Episode 183

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SPEAKERS

Kat Caldwell, Carissa Andrews



Carissa Andrews 00:03

The indie author revolution has been around for more than a decade, the Wii indies continue to push the boundaries of what we're capable of. From getting over initial prejudices, to staring down perfectionism and author impostor syndrome, we've become a force to reckon with. Now after years of hustling, grind, we indies are rebelling again. Gone are the days of publishing a book a month until we drop, and in its place, we're sowing the seeds of a better way away with more ease, abundance and flow. Get ready to learn about indie authorship from a whole new perspective. We're about to cover everything from releasing your poverty mentality to manifesting your millionaire author destiny. I'm Carissa Andrews, and this is the Author Revolution Podcast. Well, hi there, and welcome back to the Author Revolution Podcast. Oh, today is going to be a great one for you. So I have brought back Kat Caldwell, the Amazing Kat Caldwell, and to talk about authorship. And like what's happening in the world of authorship? What are the trends that we're seeing as indie authors who have been around for a while, but more than that, Kat is also talking about what she's planning on doing this year, including the ways that she's helping indie authors to level up. In specific, she's actually utilizing retreats in order to help indie authors really immerse themselves into their writing into the characters that they're trying to build. And helping authors level up in new ways that really, we haven't seen a whole lot before, right? So if you're a new author, or an author who's looking for just a little bit of insight into the trends that are happening, or want to just hear writers talking about being writers, this is a fantastic episode just for you. So let's get to it. Well, hey there. Welcome back to the Author Revolution Podcast. I am so laughing because we've been talking for guite a while here. Okay. But I'm excited to bring you back. Obviously, you were on the podcast last year, which was amazing. And I know that there's a lot of cool new things that you've been up to. So I wanted to bring you back in and talk about all the fun stuff that's going on in your world. How have you been this past year?

Kat Caldwell 02:12 I've been busy.



I've been busy as well. Funnily enough. No, totally. Totally work. Yeah, that's, that's my life was born right? Nothing? Nothing? Obviously the life of an author nothing going on?

Kat Caldwell 02:26

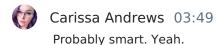
No, I never have five books in the back of my head.

- Carissa Andrews 02:29
 Right? Only five.
- Kat Caldwell 02:32
 At the moment? Yes.
- Carissa Andrews 02:34
 Got it. Got it. So what have you been doing?
- Kat Caldwell 02:37

So let's see, since we talked, I got certified through Author Accelerator for fiction. And usually by the time this goes out, I'll be done with my nonfiction as well. And that was an interesting step. Because I, I was just really intently, educating myself last year on craft and writing and those who have gone before me. And so I thought that I would sort of wrap it up with a little bow. It's like a treat to myself, which might sound weird to people like studying and doing work with this person.

- Carissa Andrews 03:07
 No, not at all.
- Kat Caldwell 03:09

I'm so curious about how other people are doing things. And I think Jenny Nash did a really good job of like, building a system where in which you are training hundreds of people to do kind of the same thing. And you did a really good job. So I'm, I was impressed with that. And it's a great community. And it has inspired me on how I want to move forward, because I really like teaching about writing and storytelling, and my husband's really tired of me teaching it to him. Every time we watch a movie, like, how did you know that that was gonna happen? Because I'll tell him. Right. So I should probably teach writers.



Kat Caldwell 03:52

I think they'll appreciate it more. So I thought about doing you know, I'm certified book coach. So the typical thing is you go to one on one or like group, and I have some really great one on one clients. But I decided that I want to go into workshops, cool, and retreats. And so that has been my main focus for the first quarter of 2023.

Carissa Andrews 04:14

That's amazing. It's so interesting to because it's such a different, like, from one on one to going into like workshops and live retreats. It's such a different vibe. And it's so much fun to like, actually get the experience of working with people in real life versus just virtually I mean, virtually is great to especially if you do something that where you can interact. But what like what do you think drew you to that sort of spectrum?

Kat Caldwell 04:40

Um, there's two things. So I will be doing I do some workshops online, but it's always kind of been my dream. My husband's from Spain, and every time we go there, I'm just like, I love that country. It's funny because I didn't give it a second thought growing up. It was all about France and Germany and Russia and England for me. So of course, I married someone from Spain and I had to learn all about it. And I think it's always been a dream, kind of in the back of my head of I would love for people to come experience this country, the food especially and have a space to rate. So that's always sort of been in the back of my head. And but then of course I live most of my life here. And, you know, I know that writers want to have these sort of hands on almost one on one experiences, but a lot of fiction writers just can't or won't dive into one on one coaching. And so they're sort of, they're sort of working on certain things like scenes or characters, or how do I plot or my dialogue is terrible, you know, and they just don't, they're not ready for one on one, or they can't afford one on ones like all the different reasons, right. And so I just thought, you know, there's always that pinpoint that you're just like, I wish I could just have a workshop about characters and like, why can I not go forward in this? And why am I stuck in my book? Or like, what do people mean by my book should be 80,000 words, I have written 160,000 words, like, what does this mean? I had, I saw this on Twitter the other day, you know, right. It's like, well, you need to cut scenes. How do you do that? I mean, I've been there. I've I had to do that in the beginning, right? Dialogue, like, people want help on dialogue, and what does it mean and sort of brainstorm it and just having this interaction, because I also think that well, maybe I'm certified, and I've read all the books, and I really liked doing that. That doesn't mean that writers don't also have some really great ideas as well. And if we can get everyone together, I'll say like, well, this is what your dialogue made me think of, or this is what you're seeing made me think of, and then you just get real feedback on Hmm, that's not how I wanted my character to sound or that's not what I want you to take away or it is, you

know, and so you just need that like, way to move forward in the moment, instead of waiting till you're, you send the whole thing to your editor. Right. Like overwhelmed feeling of, oh, I have to cut 60,000 words. It's insane.



Carissa Andrews 07:09

Well, I think authors too, especially in the beginning, but I think if they've isolated themselves, like, perhaps after COVID, there was there's this desire to know if you're doing it, right, and the only way that you can really think about like, How can I do that is by getting direct feedback. And, you know, whether it's a writer's group or going to something like a retreat or workshop where you can get that it's almost like that, that very specific, personalized feedback on your thing. But at the same time, you're interacting with authors who are in the same boat, or you're interacting with people who maybe know just a little bit more than you and you become friends. And so now you've got this, this thing going on, even if you're introverted, it's something that is so much fun to kind of push those boundaries and like, expand your, you know, horizon, on on writing on structure on everything. It's so nice. Yeah,



Kat Caldwell 07:58

Yes. And I think you also see how much you do know, which is also really encouraging of like, being able to sort of let down your guard and give feedback in a different way that I think that in a critique group, I don't know about you, but every critique group I go to is, we're a little bit guarded, because it's usually very quick, you know, you have, you know, two minutes to give your feedback on this. And yeah, sort of read really quickly. And, you know, it's a very short piece, but an area in which you can just really sort of relax and know that we're all there. I mean, I tell people all the time, like, I'm still learning, you know, I still need your feedback. People will tell me like, Oh, that's not how I saw this character. I saw them like this, like, oh, well, that's interesting. Rallies in my head. You know, I mean, we all need it. And it's great to get it. Like you said before, in the moment that we feel like we need it really?



Carissa Andrews 08:52

Absolutely. Again, it's interesting to when you get different feedback on words or dialogue. Like for me, it was always dialogue tags, there were certain dialogue tags that I liked, like, I think it was he snickered, or she snickered, or Snickers, or whatever. And to me, that just means that they're laughing under their breath being a little bit like, okay, you know, and to my best friend who was reading as a beta reader at the time, she was like that, that's like being rude and mean. And I'm like, That is not how I met that character to be or like, no one. So every time she read that, she was like, What an ass.



Kat Caldwell 09:23

Isn't that fascinating? You'd rather get that before? It's always like, I always tell them it's about being empowered to make the decision as a writer to like, oh, yeah, whether or not you change it, knowing that you chose to go forward in the decision. Having made the decision on purpose, you know?



Kat Caldwell 09:45
Asterix snickered is...

Carissa Andrews 09:47

Right. That'd be a trigger word or something might not Yeah, might lead them not to not like this character as much. I don't know. I think she got over it. Once I explained it a little bit more. She's like, all right.

Kat Caldwell 09:59
Try to think of it that way.

Carissa Andrews 10:01

It's so funny. It's so interesting how people do read and perceive the same piece of art differently. I think Joss Whedon actually said that where it's like, you know, you write this thing and put it out into the world. And all of a sudden, it's like a teenager or grows up and talks back to you. But it's not like what you expected it to be. Yeah, it's crazy. Oh, my gosh. So obviously, you helping authors develop their stories has always been a passion, I mean, with your with your course that you have processes, and the things that you do with your journaling, and everything that you've taught on your podcast, it's just one of your loves, right? Yes. So I know you have some tips for authors, when they're coming up with trying to find their story lines or their story more quickly. Do want to explain that a little bit.

Kat Caldwell 10:42

Yeah, I've really looked into into this topic, because I had some struggles last year as I was writing this story that I had in my head. And yet, as I got it on paper, I threw it away twice, I literally did it over again. And I really think that it's all about finding your characters. And spending the time. I mean, plotting is awesome. But you can only get so far with plotting and actually writing out that plot if you don't know your character.

Carissa Andrews 11:11
Absolutely.

Kat Caldwell 11:12

And I think it has a lot to do with as we always say, their their wants, their desires, their fears, right, but also their personality and how you've developed them. Because the idea of like, so I was working with somebody who was writing a historical fiction, and she's telling me all about her characters. And then she had like, in here, they're gonna have, you know, the meet cute. And we were talking about how she has set up her character. And I said, that's not gonna work for your character. That's, that's just not how she's going to see it. As far as what you've told me you want her to be like, right? Because yeah, because she's dealing with abandonment, and guilt and shame. And like, even if he's handsome, if he bumps into her, that's not gonna be cute. It's gonna be like, I am overwhelmed. And I'm traveling, and I'm with kids, and all the men in her life have abandoned her or treated her poorly. So like, your we need to work, you know, work this out. And yeah, and it's like, this happens to us all the time as writers, right? We have an idea of a certain like, how the story's gonna go. And then we create the characters. And then we're like, what, why isn't it working? jiving the way? I thought it was? Yeah, yeah. And I don't know. But you have read books to where you get halfway through, and you're just like, I don't understand why they're making these decisions. You know, like, that's not how I have this character in my head. And so I am really encouraging people to just dig into their characters, and then to really be open to changing what you thought the book might be. Right? What you thought the story might be, think we all had to do it right?

Carissa Andrews 12:58

People and characters have a way of changing things. They really do.

Kat Caldwell 13:02

Don't make it better, right? Like if you're trying to force them into a certain situation. Like I was telling another group the other day, like you're gonna have different reactions from like Indiana Jones versus like, I from Legally Blonde. In every situation. Yes. So you have to think of your characters like that to like, really make them come alive. And then put them in the situation and allow them to be how you've created them. But you can't like take out and make her suddenly act like Indiana Jones.

Carissa Andrews 13:34

For sure. I mean, you could get kind of close I guess with like the Tomb Raider chick, but...

Kat Caldwell 13:42

She'd have to have like some growth there. Right.

Carissa Andrews 13:44

Yeah, they'd have to get there. Maybe be dropped on a deserted island.

Kat Caldwell 13:50

I'll do on a deserted island. I don't know.

Carissa Andrews 13:55

I love that you brought up the meet cute, because I was mentioning this. I think it was in my normal newsletter even just this week, where it's like, I had never even heard of that term, really. And I've been in this industry for like a decade. Right? And because I'm more like with my urban fantasy and more plot driven versus I still create the characters and still flesh them out. But like never occurred to me that something was described like this. And so when my friend like I'm in the process of creating a romance pen name and my my friend had my friend NPA, Jenny had recommended a so not meet cute, and I was like, What the hell is a meet cute like what is this? And now I'm seeing it and hearing it freaking everywhere.

Kat Caldwell 14:41
Now you see it everywhere.

Carissa Andrews 14:42
I can't unknow this now.

Kat Caldwell 14:45

It's just it's funny because we'll come up. There's so many things to know, with writing and the industry. And like the genres keep, like just ballooning. Like there's just branching out like constantly and that ropes as well. And so I think sometimes we just see things and you know, sometimes we just put names to it, because we're not really sure where we're gonna go in the book or whatever. And so it's just funny how many things there are out there.

Carissa Andrews 15:14

Right? And that you keep learning them even, you know, like I said, a decade in, you're gonna learn something that maybe you just never had the need to know before now,

Kat Caldwell 15:22 right? Probably not a whole lot of meet cutes in sci fi.



Carissa Andrews 15:25

Right? So I find, probably in fantasy, as long as there's a romance in there, there's a romance. But I've never described like, who describes things as that like, really? Like? Why not? I mean, why not a cute meat, but I get it. Like, we want something that stands out, and it's not his job. It stands out. In my head, I can't let it go now. So weird. It is speaking of shifts in the publishing market, because obviously, there are tons of them. And we could go into so many of them. I'm curious about your thoughts on AI? Like, what what do you think about AI and like how it's impacting authors right now, because it's such a huge, huge thing that's going on.



Kat Caldwell 16:04

I mean, I listened to Joanna Penn, so and I listened to another podcast, I'm future stuff. And it's not it didn't surprise me. Same, but I can see why some people are freaking out. I'm excited about it. Honestly, I think that anyone who uses it well with their writing craft is going to benefit from it. And I think some people out there will probably use it to try to write a book, and I just don't think it will go anywhere. Because I've read blog posts where you're just like, This is not a person behind this. There's no way. Right.



Carissa Andrews 16:40

And it's it's super interesting to me, too, I'm very much the same where I feel like it's a tool that, you know, it's it's like ebooks, you know, everybody thought ebooks were going to be the end of the book industry. Like no one was ever going to buy a paperback book again, it's like, okay, you know, and we were so scared of it. And now it's like become this. Like, I don't know, if another foundation different branch of the entire thing. And I think AI is very similar if we can go into it with their eyes wide open, trusting that we can utilize it as something that can help us versus being afraid of it, I think we can really do some interesting, interesting things with it, because it can help you with I mean, everything from ideation to outlining to character creation, I mean, all sorts of ways, social media posts, when you really don't want to have to write those, you know what I mean? All those things? Yeah. And yet, there's so many authors who are so afraid of it. I think it's, I mean, it's always going to be that way, there's going to be that fear side. And there's going to be that let me try this thing out and see how it helps, right?



Kat Caldwell 17:38

I mean, I think it's kind of like, remember, 10 years ago, when people were afraid to send their book out, because they were afraid that it was gonna get plagiarized and copied. And I'm sure you were around for that. And somebody just a few months ago asked me about it. And I said, Listen, you can plagiarize anything, like you really can. I mean, I send things out as PDF files, you know, to people, worksheets, you know, checklists, whatever. I mean, you could take this book, and you could just copy it. And you, I mean, nothing stopping anyone from that. Yeah, I just don't see how it's going to benefit them. Because in the end, they still got to sell it. Make any money, you know?



Carissa Andrews 18:18

Right. So they get caught plagiarizing. Now, all of a sudden, they've got a lawsuit on their hands.

Kat Caldwell 18:22

Right. So I just don't see the point in worrying too much about it. I mean, I do think that AI has a lot of good points, like some people are upset about the audiobook thing, but I'm actually kind of excited about it. I think it will help reach people, I think more it will get better and better. I cannot. I can't say that I just don't love my audiobooks with the real people because they can do all the accents and like, oh my gosh, I just listened to The Spy Who Loved Me and Rosamund Pike does it? And she's amazing. And like, it's my favorite. But let's be honest, like most books aren't on audio, and I wish they were right, right?

Carissa Andrews 19:04

It just makes it more accessible to people, right, like audio versus just, you know, having to I guess you can kind of get, I think, what does that call whisper sync where you can get an your book read to you, but it's still not the same. It's but at the same time, you know, the audiobooks having the option to choose between, you know, the author reading it, because I think Joanna pen has talked about that, where it's like, you know, the author reading it versus a full cast reading it versus AI, you have now all of a sudden choices and different price points. And so then you get to choose things. And so it just gives us more opportunity, number one to make money from the same IP, but also just up different opportunities as a reader to choose what we want to listen to. So I think it's really cool. I I'm not I'm not one of those people who's afraid of tech. I've never been afraid of technology anyway. I don't think we're going to ever there's never going to be a point where writers go I get up, nevermind, I'm not gonna do it.

Kat Caldwell 20:03

I think so too. And I mean, the the art behind writing is writing about the human development and the human experience. So an AI can only take you so far, like you said, like, but I could ask chat GPT. Or if Microsoft gets their thing together. I've even asked them, like, what would an Enneagram? Three do in this situation? And you just asked, because it's impossible for us to know everything right? Or like, how many times are you writing something? You're like, Wait, what's that one thing called? Know that I need to know right now? Or what was? Were their cars in? 1898? I don't even know that. Right. Why would you? We use Google?

Carissa Andrews 20:45

I mean, yeah. All the time. All the all the time.

Kat Caldwell 20:49

And the SEO, how do I make a headline better? We're using AI already. So...



Carissa Andrews 20:54

Oh, yeah. And even with our Facebook ads, everything, they're running AI behind the scenes, that's how it gets better and more, more adaptable for figuring out the audiences. I mean, it's we've been using AI for a long time, it's just that it's now become more of a mainstream usage where, you know, like, blog blog entries to a magazine maybe are getting, you know, AI written, and I think I've seen that on on Twitter quite a bit where they're getting, like, overrun by AI written articles.

Kat Caldwell 21:23

Yeah and they're terrible at the moment. So yeah, no, you're not out of a job yet.

Carissa Andrews 21:29

I don't think we ever are, I think there's going to be a point where they're going to have to put some sort of some sort of regulation in place where Amazon's gonna require you to say, like, is this written by AI? And if so, what percentage, you know, so there's gonna have to be something at some point, it's just not there yet.

Kat Caldwell 21:45

It's not there yet. And I mean, the day that we're out of a job, we'll be like, the most restrictive society ever. So don't think that we're there. Like, those are the, you know, dystopian, there are no stories anymore, because we can't have people basically no, right? We're like, we're not we're not living in the Giver yet

Carissa Andrews 22:05

Goodness, thank goodness. Oh, my gosh, as much as it is art to it's almost like a catharsis for us writers where it's like, we can't not do this thing. Like there's something in us where we have, we have to get some sort of creation out. And, you know, I don't know about you, but when I'm not writing, so like, if I'm, I switch gears to author revolution, only I'm focused on a course or something. Even though I'm writing blog posts and doing the thing, I still get grouchy, because it's like, I want to get back to the book I want to write.

Kat Caldwell 22:34

At least plotted out I have an idea of what I want...

Carissa Andrews 22:37

This character won't leave me alone and the meet cute has to happen.

Kat Caldwell 22:42

Yes, it's like for mental health, we have to wait a little bit, you know, or something, I feel the same. So yeah. Well, we're still gonna be here.

Carissa Andrews 22:51

I agree. 100%. So with the publishing space getting so difficult and so hard to crack, do you have any tips for authors who are trying to be seen, like marketing tips, things that you would recommend them doing?

Kat Caldwell 23:03

You know, I, I have been sitting back as I, you know, keep throwing away manuscripts last year, I was always looking at the market and just listening to a lot of people. And I, I've worked with a couple different writers on they're launching their books this year. And it does seem like everything is changing. And I'm not quite sure where it's changing to. I am going to try Kickstarter this year. I think that it's much different to talk to people about supporting you as an author than it is to Hey, will you please go buy my book? Because people mean well, but they don't always follow through on things. And sometimes people don't mean well. We're very, I mean, we tend to be very introverted. I can talk about your book all day. And it's very difficult for me to talk about mine, you know, so I'm going to try Kickstarter. And I've been talking it up to everyone, even though I haven't, you know, launched it yet. Because I think that it does serve the author, introverted mindset a little bit easier. I think also, you sort of see a monetary return quicker. And of course, that's work. It's still work. It's still marketing, it's still writing up your copy. Well, it's making videos, it's setting challenges and being part of, you know, building this community. But I do think it helps you find your ideal reader sooner. See, you can see like how wide your book might make it. And you might be unpleasantly surprised that this might not be a book for everyone, but it's okay. Like 500 people bought it and that might be the cap, you know, I'm just thinking of like, people write so many different things. So I really recommend people checking out the writers MBA, Russell and Monica are doing a great job. A lot of writers have been setting up their Kickstarters and doing really well. Absolutely. It's definitely something to look into.

Carissa Andrews 24:58

For sure. I think Russell was taught Talking about at 20Books, how one of the ways that he recommends the launch strategy with Kickstarter is to like go go all in with Kickstarter, and then go wide. See how it does wide first. And then if if it's not doing as well then then niche down to like KU to try to capture depending on genre, obviously right capture those whale readers as Michael Anderle calls them, you know what I mean? So it's like, yes, it's almost like this funnel where your Kickstarter is pretty cool because it has this like, wide scope spectrum where people are kind of perusing like, just for fun. And if there's not that many people doing it, because let's face it, Kickstarter is a little bit more Potsie like you, you should do some of these mental gymnastics of like those challenges those stretch goals with those fun things and make it fun. And when authors are overwhelmed, or if they're not sure how to do it, they're not going

to do it. And so that it's not as packed right now have a space for others. And so it's pretty cool to, like, get into that and try to mess around with it and play with it. And have that playfulness mindset that I think really does seem to be like permeating the the Kickstarter author realm.

Kat Caldwell 26:07

Right? It's almost like what book launch is kind of used to be. But now, I don't know about you. But I feel like this nervous energy of urgency in the industry of like, I have to get out 50 books I have to do. And instead of just enjoying their, their writing and doing the best book that they can, people are more focused on the number of books they can get out, you can only spend so much time launching those books. And now that things seem to be shifting. And if your launch only sells, maybe you give away 1500 But it sells 50 Like why would you continue to launch the next one? Because you're just like, that's disappointing. And it's hard not to have that affect your mindset.

Carissa Andrews 26:50

Oh, for sure. Well, I think we're kind of reaching the, I guess the teenager dumb of indie authorship too, right? I mean, we've kind of come into the, the the teenage like how long it's been around, where this has actually been a viable option. And so we're getting past this, like urgency to get do all the things and do it all fast as quickly as possible, and realizing, Oh, hang on a second, this could be a sustainable thing that I want to continue to do. And I think that's I had reached that like understanding wall. But I was trying to develop a Rapid Release Roadmap because it was just so like, I knew I wanted to teach authors that you don't have to like, sit on your book forever. But I also didn't want to go to the extreme of you know, writing, like a crazy person every single year, because that's just not in my brain not sustainable. And it's not healthy for a person either, especially authors, you know, we want, we want that opportunity to be with our characters for a while or really develop the storylines. And like you were saying, spend more time on the launch part of it so that you can really celebrate its birth. Yeah, you know, it's like all the things.

Kat Caldwell 27:55

I think it's all the things it's like, I mean, I could have launched the second manuscript last year, but I wanted to take my time with the book, because I knew, like, and I'm sure you've had that, that gut instinct that it could be better. Yeah, it's like, instead of, and I had to have my, my writer friends be like, remember, like, calm down, you're okay. Because of course, there were times in which I was like, I didn't get a book out this year, I didn't get a book, I, you know, that other mindset coming in. And it's like taking the time to write what you actually want to write in a way that you're, you know, that you want to write it finding the the ideal reader instead of, I mean, ideal readers are changed, the readers are changing romance. You can't just say you're a romance reader anymore. There are, like 50 kinds of romance now. Yeah. So you can't just mark it to romance you have to find within romance sci fi completely different than what it was 20 years ago. You know, so why everything has changed and readers have changed and I think it's it's not that it's going to be easy or hard to find them it's just going to require a shift and like you'd like you're ahead of the game on the mindset and the calming down and let's do this and you know, having the right mindset about everything from money to writing to business

and marketing. So I think you're ahead of most people but just watching you and Joanna and a lot of other people like telling those around me like okay, you know, just keep going we will let's shift Yeah, because that's all you can do is shift and try something else. So Kickstarters my shift this year,



Carissa Andrews 29:36

I love it. I'm looking into the the Kickstarter realm as well when I actually launched the the romance pen name, because it just it feels right for that particular pen name, but it won't be until next year because I do want to actually rapid release, put my money where my mouth is kind of thing. So I will be writing three books before I start launching them in probably January of next year. But I love the Kickstarter element to it because it's a completely new pen name. No one knows, you know, other than like the handful of people who did end up coming over, it might by personal invite, it's like they don't no one knows who this author is or who this person is, or that had been around for a while or any of those things, right? Which is kind of exciting. Because yes, I can just like, write a review about the book I'm reading right now, or, you know, do some TikToks that no one knows. It's actually me or it, there's almost like this fun anonymity that goes on behind the scenes as you're just connecting with the readers again, versus like, feeling like you have to perform.

Kat Caldwell 30:31

Right? You know, it's, that's a good word for it is you feel like you have to perform, and you have to be a certain person, right? Yeah, I think it's awesome. I mean, I'm kind of following your strategy as well. And waiting for two books to be done. It's gonna come out as a duology. And like you said, like, then you can still bring your book out? Why Yeah, you know, like, there's still more that you can do. I think that sometimes we forget that books are evergreens.



Kat Caldwell 30:56

And you can relaunch them however you want.

Carissa Andrews 30:57

You can relaunch them, you could do a big, huge promo, you could decide, oh, we're gonna celebrate this book, because it's been out for two months, you can do anything you want it. Yeah, make an event out of it. As long as it's an event and people are excited about it like you are, then it's a thing.

Nat Caluwell 31.14

Right. And I think it's about being excited about your book, you know, if it depends on the personality, I can't write six books a year and be excited about every single one of them. I just don't have like that capacity of emotion. And, you know, when my husband buys me flowers, I'm like, thank you. Whereas like, other friends might be like, they maybe they can do it. And so I think it's like, what you teach as well. And Claire Taylor's like, finding what you are capable of, and what you want to do in your author career. And following that, instead of following other people.

Carissa Andrews 31:46

Yeah, I love it. Yeah, no. Okay. So you mentioned Claire, are you like, have you gone through when you're developing your characters, the whole Enneagram version of like, your character studio incorporate that?

Kat Caldwell 31:58

Yes, yes. I avoided Enneagram for the longest time until I picked up her book. And I was like, I bet she knows what she's talking about. I highly recommend her book. It's very, very good.

Carissa Andrews 32:11

This is like fourth time I've held this damn thing. Claire, this is the fourth time now putting it up here. HA!

Kat Caldwell 32:18

You're making us look bad.

Carissa Andrews 32:22

It just happens to be on my desk. So I'm still going through it again.

Kat Caldwell 32:24

I was reading it now. I mean, it's a really well thought out book. And I wish that she had written it, you know, 10 years ago.

(Carissa Andrews 32:36

Claire, come on why did you take so long?

Kat Caldwell 32:41

It's awesome, because it really pinpoints this like energy that I had been feeling last year. And I think she's correct. And so before the Enneagram I resisted it forever. It like everyone in my church and Texas, were talking about it. And I was really into personality. So I, I've studied mythology, and I've studied psychology and the personalities. And it's all kind of the same thing. But I do think that Enneagram helps if you don't want to do a lot of study, like there's a lot easier to grasp. Whereas like psychology, you have to like it has funny names like openness and close and neuroticism. And

Carissa Andrews 33:18

People are like, oh, oh, I want to be neurotic what?

Kat Caldwell 33:22

Yes! What is this up? But I think it's, it's very helpful to understand you as the author, and what you should do in your career, what you're capable of what will stress you out, what will make you you know, still be kind to your family, your office, or your when you're stressed?

Carissa Andrews 33:38
Yes.

Kat Caldwell 33:40

Happy, you know, what, what can what level of stress can you handle? But yeah, I do it for my characters, I think that it's absolutely needed. Because there are times in which you understand your character so well. And it will kind of come as a like, it's just intuitive. But I the more that I was so busy working with other authors and editing their manuscripts, and then coming back and trying to find that moment of like being in my own work, which you have less time and so it's harder to do, the more I turned to psychology and personalities, and now I'm using it Enneagram and it just it helps me figure them out faster. And when I'm writing a scene and they're not acting correctly, like you know what, you wouldn't act like this right now. Why wouldn't you act like this because you haven't gone through your full, you know, target character and you haven't changed yet. So it keeps you from keeping from making your characters too good, which is that that thing that we say a lot like your characters are too good and like what does that even mean? It means that they're not acting like they would. They should be hurting somebody around them like, verbally you know, like not acting properly because they haven't changed yet. And we don't like to do that to them, because we love our characters, you know. And it's because they're, they're working out of their fear, like, You talk a lot about, like the fear of money or like making it having that different mindset in the manifestation. Like, if you're not centered, you will act like this out of fear. And so your characters will do the same, because they're humans, or their animals acting like humans.



It's so it's so great, because the way she describes things, too, she puts, you know, the Enneagram is in the circle. And so she gives you a really good basis of like, what, what would a you know? So I'm an Enneagram, nine. And so when I'm operating out of like, stress and fear, I'm the achiever.

Kat Caldwell 35:39

I'm the three, right? So that's like three, and I act like a nine.

Carissa Andrews 35:45

No wonder we get along so well.

Kat Caldwell 35:48

Now that we're centered.

Carissa Andrews 35:49

Yes, centered into our space. Yeah.

Kat Caldwell 35:54
It's crazy how you read it, you're like, oh, oh.

Carissa Andrews 35:59

And all of a sudden, you're like, that's, that. That makes a little too much sense. And now I have goosebumps, okay.

Kat Caldwell 36:04

It's freaky, it's. And I think it's great to that, because she then says, like, you're probably going to write characters, because you care more about them in the certain Enneagram. Like, that's probably going to be your main characters. And I looked back at my books, it was like, it's like, she's like, how did she do that? And your ideal reader, like, that was a breakthrough for me to have like, most likely your ideal readers will be very close to how, like, how you react, how you see the world, which makes sense, right?



Like the energies are attracted to like energies, right?

Kat Caldwell 36:43

Instead of running around in circles, trying to make an Enneagram, six, or seven, or whatever, you know, I don't know, off the top of my head, I have to read it again.

Carissa Andrews 36:52

Like, it's like a nonstop process is so good. Like, there's so much to dig into it. But yeah.

Kat Caldwell 36:57

But it's great. It helps you understand people around you and and your characters, and it will help you especially, right, the characters who are nothing like you. Yeah, and I don't know about you, but I've read a lot of manuscripts where it's just like, that is a caricature. It's not a person. So how can you write a villain in a sort of exaggerated way? Because that's how you want to write it, but not a caricature. And I think that's about understanding personality and putting humanity to that person. Yeah. And I think that it's made easier understanding these.

Carissa Andrews 37:34

Yeah, for sure. It helps because she she does break it down, you know, into like, such a manageable methodology, like, what is their core fear? What is their their core, like desire? What are these characters, these people who are in this operating out of this Enneagram looking for? And so it helps to just when you're trying to develop that character arc, or trying to develop the character in general, just understanding like, what makes them tick. It's almost like the condensed like cliffnotes version in some ways, you know? Yeah, super cool.

Kat Caldwell 38:05

And it doesn't--Did you always feel like in the beginning, when you first found out about this inner desire and outer desire that everyone has a different name for it, right? Yep. I don't know about you. But I like got super overwhelmed. Because I was just like, well, I don't know. And I started making it like, very philosophical. And I think a lot of writers because we just

Carissa Andrews 38:26 That's the achiever in you.

Kat Caldwell 38:29

......

Well, it should be something very deep, you know? And you just, you go to...



I just want to be able to get up in the morning and have coffee with no kids, right?

Kat Caldwell 38:37

That's totally what I want. What are we talking about? Life goals, right. I think it just helps you go like, Okay, well, he's an achiever. Well, that what would he want, then? Well, he wants recognition. Oh, easy. You know it. You don't have to go into this. Like, I don't know you, right?

Carissa Andrews 39:01

Well, as a child, you're forced to do X, Y, Z.

Kat Caldwell 39:05

Yes, yes. And we can spend too long on that instead of writing the book, you know that everyone has a different reaction to it. But I think it makes it clearer and easier. And kudos to Claire, she wrote a great book.

Carissa Andrews 39:16

She did and she did a great Kickstarter to. I mean, it rocked and she's going on to do her fiction Kickstarter right now, which is pretty cool. So it's, I agree with you that there's definitely this change in the wind when it comes to like how we're trying to launch as authors and get out there and be seen, and it's working really well. It's, at least it seems to be and so I would recommend any author who's listening to this to definitely look into like, what are these authors doing and how is it working good for them and what how can you emulate it if you're interested in the Kickstarter side of things? I should bring Russell onto the podcast I didn't ask to be really interesting person much.

Kat Caldwell 39:53

Oh, for sure. And I think he's so down to earth as well. So I'm part of the I bought the class because I thought my I hope you know, last year and this year is to have strategy and plan because I might be an achiever, but I am not organized. You know, I tend to like fall headfirst into things and, but it's also surrounding yourself by people who are very confident in their authorship and him saying, he makes like graphic novels and stuff. And he says that my readership is very small, right? And just hearing that, and like Claire's talks about it, too, for one of her series, and just being like, wow, own it. Like, just own it. Like, I want to write this,

and I'm gonna write it and it's okay, that only 1000 people read it. Yeah, just being okay with it. Like, that sort of energy just makes you like, Okay, I don't have to be part of this rat race of beating the Amazon algorithm.



Carissa Andrews 40:50

Right? I think I wrote a blog post. When I first started out called, like, f being relevant. It literally spelt it out, though, because it was like, at the time, that was the buzzword relevancy, like you have to be relevant, what you're writing has to be relevant, what you're posting on social has to be relevant. And I was so sick of hearing that term that I was like, f being relevant. And I put this like whole bullet blog post together about it. And I think it's so true, though, because authors, we all have this thing that has to come out sometimes. And sometimes it can be written to market, sometimes it can be a thing that that really does resonate with the masses. But sometimes you have to put out something that's ahead of the time. That's ahead of where everybody else is, because it's the thing trying to come out of you right now. Yeah, yeah. When you when you don't do it, if you don't allow that. Now you're shutting it down part of yourself, and you're not going to enjoy what you're writing, you're going to enjoy your job.

Kat Caldwell 41:40

Yes, I know, you're not going to enjoy. And I mean, like you said it could. It could be writing to masses, I think most books are for the masses, right? It's just whether or not they find it, like look at Colleen Hoover. She's doing it for years before somebody founder. Yeah. And again, you're not going to be for everyone. Like I think this strategy still of like, Net Galley and Goodreads and not like that has changed as well. The writers have changed. They have some people have a chip on their shoulders on the reviews. And so that becomes part of the rat race to like, did you did the right reader pick up your book to get that review? Right? Maybe not. And when it's no, it can be really damaging. And it doesn't mean that your books bad it means that that reader to didn't like your book.



Carissa Andrews 42:29

But if they're from a snobby site, not saying that Nick, la snobby, but there are definitely some snobby or ish reviewers on NetGalley.

Kat Caldwell 42:37

Absolutely Good Reads too. I mean, everyone has their opinion. And it's totally fine to feel, you know, that you have the right to opine on things, you know, but I mean, I've seen reviews that that are like, I made a friend of mine, she got a review for four stars. And within the review, it says five out of five, and you're like, Well, you didn't give her five. What are you doing? More people recycle it? Well, within my reviewing three means actually five. And you're like, that's not how it works?



Carissa Andrews 43:08



Yeah, right. There's a reason it's like five stars there.

Kat Caldwell 43:11

Right. So that's not how Amazon works. So you've actually, like really put a dent on that author. And so you can't control that. So you just have to sort of roll with the punches and the changes, and readers are going to change and likes are going to change. And maybe your book will be phenomenal. Like what Who is that lady last year that got her song on Stranger Things and like 30 years later, it's a hit, you know, right? You never go. So write the book,

Carissa Andrews 43:38

I'm sorry. Neil Gaiman with all of his like shows that have come out Sandman and good omens and all the things you know, Lucifer, whatever, it's like, all of a sudden, he's everywhere. And it's like, he's been writing this stuff for decades.

Kat Caldwell 43:50

For decades, he's just kept going. Right. So you can't be discouraged. By a small readership, you can't be discouraged by changes. You gotta be experimental. And like, you always say, you know, just like, be very open minded about it. For sure.

Carissa Andrews 44:03

I agree. Because that there's always something else, there's always a trend that you could be chasing, there's always something to be doing. And you could spend your life doing that if you want, or you can enjoy the thing that you're actually working on. And so if you're feeling called to try something new, if you're being called to do something different, maybe you're just ahead of the time, instead of falling behind or feeling like you're not doing the thing that you're supposed to be doing. Because that is that is so key to listen to more, more of the interview, like what is it you're trying to do? What is it you really been called to do?

Kat Caldwell 44:33

Right, right, and how many things are stepping stones, you know, like, we all have to start somewhere. Like I refuse to ever be embarrassed about something I wrote before because it was what I could write at the moment. And I tell everyone that all the time, like, you know, you could work on your book for 10 years, and depending on life circumstances, maybe it takes that long, or you can just take the risk and bring it out and be proud of what you could do. And then you just keep moving Looking forward, and then, you know,

Carissa Andrews 45:02

I love that that's such a good way to think of it too. I think so many authors hold themselves

riove diacidiacis sacri a goda way to diffik of ic too. I diffik so many addition floid dichiscives

back, thinking it's not perfect. It's not where they want it to be. But it's like you don't know what you don't know until you finish the whole thing, get through that whole cycle, let it kind of go out into the world and see what happens, and then learn from that experience of it. Especially those first few books, I think, are really hard for us authors, because they're like our baby, it's like our first initial step into it. Yeah, you want it to be so good. And it's never going to be like the most perfect book ever. I don't care which author you are, it but it has to get out there, you have to go through it.

Kat Caldwell 45:35

They have to do it. And you have to find your voice. And there's, there's really so many ways to write a book, like after you've read hundreds of books in your life, right? And really, there is deep point of view, there's, you know, far away point of view, or whatever we call a deep character, who, there's so many different ways you read a book from 80 years ago, and is completely different. Yes. People like who are who are very well known authors, now you can pick up their book and go, Well, that's not what I've been taught, you know, like, this seems very distant or whatever it so there's just so many different ways to write a book, you have to find your voice. And you can't do that unless you write your way of writing, you're gonna find your readers if I think if you stay true to yourself, and you just and you bring them out and you just say, You know what, it's just a stepping stone. It's okay that you don't like all my books.

Carissa Andrews 46:28

Yeah, for sure. It's like, I love Lucy Score. But I can't say that, like, Forever Never was my favorite of hers. It was great. But it was not her best. It were it's like I love the books that she's coming out with. Now. It's all like, it's all those learning processes, though. It's all you know, and even you as a reader, you're sometimes you read a book, and it's just not where you're you are personally, and then you read it again. Two years later, you're like, why didn't I love this then what exactly Oh, looks like it's all perception anyways.

Kat Caldwell 46:57

Right? It's, it's funny. It's like, you'll read things and just be like, I thought I love this. What's happening in your life at the time?

Carissa Andrews 47:08

Yeah, yeah, it's so weird. But it's, it's cool to in a way, because we're like, our minds are so plastic, plastic safety, like there's plastic, neuroplasticity? There we go. It's like we're so capable of changing and shifting all the time. And yeah, it's just as an author, and as a reader as a person. It's like, there's always things that are going to be moving around and shifting. And so we can't be too hard on ourselves when we finish something in the moment and have to move on. And all of a sudden, you're like, I've grown as a person. Well, of course you have, of course you've grown as an author. That's how this works.

Kat Caldwell 47:40

Yes, yes. I mean, you'll see it too, when you start receiving feedback with it, like without shaking and sweating. Right. Like, and being very open to it and not being like, feeling like somebody just slapped you. I mean, sometimes it's still is like, Oh, well, that's disappointing. But you just shift as like, the more you do something, the easier it is, you know,

Carissa Andrews 48:09

When you have that mindset to have, it's all working out for me. Like it's a this this criticism, it's meant to help me get better or it's helped. It's meant to help the story be better, as long as you can go into it with that perception, and remind yourself of it when it slips. I think that helps a lot. You know?

Kat Caldwell 48:27

Yes, you take a minute.,

Carissa Andrews 48:29

I could be. Okay, it's all working out. For me. It's all working.

Kat Caldwell 48:35

You know, and a lot of it is like, Okay, again, back to the like, make the decision. As an informed author, will you do this thing that they told you to do? Or not, you know, or that they comment on or not? Like, you will have to accept the fact that some people won't love your characters. And that will be you know, feel personal.

Carissa Andrews 48:56

Right? Right. Because it's a part of you like a little part of you.

Kat Caldwell 49:01

That's actually like, part of like, is me.

Carissa Andrews 49:05

Like, I actually do order my coffee the way she ordered it in the book, like...what?

Kat Caldwell 49:13

That was funny. You didn't think that was funny.

Carissa Andrews 49:16

I see how you are. Sniff, sniff. Okay, so when it comes to all these cool insights, so that obviously you have much knowledge? Do you bring these into your retreat set in your workshop? Obviously, the workshops you probably do, but like the retreats, do you have moments where you're teaching this stuff first, and then everyone goes and then does the writing? Like how are your retreats being structured?

Kat Caldwell 49:36

So the online retreats that we just finished up when we when this comes out, it is structured with the sprinting room opens, I have like a Zoom Room open. You will you can come in and write together. Not every writer likes to do that. But there is about at least an hour in between each workshop and there's only three workshops a day to promote a healthy lifestyle and a little bit of writing. So they'll have, you know, sort of integrated meditative writing in the morning, a break an intense workshop and the workshops are set up so that there's teaching, but then there's time to brainstorm and ask questions and, and maybe in write out the answers, they'll have, you know, a checklist or something, and depends on the teacher, I'm not teaching all of them, I work with different people. So I had Tracy Gardner come in, and Louis Jordan come in. And so they're in the moment and like, kind of filling out the checklist as well, so that you leave feeling like you did something and like, you really get it instead of just theory, you have the opportunity to ask a question, and then you have the moment to like, either go take a walk, you know, sort of let it let it sort of just develop within your brain, you know, or to write if that, if that's good, and I didn't want to pack it too much, I think three workshops at 90 minutes each is kind of a lot, you know, you might be, they might be a little exhausted off to pull them. But then in the in the in person retreat. So we're having our first one in Spain in September. And it's fun, because it's a smaller group. And so I can ask them, and what are you working on? Are you working on nonfiction or fiction? How can we mold different workshops for you, and I think the main point of the in person is that you get some writing done, and that you have access to ask him questions. And then at night, what we really want to do is come together and talk about the books and where are you stuck? or what have you learned? And what could what could you tell people because you know, you always want to tell people like, this is what I learned. And you want people to be like, That's cool, right? I remember learning that oh, hey, I didn't know that. And our partners are usually very tired.

Carissa Andrews 51:44

I'm pretty lucky because Colin, actually, I met him he was a writer. I mean, he still is, but he hasn't written for a while. So for him, it's like, it's fun. But yeah,

Kat Caldwell 51:53

My husband's like, an economist, he's on the other side of it all.



Carissa Andrews 52:00

That would be a little bit more of a stretch.



Kat Caldwell 52:03

His eyes cloud over. But I think it's really rejuvenating to be with other writers. Yes. To see that not, I think we can feel like everyone else knows what they're doing. And we don't you know, but to sort of feel like we're, we're together, you know, we can give each other advice, we can ask each other breaks down those walls to have like getting critiques or criticism, you know, I hate to use the word criticism or more like critiques or reviews, it sort of allows you to toughen up a little bit in that and to be able to give, you know, a review back and to learn how to do that, because there's definitely a way so I'm really excited for September, I think it'll be my first year doing it in Spain. My dream is to do it twice a year. So I'm very excited for him excited for the people who have signed up, there's still time to sign up if you want to.



Carissa Andrews 52:53

How do they get signed up?



Kat Caldwell 52:54

They just go to my website, KatCaldwell.com. And right at the top, it's like, do you want to go right with me in Spain? It's an awesome country. Food is really good.



Carissa Andrews 53:04

I have not been to Spain, but I can imagine because I had Well, I think most of us in like high school, we have to take a foreign language and we had the like, for when I grew up, we had the most amazing, she was a Portuguese woman. But she was teaching Spanish. So half the time you're trying to figure out Spanish and she would slip into Portuguese. And she's like, Oh, dang it, you know, so they have to, like try to fix it. But we always had like the she'd have like a, I don't know even know. It was like almost like every Friday, she'd come in with like an authentic Spanish dish. It was so cool. So we got to try it, you know, like two bites of it, whatever it was, but it was super cool. Because you got to experience something that was so different. It was neat. Yes,



Kat Caldwell 53:42

I would love to do it in Portugal. I love Portugal as well. I'm not sure how the Americans would take to eating fish every day.



Carissa Andrews 53:52

They'd be like, where's my steak?

Kat Caldwell 53:53

Yeah. You have good beef too. But yeah, that's my dream is to sort of expand that out. And I love traveling. So too. I think that it also like, really helps you shift. Because you're there to write, you know, it's like, okay, I'm not in my office anymore. As much as I love zoom, I love that it helps us interact. You know, I'm not sure you and I would ever have met if we didn't live right now in this time. Yeah, but I'm very excited for it.

Carissa Andrews 54:22

If you want to come to Spain, again. And it's so great because retreats, and well, especially retreats and in those interactions that you're going to be offering. You know, even if you're brand new author, or if you're an experienced author, you both have things that you can share and experiences that the other may not even have thought of because you've got you're living a different time you're living a different perception. You're living in a different maybe era of the publishing realm, so you're seeing it differently. And so there's always those benefits that everybody kind of gets from that interaction and exchange.

Kat Caldwell 54:54

So that's so true. I mean, it can bring an experienced writer out of a rut or help them See, like, oh, maybe I should change some stuff. That's absolutely true. And I do hope to do local ones. We were talking before I've just kind of come up against some logistics on it. But I do hope to introduce those in 2024 in person. Love it in the States. So we'll see. We'll see.

Carissa Andrews 55:17

Okay, so thank you for obviously coming back onto the show. But as a refresher of my audience, if my listeners are wanting to find you, can you one more time give us a shout out on where to find you on the interwebs?

Kat Caldwell 55:29

Yes, KatCaldwell.com. You can find me on Instagram KatCaldwell.author, KatCaldwellAuthor on Facebook because of course.

Carissa Andrews 55:44 Because why not?

Kat Caldwell 55:46

I'm not on Tik Tok. My husband has confidentiality issues with the government. So part of that whole thing. So it's mostly Instagram, Facebook, you can find me on my website, get on my mailing list. I'm very interactive on my mailing list, you can literally hit reply and ask me a question. It will be me answering that.

Carissa Andrews 56:05

Love it. I love it. Well, thanks Kat for being here. I so appreciate you being here.

Kat Caldwell 56:09
Thank you. Thanks for having me.

Carissa Andrews 56:12

Well, guys, I don't know about you. But Kat has definitely sold me on wanting to go to Spain. I want to go to Spain, and I want to do one of the retreats. It sounds like so much fun. I know for me, it's been on my mind to eventually bring in retreats and to do fun things like I mentioned in the podcast episode, where I'd love to bring people to this area of Minnesota, especially in the summertime or fall even when the leaves are starting to turn because it's just absolutely gorgeous out here. And I know that we have so many resorts and things that are going on. And it's it's definitely something that's on my radar, I just haven't had the time or the opportunity to pull the trigger yet. But just know that at some point, that's something that I would love to do as well. It's obviously not as exotic as Spain, we'll leave that up to Kat her amazing team that she's working with. But overall, I just want to remind you guys that being an author doesn't have to be an isolated desert, right? It doesn't have to be a deserted island. It doesn't have to be something where you're doing it completely alone. And by yourself. We have some amazing resources, some amazing people who are out there doing the work. We're teaching authors how to do more how to grow, how to be better at what we do, including cat. And it's important to remind ourselves that we at any point in time can connect with these people, we at any point in time can go to a retreat can learn to hone our craft better, can learn something new about our craft, even after we've been doing it for years. Things in the industry change a lot. And so we're seeing shifts in, like the way that we're launching books, like we talked about with Kickstarter, Kickstarter has been a huge thing this year, if you've been following the podcast, you already know this. We've been talking about things like AI and how it's impacting the way that authors get to do things and whether or not we should be scared of this new introduction or if we should be embracing it. And all of these things come together to incorporate in make up the DNA of what being an indie author in 2023 really looks like. So I just I hope this podcast interview was inspiring to you. I hope it helps give you some hope and give you a little bit of insight into the fact that all authors are in the same boat. We're always working towards upping our mindset game being better at writing our books being better at creating our characters using Enneagram. To be able to do fun things with those characters and understand them on deeper levels. Like we're deploying all of the things right now just to make our creations the best that we can. I've seen over the past 10 years or 12 years, however long it's been now I've lost count because of COVID however long it's been, I've seen over the years, this

transformation, this growth go from like we need to hustle and grind and do all the things and be all the places all at once. To now understanding that we are in control of our destinies. We're in control of the way that we get to have our careers and the way that we get to move forward. And as we're doing that, we are creating some really incredible new dynamics that authors behind us are getting to follow. And it's pretty amazing to watch actually, if you'd like to get the podcast transcript of today's podcast episode, head over to authorrevolution.org/83 and you can download it there. Of course I'll have all of the show notes there with the links over to Cat Caldwell's website and her retreats so that you can check them out if you're interested in hopping in and I hope that you do. In the meantime, have a great week getting your words on the page. Think about what fun new opportunities lie ahead of you and go forth and start your author revolution.