

Jerry Colonna: Hey Al, it's so great to see you, despite you wearing your Duke sweatshirt.

Alan Doan: (Laughs) I am though. Duke affiliation, I just buy clothes where I am.

Jerry Colonna: (Laughs) Or just find them in some sort of a trash bin somewhere.

Alan Doan: Everybody thinks, I bandwagon with my, with my baseball hat, so I normally am wearing like an Indian's hat lately [inaudible 00:00:26]. I just buy the hat.

Jerry Colonna: (Laughs) I know.

Alan Doan: Who am I ... who am I running for, I don't care.

Jerry Colonna: Oh. Well, it's great to see you. Um, can you take a moment and just sort of introduce yourself?

Alan Doan: Yeah, so Al Doan. Um, a ... Let's see, I'm from ... from Missouri. I'm a ... I'm a big bearded giant from the Midwest and formerly ... Well, so as I'm chairman of the board for the Missouri Star Quilt Company, which is a ... it's, it's just a behemoth of quilting. If you ... if you're in that space or if you have a mother, she's in that space. They love quilting. And, uh ... So that's what I've been doing for the last decade.

Jerry Colonna: You're ... you're ... you're a juggernaut in the quilting business.

Alan Doan: A mogul of quilting. That's right.

Jerry Colonna: (Laughs) And we met just about a year ago if I recall through Nicole Glaros.

Alan Doan: Yeah, mama, mama Glaros. She's great.

Jerry Colonna: Mama Glaros who someday have had ... She have to get on the podcast, but she'll probably be reluctant to come on because she'll cry.

Alan Doan: (Laughs) Sounds great.

Jerry Colonna: And, uh ... But she is not a bearded giant, but she is one hell of a boxer. So-

Alan Doan: Oh, she's awesome.

Jerry Colonna: [Crosstalk 00:01:38] that.

Alan Doan: Yeah. No I ... I like ... Yeah, that's right it was about a year ago, because I, I had approached her. I started reaching into my network, uh, as I was struggling through some stuff and said, "Can you help?" And she was so empathetic and just held me for a minute as I leaned into her shoulder and cried. And I said,

“Let me introduce you to my buddy Jerry,” and then you, you gave me a call. I was driving cross country. Uh, I stopped in some random place in, in, uh, South Dakota or something just, uh, had a good chat with you in the car, that was great man.

Jerry Colonna: Yeah, yeah. What was it that you were reaching out for, do you remember?

Alan Doan: Uh, yeah, yeah. So I had a ... I, I brought in a great guy into our company, uh, he's name is [Rick 00:02:19]. Uh, I've done some consulting with him. He's like a change management consultant. One of those gray hairs, had seen everything and done everything. And in our company, I was like, “Man I'd love to just have you in with us in the freight and tell that, you know I'm seeing new things all the time. Our, our company got to be about 450 employees by the time I ... I stepped down this year. So it's ... I mean they scaled up real, real big in, in spaces that I didn't know.”

And so I brought this guy in who I really respect him, he was great. And, uh, and I found myself just, you know sort of snapping at him a lot. And we'd be at meetings and he, he had a style of management that was not my style of management. And, uh, I'm, I'm not a shouter, I'm not a yeller. I don't get angry. And, uh, with, with this guy, with Rick, man, I just, he ... I started battling him for some reason. I would ... I really kind of go after him on stuff. And then I'd show up two hours later and say, “Hey man, that wasn't me. You know that's not me.”

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And he'd say, “Oh, uh, of course like, I know you, we're best friends, we've known each other for years, like absolutely, I forgive you.” And I, I did this three or four times and I realized the pattern that I was creating. And I ... he and I actually went on the, uh, on the journey to try and find some ... you know either, either or I just needed to de-stress or talk to somebody or something.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: But, uh, we kind of joined each other at the hip and went looking for solutions to what, what I was going through.

Jerry Colonna: Mm-hmm (affirmative). And I, I remember, um ... I remember our call and, uh, I'll embarrass by saying I kind of fell in love with you in that call, you know. Um, I gave a lot of folks who sort of reach out here and there and, and, you know to the degree that I can, I make myself available for those conversations. But I remember thinking I really want to know this guy. I really, like I really wanted to get to know this guy. And I was super excited when you signed up

to come to the Tuscany boot camp, uh, mostly because I wanted to see you eat Italian food, but you know.

Alan Doan: (Laughs) I, I love that. Well, I was nervous ... I was nervous about that, uh, because I was like, "Hey, I'm not a drinker. It's not my thing." And you're like, like, "We got you, man, and we'll come through." But I was ... I've never done anything like that before. It's such a big jump for me to, uh, to decide I was going to go with a, with a bunch of other people and, uh, and spend time trying to feel better about life. So I had all these dumb reasons that were popping up. I was like, "Yeah, that's why I shouldn't go." "That's why I should go."

Jerry Colonna: Yeah, yeah, yeah.

Alan Doan: Then, uh, and then I'm, I'm really extremely grateful that I, uh, I took that jump as well.

Jerry Colonna: Yeah. And, and as I recall you connected pretty well with some of the folks there including, uh, um, a couple that, are, uh, mutual friends of ours now.

Alan Doan: Yeah, no. [Gearstick Carry 00:05:01].

Jerry Colonna: Carry.

Alan Doan: Yeah.

Jerry Colonna: Yeah, Carry, [Barry 00:05:03] ... Carry and [Gifted Barry 00:05:04], who, uh, who, uh ... Carry has been on the podcast and their ...

Alan Doan: And so my absolute favorite people in this world, yeah.

Jerry Colonna: Yeah and so here,-

Alan Doan: Yeah.

Jerry Colonna: ... here is the Midwestern bearded giant, hanging out with, uh, a couple who own a boxing gym.

Alan Doan: (Laughs)

Jerry Colonna: Um, and the three of you were like, um, bonded at the hip.

Alan Doan: Yeah, we ended up ... we ended up spending the couple of days over in Pisa after the program had a ... Boy, I mean just ... Uh, you tend to attract really good people, uh, so you provide a similar experience with some of the people I

have met through the circles.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Right? And just, uh, when, when you get good well-intentioned people that are just trying to aim down the same road, uh, you tend to make best friends with a lot of them.

Jerry Colonna: Yeah, yeah. Well and I think, I think when, when we show up with our willingness to be our authentic self, which as you noted is scary.

Alan Doan: Yeah.

Jerry Colonna: Um, one of the things that happens is that you're met by people who are willing to be their authentic self. And then you get to be kind of your own broken, open kind of-

Alan Doan: Honest.

Jerry Colonna: ... interesting, honest selves together so.

Alan Doan: Yeah. You ...

Jerry Colonna: Go ahead. I interrupted you.

Alan Doan: No, I mean it's just that is really special, right? Like you spend a lot of your ... Uh, well, as, as, as success has found me,-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... uh, it's, it's changed ... like has changed me in some ways, right? Just as, as I worry about different things and I struggle with different things and my vulnerabilities come out in different ways.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh ... and your social circle ... I don't know, maybe this is just me, but it didn't scale with me.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: I didn't feel like I had. My same support group who's great. I got a great family, good, good friends, um, but my support group, my social circle didn't scale up to, uh, to handle those same problems. And so without realizing that I had a need or desire-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... to interact with people in some, in some different ways in, um, relating to some different topics. And so I like Reboot was ... I mean that's ... It's like cold water in the desert, right? You don't even ... you don't even realize it until you get there and you're like this, this is exactly what I've been needing, right?

Jerry Colonna: Mm-hmm, mm-hmm (affirmative).

Alan Doan: So, it's been a-

Jerry Colonna: Well, part of what prompted us, um, to sort of say, "Oh man, we got to talk to Al and, and have him come on the podcast," was an email you wrote to us back in October. And you know I could give you some warning on this. So I thought it would be kind of awesome to just start off with you reading that note to me, that you wrote in October.

Alan Doan: Sure. Yeah, I'd love too. Uh, so October, this is ... We did the boot camp in June.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And so I have been home for just a couple of months and I said, "Hey Jerry, I just wanted drop to ... to drop a note and say thanks again for taking time to spend with me. I'm going to Reboot circle with Andy now ... Andy's great, by the way-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... and had just been greatly benefiting by all the interactions with that crew. I love the reminders to get me back to center. Since coming back from Italy about a month and a half ago, I decided to step down as CEO. Uh, as we dug into to the root of what was driving me in the business, a lot of it was the desire for risk and to try and make things.

At the stage, the quilt company is in. It doesn't need that. It needs a steady hand. So I decided to step down and put my CFO in my stead. Uh, it immediately gave room for my other two business partners to also ask to step back and we've all put wheels in motion to ease the strain on ourselves and move board seats and hire people to do the day-to-day work that we were doing. It feels like the world has lifted from shoulders, man. Sobbing tears of nostalgia as I walked my mom and sisters through the decision, but it feels right for me. I'll take a few weeks off and then likely to jump into something interesting with people I want to be around and keep plugging away at new

things.

As soon as this happened, like days after I decided that I met the girl I'm dating now. I'm actually engaged to her now, which is great."

Jerry Colonna: Mazel Tov!

Alan Doan: Thank you. "She's great. First girl I've said, "I love you too" in maybe seven years and feels pretty damn great. A six-foot yoga instructor that adores me, yeah, she's awesome. Uh, something connected there about making time and putting your head right and good things happening in your life. Total love for you, man, thanks for the support and interest. You and your team have been an incredible part of my journey this year. Al."

Jerry Colonna: Mm-hmm (affirmative). So you know Jerry, slow down.

Alan Doan: Yeah.

Jerry Colonna: What's it like re-reading that note after a few months now?

Alan Doan: Uh, it's actually ... it's actually a good reminder of, uh, of how great that felt.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: I mean I like ... That, uh ... I remember feeling almost that ... the freedom that came with that, that decision. Uh, the, you know, uh, eyes wide-open to the pain and, and difficulty of going through it, but, man, I, I saw a light, it was pretty, pretty remarkable.

Jerry Colonna: Mm-hmm, mm-hmm (affirmative), and, "sobbing tears of nostalgia as I walk my mom and sisters through the decision."

Alan Doan: Yeah.

Jerry Colonna: What was that about, because, you know, I, I sort of know the story of mom and your sisters in the company but say more?

Alan Doan: Yeah, so, uh, so this, this quilt company, we started it from mom back in the day. And, uh, now I hired my dad away from his job at the newspaper and my siblings work with us and you know there's about five, five kids, two parents. The, uh ... You know all my, my cousins and everybody, like they work there and they've been a part of the story. And, uh ... So as I, as I approach the subject with mom, you know everything becomes like ... This, this has been our life together. All the value that we built with each other, the ties that we have with each other, uh, have sort of been consumed by this business.

On ... and on the one hand, starting to work on things together that aren't business is really, really healthy. But on the other hand, uh, I mean every, every brick in that business was put there by us and we ... I mean we sit down and you talk about the, the nights where you were there until 4 a.m. cutting and it was just the family and we're just ... We made it work and how crazy it is that we're here and, uh, you know the buildings that we built, the insulation I've shevelled it out myself. And ... Like it's ... it was those kind of moments as we just ... we'd talk about like the future and just sort of break into, break into tears about, uh, how great it's been up to this point kind of honoring that, that, uh, journey that we had together, I think.

Jerry Colonna: Mm-hmm, mm-hmm (affirmative). And you know, I think that, uh, the experience of building something remarkable 450 employees. And you know I know you well enough, Al, to know that, um, this isn't even about the revenue that you generate, but it's about the lives that you touched. And, um, you know those employees all have family.

Alan Doan: Yeah.

Jerry Colonna: And those employees all have chil ... children and, and, and wishes and dreams and this crazy little quilt company.

Alan Doan: Yeah.

Jerry Colonna: This Argonaut of a quilt company, right? Um, not only your family holding that, but all of that together, very powerful experience, wasn't it?

Alan Doan: Yeah. It wa ... it really ... it really was. I mean it's my, it's my community. It's where I live. It's ... I mean the people I go to church with. The family I have there. I begged for almost a decade to get those people to believe in me and as they did, they were rewarded, right? Like I did a good thing, we, we got jobs and money in the community and everything, everything has been, uh, been on the up and up. And then to, uh ... I mean honestly to try and ... to try and step back and say I'm more than just this has been, uh, not the easiest thing that I have ever done.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: But, uh, but, uh, you know as we, as we started ... as I started working on trying to understand myself better, it ... it created such a place for me to receive that.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Right. I was looking, I was looking for that, uh, like what am I about sort of conversation, who am I? Like what do I really want out of life? And it's funny when you're in the company, man, when you're building, uh, that, that it's who you are, that's it. That like I wake up and I pullout the laptop and I start working on this. And, uh, you know, we'd have customer service trouble-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... or you know orders weren't getting out on time. Like it's so personal to you, it's so dramatic because this is ... this is, uh ... they're insulting your ability build a company or they hate the company that you built or how you did it.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh, so it's kind of like, kind of like come away from that and try and remember your identity. Like I, uh, I don't know, you didn't just ... What did I used to do when I didn't fill my time with this? Now I'm ... so I'm two months on the other side, right? I was ... I was stepping back.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh, I, I still, uh, I can't figure out what I want to do with my time. It's very interesting space, but I'm ... I, I love, I love feeling withdrawals and, and getting that out of my system, you know and sort of recognizing that, that, uh, you're being pulled in all these directions and that wasn't what I wanted. That's ... That wasn't how I wanted to balance my life.

Jerry Colonna: Mm-hmm (affirmative). Uh, I'm, I'm going to bring you back to another piece of your, uh, note to me, because it's extraordinary. And this is the six-foot yoga instructor.

Alan Doan: (Laughs).

Jerry Colonna: And, and, again, this is important, because Al Doan is how tall?

Alan Doan: I'm 6'7". Yeah, this matters.

Jerry Colonna: So, so size matters, okay.

Alan Doan: (Laughs).

Jerry Colonna: And, um ... Or shall we say height matters, okay?

Alan Doan: Yeah, yeah.



Jerry Colonna: And, um, not to reveal too much, but I remember in Italy.

Alan Doan: Yeah.

Jerry Colonna: This actually was an issue for you, wasn't it?

Alan Doan: No ... Yeah. No, it absolutely was. I mean I'm 30 ... I'm 34.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, you know and I, I wanted to be married since I was 15.

Jerry Colonna: Right.

Alan Doan: Because I'm sort of that, that guy that I didn't like. I just want a family, I want a ... I want somebody to come home too really. You know I'm not, I'm not a-

Jerry Colonna: Right.

Alan Doan: ... in love with the scene, the dating scene and everything. You know like I just don't love starting relationships, breaking up and starting over.

Jerry Colonna: Right.

Alan Doan: And, uh ... and I, I, I really battled with ... As, as I would sort of built this cycle where just the company was a great crutch for me, man.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, it always needed more time. You know I kind of had this thing in my head where, you know when you're trying to decide what to do with your Friday night, do you, do you go out on a date where maybe you're not going to be super successful or do I stay home and work where I know I'm going to kill it? And, uh, you just start leaning into this space or the, or the relationship, it's good for the first four months then it gets hard you know, like you know, it's great, but I got this company that really needs me right now and so ... Then that's my family.

Jerry Colonna: Yeah.

Alan Doan: It's, it's my community and so all these people need me and so you're trying to infringe on that, I'm going to get out of here.

Jerry Colonna: Right, right.

Alan Doan: And, uh-

Jerry Colonna: Which of course is just a distraction from what the challenge of actually being in a relationship is?

Alan Doan: Yeah, no, absolutely.

Jerry Colonna: Yeah.

Alan Doan: Absolutely. We all ... we have our favorite lies that we tell ourselves, right?

Jerry Colonna: Amen, brother.

Alan Doan: Um, and so, and so in the midst of that, like that was ... I mean that was one of my things that I realized I was really struggling with and as we, we spend time in Italy that was one of those things of like, "What do, what do you want?" I'm like, "Well, I really like to have this marriage thing figured out. I'd love to be with somebody and sort of know, uh, how well that was going to turn out, because I worry. Like I worried in my own head that I'd put my head down for eight years and built this company. And then I lift it up and said, "Oh, wait, what about me?" And that maybe I've missed the boat. Maybe, maybe I waited too long or I did it wrong."

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Um, and, uh, I didn't ... I mean it's great. And, uh, and going through, sort of going through that process of, of I don't know, uh, for me, uh, for me I think I needed to step back. I like I don't think I would have ... I don't could have dated. Her name is [Drea 00:18:01]. I don't think I could have dated her a year ago.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: I don't think I ... I, I think it would have been a bad spot. I wouldn't have, I wouldn't have seen her for who she is or she wouldn't have been able to see me. I mean like I was not (laughs) the person, uh, that maybe wanted ... you want to, uh, join your life too, uh, a year ago, but I am now.

Jerry Colonna: Yeah. You, you know, I think you always were that person, because I'm remembering again the phone call while you were in South Dakota.

Alan Doan: Yeah.

Jerry Colonna: Uh, and I think that, um ... and I relate to this in my own story, um, we build these sort of exoskeletons of stuff.

Alan Doan: Yeah.

Jerry Colonna: The lies we tell ourselves, the personas we take on because we're supposed to be something. And, um, they're quite protective of the soft gooey inside, but they prevent us from having the connection that we deeply desire.

Alan Doan: Yeah, that our, our shadows are ... [inaudible 00:19:16] where you're going.

Jerry Colonna: Yeah.

Alan Doan: Well, it's funny, it's funny, because ... No, I think you're right. I think, I think it was ... I think I was a great person, but I didn't, I wouldn't let anybody else tell me that, right?

Jerry Colonna: Yes. Yeah.

Alan Doan: And, and, and I didn't need that ... I wouldn't wait for them to vote to already know what they thought. You know like you just sort of haven't decided.

Jerry Colonna: Yeah.

Alan Doan: And you, you know when the relationship is going to fail and you're, you're waiting for in six months. Yeah, this is my cycle, it's what I do.

Jerry Colonna: Yeah. Yeah, yeah, which is part of that of that story we tell ourselves.

Alan Doan: Yeah.

Jerry Colonna: This is what I do, right? Just evaluating in a sense or a capacity, the influence of what it is that we do.

Alan Doan: Yeah, isn't that interesting, man?

Jerry Colonna: Yeah.

Alan Doan: That's exactly, that ... like that is exactly what I, what I've gone through-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... and sort of who I was. And it's, uh ... No, I mean, I mean you ... We mentioned it, but maybe it's just a protection. Maybe it's our ... That's our safe place where we don't have to be vulnerable there.

Jerry Colonna: Yeah. Yeah, yeah. And there was this choice that you made a year ago, which

was, it's not working, I'm not sure what I need to do, but I'm going to lean into a space of discomfort and do something I've never would have done before. Get on a plane; go to Italy, hangout with a bunch of strangers.

Alan Doan: (Laughs).

Jerry Colonna: Right? End up in Pisa late at night with a lesbian couple that I have come to adore.

Alan Doan: Yeah.

Jerry Colonna: Right? Only to find myself engaged to the woman that I love.

Alan Doan: Yeah.

Jerry Colonna: And living out my relationship with a business in a way that's actually more healthy and fruitful for you.

Alan Doan: Well, the crazy thing is a year and a half ago,-

Jerry Colonna: Mm-hmm (affirmative)

Alan Doan: ... I couldn't see a way out.

Jerry Colonna: Right.

Alan Doan: The response wa ... And honestly, I mean when you ... It was a family business that we've got. I, I was, I was gearing up to do that for the rest of my life. I did not see a way out. And, uh, we fast forward a year and half and look at us now.

Jerry Colonna: Look at you now.

Alan Doan: Yeah.

Jerry Colonna: Look at you now. All because you had the guts to listen to what Nicole Glaros suggested. That's really what it was or you had the guts to ask her in the first place.

Alan Doan: Yeah. Well, well and honestly, man, that's one of the things that I'm most proud of myself for,-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... is noticing that I was broken, right? Which, which, uh, when you're a warrior in battle, the last thing you want to tell anybody is that, is that it hurts

or that you don't know what you're doing or, uh ... or you know you're screwing up and you're not sure why. And, and like the, the ... You know, I did a lot of things really good, but the one thing that I like, that I really did right was in that ... in the middle of that I wasn't okay with hurting the people around me.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: I raise my hand and said let me try and figure this out. Let's go talk to some people.

Jerry Colonna: Mm-hmm, mm-hmm (affirmative).

Alan Doan: And thankfully I've surrounded myself with angels like Nicole (laughs) to guide me to good people like yourself was good.

Jerry Colonna: Amen. Well, as, as we start to wrap up, I'm going to bring your attention back to this beautiful medium post that you wrote. Um, and maybe rather than asking to read the whole thing, um, that if, if ... Although, there's some great lines in there like, "Don't be a wanker."

Alan Doan: (Laughs)

Jerry Colonna: (Laughs) Um, uh, that the title of the post is "Signs you need to leave your Startup." And if, uh, if I could ask you to speak to that, um, because you just published this January, um, tell me a little bit about what are the signs you should leave, uh, leave your startup?

Alan Doan: Um, yeah, though ... Well this, this was sort of, uh ... The impetus for this was a conversation that I had with a, with a mentor of mine and had taken another job was working with, with two cofounders and one of them was doing great, scale really well, and the other one wasn't and he was stuck working under the guy that wasn't.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: He didn't know what to do. He didn't know how to tell them that he was there. I ... I mean as, as a ... When you start a company, right? You and I start a company; we're both really interested in selling a thing. And we say, "We should do this," and we say, "Great, let's go do it." We never talk about how you're going to be when we get to 400 employees or, or are you good at managing or do you just want to be a technical lead? And then, uh ... And so we don't ever, we don't ever talk about the nuts and bolts of how that relationship is going to evolve. Uh, you know in dating, and in dating it would be like not talking about how ... what kind of parents we want to be or if we

want kids, right?

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And so we, we don't, we get in there and, uh, and you might be a really good practitioner. We're good at working really hard, uh, but then, then you have to be a manager that manages the workers and then you have to be a director that manages managers and then you got to be the VP with the vision that mana ... You know and all that goes is you scale up and when you get to be a C-level executive, man, sometimes you don't even want to do that.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: You don't even want to be there. But we, uh ... Our self interest are not aligned with the self interest of the company a lot of times and that, uh, we, we get comfortable with the salary,-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... with our life and, uh ... And then what happens when you're not good at that role, but you're trying to protect your income?

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Well, you start hurting people around you. You throw bombs back into the business. So the break, so you can prove that you're worth something, that you matter.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh, and then you can go to work and feel good about your contribution, right?

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, it's really hard to realize the company is running without you is just ideally what you want. Um, but, but when, when it gets there, it's like almost demoralizing because like this whole company has needed you for so long. So the signs, the signs that I noticed in myself that were signs that I needed to leave my startup was ... were things like, uh ... Well, I mean they're, they're entrepreneur things. It's things like, uh, you, you don't celebrate success, right? Because startup guys don't and when you have a whole team of 90 people, they, they need that.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: You micromanage ... You're the abusive manager like we talk about before great, great people want to leave.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, your company is growing and you have ... And I mean that's the ... I may have even heard it on your podcast when somebody ... Somebody once said that, uh, you know when you grow or when you scale you go from being 10 years old to 20 years old and you buy a new wardrobe every 18 months and when you, when you grow, you go from 10 to 20, but you wear the same clothes.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh, and I was ... You know I, I had grown. I put my head down 10 years ago to build this company and me and my best friend, you know we went to it. And then you look up eight years later and you realize that you have not developed the tools you should need,-

Jerry Colonna: Mm-hmm (affirmative)

Alan Doan: ... uh to support a new friendship or the friendship change and you guys like the tools that, that we had to buddies back in the day didn't scale with us.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: I guess it's, uh ... There's a lot of us here. We're like, you, you can fix it, if it's one or two things, but, but my whole team like all of us cofounders were sort of in the space where, gosh, all of these things were, were breaking. We were ... And we, we had to ask ourselves if we wanted to scale our own abilities that we want to be ... You know do, do we want to go through the training it takes to be a great C-level executive.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And maybe, maybe not.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Maybe that's not what we're good at or what, what makes us happy. So that's, that's what drew a lot of this post out for me.

Jerry Colonna: Mm-hmm, mm-hmm (affirmative). Well, it's brilliant and beautiful post and I know we'll have a link to it. And one of, one of my favorite observations of you

is from this is you need people to know how busy you are.

Alan Doan: Yeah.

Jerry Colonna: And, uh-

Alan Doan: No, I can actually. Yeah.

Jerry Colonna: Yeah.

Alan Doan: That, that, that, uh ... That was ... (Laughs) So when I broke, uh, is it was November a year, a year ago so like two years ago, whatever. But I took a trip to Belize, I just, I, I booked a trip. I was like, "I got to get away." And I went alone and just went for a week and, uh, I went down there. And, and I watched the amount of energy I expended trying to convince people I wasn't on vacation, that I was still available via email. And then you come back and they say, "How was it? I saw you were in ..." And I was like, "What are you talking about?" I still put my eight hour a day in. Don't worry. You know it's just a different window, I'm still working hard. And like I was so obsessed with nobody thinking that I ever got tired, uh, took a break or got a reward.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, I obsessed over it. And, uh, it turns out everybody just ... they want you to be happy and healthy, right? Like I had to say when I, when I told people that I was stepping down, I was expecting people to storm out.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Quit in a huff, because I had recruited them there and I ... You know I have this whole thing worked up in my mind.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And they all ... they just hugged me and ... "Congratulations, we're so excited for you. This is going to be so great!"

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh ... And I was, I was like legitimately surprised that they, they just cared about me.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, but, uh ... but like, yeah, that's not, that's not in our entrepreneur nature



to ever let people see that sign of us. And I see that ... It's funny now on this, on this side right? Like as I watch those around me,-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... other entrepreneurs doing the same thing. I cringe a little bit and I'm like, "Oh, my gosh, I wish I could give you my life lessons, because this isn't what it's about or you know there's ... Don't, don't think of your employees like that, that's ... You're going to regret saying what you're saying right now,-

Jerry Colonna: Mm-hmm (affirmative)

Alan Doan: ... because they mean more than that or you know.

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Uh, it's ... It turns out that most of these, all these things-

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: ... that I wrote about in here were all things that, uh, that I'd, I'd seen it more than just myself, but, uh, were good indicators to me like I was ... I'm a, I'm a great entrepreneur, but I, I, uh, I, I have my limitations and just understanding those, man. Let's ... Being able to raise my hand and mention and say, "I'm doing some of these things."

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: "Uh, maybe I should rethink what my contribution to the company is."

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: And, uh ... and the crazy thing is like now I got other guys that are in there working hard to make me richer like it's not a bad scenario. This isn't a bad outcome, but it was so devastating in the moment to acknowledge that I wasn't, that, that I wasn't perfect, that didn't have it all figured out.

Jerry Colonna: Yeah.

Alan Doan: It's hard.

Jerry Colonna: I, I ... You know, I want to say a couple of things, uh, because one of the things that we do as coaches is reflect back.

Alan Doan: Yeah.

Jerry Colonna: So I heard you say I wish I could share with other entrepreneurs my life lessons, guess what? You are. And that's a beautiful thing. And the second observation I would make is, the guy who was so obsessed about making sure that people knew he was busy. Well, not only has that guy shifted to make room for love in his life in the form of Andrea ... Drea,-

Alan Doan: Mm-hmm (affirmative)

Jerry Colonna: ... but when you were describing your colleague's reaction to your decision, the word love came right back to me.

Alan Doan: Yeah.

Jerry Colonna: Because, you're not ... You know why they want to keep you safe and happy and healthy, because they love you, you big galut.

Alan Doan: Yeah.

Jerry Colonna: And they've always loved you. And when you open yourself up, you open potentially to the pain, but you allow that love to come in. And holy crap, ain't that beautiful.

Alan Doan: Yeah, yeah.

Jerry Colonna: So slowing down and going on vacation and putting your feet up and walking away from the laptop is an expression of love.

Alan Doan: Yeah, it is. That ... that it's ... Excuse me, it's a ...

Jerry Colonna: Its okay, Al, everybody ...

Alan Doan: (Laughs)

Jerry Colonna: We all ...

Alan Doan: You've got a reputation.

Jerry Colonna: Yeah, I do.

Alan Doan: Uh, you know why, why go eight years refusing to be loved, man?

Jerry Colonna: Yeah.

Alan Doan: Like why, how do you do that? Why do we go so long without letting people

in?

Jerry Colonna: Mm-hmm (affirmative).

Alan Doan: Because I'm telling you on this side of it, gosh it's better.

Jerry Colonna: Oh, yeah. Oh, yeah. I will tell you this from my own experience. It's a practice, meaning it's something I still work with everyday. You know my colleagues will say, "Yeah, Jerry, why'd you let us in and let us love you?"

Alan Doan: Mm-hmm (affirmative).

Jerry Colonna: Because like you, I'm a warrior, hmm. And I'm not a broken hearted warrior all the time, sometimes I'm the hard-hearted warrior. And, uh, and the difference is the broken hearted warrior ends up hanging a cubic zirconia Walmart engagement ring to the love of his life.

Alan Doan: (Laughs) Yeah.

Jerry Colonna: Well, I think, uh, I think we can end this here and I want to thank you for your big heart, for your gorgeous gifts for you being you and what you do for other entrepreneurs all around. Um, I have a feeling there's a lot more to the AI story to come and, uh, you know, you're, you're, you're in the Reboot, the large Reboot circle, not just a peer group.

Alan Doan: I'm-

Jerry Colonna: And you're part of the family, dude.

Alan Doan: Thanks man.

Jerry Colonna: Yeah.

Alan Doan: Yeah, that's, uh, that's powerful man. That's good, thank you Jerry.

Jerry Colonna: All right, I love you buddy.

Alan Doan: I love you too, man.

Jerry Colonna: Take care.