never, never as good as I would want it to be. So being comfortable with that is a really important thing.

I think another thing...and I saw Barbara Watters is on here and...She was my advisor and I also took one or two of her classes. So, she may or may not remember this about me but I oftentimes worked ahead. And I did that on purpose because my jobs have always been ones were either have really, really intense deadlines or project periods where I can only work.

Or I'm on international travel and don't have internet access where I just don't have time. So, one thing that I did, which I found super beneficial was I would work ahead as much as I could. So, when I get to those moments where I knew I was not going to be able to put any attention to my school work at all, I could completely be taken away and not focus on school work at all. Take care of my business, my life, whatever it was that I needed to...

And then when that period passed, I was right on track with my classmates to continue forward. So that was something that I found really helpful if your schedule permits to do that.

And then the last thing that I did was actually blocks time out of my days, both the weekends and evenings of when I would do work. I know, put it on my work calendar, whether it was an hour or two hours before work during lunch at the end of the day,

but I didn't want anything to conflict with that time because I really needed to dedicate it to the to the program.

## **Paul Obidinski**

I think it's another great answer.

There are there are many different types of students who are in many different professions, as you know, in our program. Lot of responsibilities. So, I think an important takeaway is that there is a solution and your case, you can attend. Maybe it may take six years and that's what may work best for you. So, I think that flexibility and balancing what you have on your plate and trying to not stress yourself out is important.

Any favorite course or other takeaways from the MPS program that you'd like to speak to?

## **Shannon McCombie**

So, this I find really interesting because it was my most dreaded course.

But what my favorite course ended up being was the capstone project.

Now I remember looking at that the very beginning of the program and just thinking that's going to be awful and there's no way I can do this. And it's so much work and how I don't know enough information. I just doubted myself tremendously.

And I was apprehensive, or anxious about leading up to it and then the semester came and I had to do it.

And it ended up being my favorite by far. I found it such a unique experience to really dig into your organization and learn about

What's going, well, what isn't... providing suggestions and things that they can tactically do to improve and be better.

And there's one thing to do is to read case studies and see real world examples.

But to be experiencing it every single day and really digging into your world and your day to day through all of the lessons learned from the entire program was phenomenal. To me, and I really loved it. And I also

Provide kudos to your team Paul...and Barbara who's on as well..on how it was laid out and made it completely manageable. I thought that was this daunting daunting task and the way that the semester was laid out with the capstone project...it was completely reasonable... it all just happened. It made sense and was a really neat experience.

## **Paul Obidinski**

Okay, good. We always appreciate the feedback from you and all our students as to the effectiveness of it and we intend to have that be the kind of the all-encompassing final course so I'm glad to hear of the impact it had on you.

## **Shannon McCombie**

Yeah, it was really great.

## **Paul Obidinski**

Great. I'm just getting back to a more general question as we get closer to wrapping up here, but in my view, leaders continue to learn more throughout their careers and lives really... so once you've completed a degree, such as the MPS degree what are some effective ways that you think a seasoned leader can continue to grow, you know, beyond school and as they continue in their careers?

## **Shannon McCombie**

I think you're exactly right. In order to be an effective leader, we must continue to learn and there are simple ways... I was listening to different podcasts reading different books attending seminars, that's all fine.

But I think one of the more interesting and perhaps more effective ways to continue to learn is internally. So, as you're growing up in your career. I find out where oftentimes looking out to our leaders to learn from them. What can they teach us how can I be like them. What can I grow.

Between the best leaders I've ever been around are the ones that create teams around them that are smarter than them.

So as an effective leader. We need to find out what point in our career that we need to pivot.

And start to look at those around us and those that work for us to teach us. We have so much to learn from every if we choose our team smartly. We have so much to learn from them.

And we need to pivot and learn from what their teachings are... what they can do.

And so that's one way that I think as a leader, we need to learn on.. past this experience... past this program... past any kind of bricks and mortar online training you can do is choose the right people to be on your team, so you can also learn from them.

And then another way, I think, is we can and have probably attended many seminars read many books, listen to those podcasts, but will never capture all the information or remember it.

So I think we need to rely on our network and building out a very diverse and expansive network to continue to learn as a leader. And so this would be attending unique and different events, whether they're cultural or social or professional and meeting and interacting with people that you might not normally I think it also is important to have coffees and lunches with people outside of your department outside of your normal areas, there might be someone you might be in finance and there's someone in the communications Team who has really nothing to do with what you do. You're completely disparate but you've met them, they seem nice you propose to have a coffee with them just to get to know them more...

...because by having those conversations...it's having your mind think things through differently. You also might find synergies amongst your teams or challenges that you're having better are the same that you wouldn't know otherwise. So, by connecting with people outside your normal lanes, it expands online and opportunity for growth and learning.

### **Paul Obidinski**

Yeah, I agree with all those thoughts. I think the networking piece is particularly important.

Whether it's within your line of work currently or you have other interests, meeting those other people, getting a sense of diverse views out there is important and can either help you in your current role or, you know, as you consider potential future roles. And I think that's a very important piece of life

No one will always will ever know everything. So I think just the perspective and the need to keep reaching out getting more perspective and learning is of paramount importance to anyone in a leadership role or an aspiring leader.

### **Shannon McCombie**

We can get so myopic in our view of things because we again want to get the work done. And we want to get the goals accomplished and but when we get myopic we oftentimes miss out on the opportunity to strategize, to think differently, to innovate.

And that's what networking does. And that's what continuing to learn permits us to do. And I think that's one of the benefits of my career, thus far as I've done such random different things.

But I've never sat in a box. I never been able to be too myopic because I'm in this whole other industry. I knew nothing about

And I really encourage all of us to continue to keep our aperture wide and to learn 360 degrees around us from everybody that we come into contact with.

**Paul Obidinski**

Totally agree, Very well said.

We have a comment from Dr. Watters actually just saying thank you for sharing your experiences and it's very much appreciated.

I will ask if there's anyone else would like to ask a question if you have any. If you go ahead and chat those now; if not that's okay as well. Hopefully you've gotten some good information from the discussion.

**Shannon McCombie**

Dr. Watters was a fantastic advisor and a great professor. So I recommend her to tell anyone in that program.

**Paul Obidinski**

Appreciate that, for sure. I'm sure she does as well.

We don't seem to have any other questions I this is really been a great discussion. I really appreciate your time. Shannon

- Any other thoughts or feedback or anything you'd like to share with our current students?

**Shannon McCombie**

Firstly, just thank you for this opportunity to speak with everyone. It's a treat to be part of this. I love my experience both experiences at Penn State. So, I love to stay connected

And then. Best of luck to everyone as they finish the course. It was extraordinary. I really was impressed and appreciated all the different courses and the professors moving forward and then the direction to select afterwards ...leadership's an incredible journey and so exciting. And to be able to impact individual people and teams to find their strength their opportunities and grow towards these wonderful goals is one of the most rewarding things I've ever done. So I, I hope that everyone else feels a similar way.

**Paul Obidinski**

Yeah. Appreciate that. We do have one question from a student and that's can you suggest a good non-MPS course? So one of the electives. You may have taken as a as a last course for students to consider?

**Shannon McCombie**

Oh gosh, I I don't remember what was MPS.

I can't think of one off the top of my head because I don't know what was MPS and what wasn't, but I'm glad to for that person to reach out to me directly. And I can go through some of my courses and propose some things to them if they can find me on LinkedIn, perhaps

**Paul Obidinski**

Yeah, we can facilitate that connection between the two of you, for sure.

**Shannon McCombie**

Okay, great. I would love to. I'm sure that they were all wonderful. I just, off the top of my head, don't remember what was part of the program and what was an elective. So I'd have to go back and look to connect with them to share some thoughts.

**Paul Obidinski**

Okay, we'll, arrange that to happen.

Okay. Otherwise, that's, all I had. I really just want thank you for talking. I think it's been a great discussion and I really appreciate your perspective and wish you continued success and let's keep in touch.

**Shannon McCombie**

Thank you. Thanks for the opportunity. It's wonderful to be here today. Okay. Well, cheers. Thank you.

**Paul Obidinski**

Take care. Bye bye.