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Jerry: Hey Sharon, it's ah, it's really great to see you again. I, you know, every time I open up Skype and there is your beautiful, loving, caring face it just, it alters the shift of my day. So, thank you for coming on the show today.

Sharon: Oh, thank you. It's great to see you.

Jerry: Yeah. So, um, I feel really fortunate because, you know part of our goal today is to really talk through, um, in effect, uh, your latest book, um, which will be coming out shortly.

Sharon: It's, uh, Real Love; The Art of Mindful Connection.

Jerry: I've been fortunate enough to be, uh, to get, uh, previews of the book as we go along and, uh, um, and now I'm, I'm seeing in, in it's last stages of coming together. I feel like, uh, I feel like, uh, a bit of, uh, one of a number of midwives watching this book get born, so.

Sharon: You definitely have been, um, you've been like my doula

Jerry: Uh, thank you. Thank you. So, um, without going too much into the book, I thought we might start by me telling you ... Sharing with you a story of something that actually happened to me yesterday working with a client.

We're using that as a reaction, you know, and asking you to just sort of think about, uh, the story and react, you know, uh, in the context of the content of the book.

Sharon: Mm-hmm (affirmative).

Jerry: So, uh, yesterday I had, uh, I, uh, I had a client come visit me here in Boulder. It's someone that I've not worked with for several months, um, but I've worked with for a few years.

We have a, a really sweet and caring relationship and he is a quite accomplished person. Um, a former active investor who a few years ago turned, uh, to being a, um, a CEO and launching a business again and really wanting to launch the business.

Uh, not necessarily to generate a whole bunch of money but to sort of, uh, look at some core questions he had about himself plus, he sees a tremendous opportunity in the market.

Uh, a few weeks back he reached out to me because the company is, um, is being sold, um, in, in, investing parlance it's, uh, it's not crashing but it's coming in for a soft landing.

Sharon: Okay.

Jerry: Um, it is not necessarily a massive success but it's not a flaming failure. Um, but from this person's perspective it was, um, it was just ... It's ... Well, it's been a, it's been, uh, a really, uh, a journey. So, yesterday we went for a walk and we just started talking and it was clear that, uh, as I thought it would be that this experience would be really emotionally challenging for him.

Um, he lives in the rarefied Silicon Valley world where it feels like everybody is, uh, successful, everybody's a billionaire, everybody is about to be a billionaire, everybody is, you know, uh ... A billionaire is a yardstick for self-worth. Uh he always saw himself as a member of that club and even though he's had enormous successes ... In fact I think he had 80% return on investment; 80% of his investments have done well, this one "failure" was really tough.

So here we are, we're walking down the street and it's a beautiful day and he's, he is taking in the beauty that's Boulder but he's so distracted by what's going on. I said, so what did you learn after three years? In essence what he said was I learned that it's really, really hard.

Sharon: [Laughter].

Jerry: [Laughter] I learned that I could do everything right, right? He created a lot of buzz for the business, he got ... He raised a lot of money, he hired a tremendously talented group of people, he gave them a clear sense of purpose and vision and it still didn't work.

I said, why? We stopped at the corner and I turned to him and I said, so what's the story are you telling yourself about yourself? He started to cry and he said that I'm worthless.

Sharon: Mm-hmm (affirmative).

Jerry: So what struck me is, um, in your book you talk about this notion of perfectionism, you know, something that many of us can relate to. I think having you the story for the first time just now, do you see the point that I'm ... The connection here? What's your reaction to this?

Sharon: I've many reactions to it including, uh, kind of meta, META reaction which is that, uh, it's kinds of an interesting story to tell someone whose book is just about to come out.

Jerry: [Laughter].

Sharon: You could do everything right and pour your heart into it and learn the craft to the best of your ability and ... There're just so many factors in this interconnected universe.

That's the truth of things and it's not a very palatable truth sometimes because

we'd like to be in control. We'd like to feel, if I'd only, done this one other thing it would all unfold exactly as, as I see it and it's just not so.

Life is so complex and interwoven and ... But it's not easy, you know. I mean, it's easier to say but it's not easy to live by. Um, so that's even one level of what came up in my mind. Um, of course, you were, you know, extremely skilled. What is the story we tell ourselves? Because, we, we take responsibility and we're taught to take responsibility in places we can never be in control.

So, uh, how lovely when it works out, you know, in that way and how important it is to act of integrity and pour our hearts into things and try to do all the right things. Uh, and if we can only do that with, with also admitting what we don't know and what we can't control and then ... We'd be a whole lot happier. We'd be, uh, you know, not delighted that it didn't sore, you know, whatever it is. Um, we feel whole.

You know, we don't feel so, uh, terrible and awful about ourselves and humiliated by something that ... Somebody had told me a story once about somebody who's dream, dream was to be a famous author and her book came out on September 11th, 2001.

Jerry: Oh, my goodness.

Sharon: She was on TV and they've gotten just as far as saying her name when the planes hit the towers. Of course, nobody ever heard of her again. You know, nobody was reading and everyone was consumed in, over, you know, grieving and, you know, going through everything we went through and traumatized and, and you just think about that.

So close (chuckles) you know, and the world wasn't going to have that happen. That's different than, you know, when we, um, look back and we feel I didn't do everything I could do and I'm really coasted it and, you know, I founded in or it was that time I was so reckless or whatever it is. That's a very different thing.

Jerry: Yeah. I notice some of your first reactions were some kind of empathetic reaction when it was to, to connect to your own experience in there. Uh, tell me, tell me about that because I think that that was powerful.

Sharon: I'm trying to imagine the world's say of entrepreneurship where people feel they always get what they want. How can that be we always, always get what we want? For once in their bodies (laughs) we're going to die and everything is changing and it's just like the kind of gritty reality of, of life.

Uh, I would bet, you know, that if somebody was 100% fixated on what they can do, what they can produce, what they can kind of create it's gotta be just life, right? It's the less than a happy marriage maybe or the child who is troubled or the brother who, you know, never forgave us, or whatever it is, you know, it's just life. Uh, you know maybe in certain circles we're taught not to look at the scope, the broader scope of life.

It's too destructive to the image we're upholding but ... Uh, you also reminded me of when you say that ... Here's a story in the book about, uh ... Someone told me she filed her divorce, um, about. When her husband's second parent died ..

He began telling the story of his childhood and then it was idyllic and beautiful and perfect. She said she was the only one who could remind him, wait a minute, you know, your parents were alcoholics. You had to put them to bed every night. You had to quit school in college to go home and like get them off the couch. It wasn't so perfect and she was the only one who knew the actual story, so he left, you know, he left her behind because it was like ...

Jerry: Because he couldn't bear it in that experience.

Sharon: Yeah.

Jerry: You asked a question about being with entrepreneurs in that, in that environment and it reminded me of, of this other experience that, that, uh, this client and I had yesterday.

You know, we were talking about the reality, you know, going back to your story here and the reality is that something of Kent is ... I heard the statistic the other day 89%, of what are called venture backed startups. Startups that raise money from the outside either return capital or lose money and close.

Which means by this definition they're failures, so 89%. Even though that reality sinks in, we stood in the corner and we look at each other and he laughed and he said, "Yeah, but I was convinced I was the exception."

Sharon: Yeah, yeah, sure.

Jerry: There's something beautiful about optimism, right, but there's a negative, dark side to that optimism which is if the reality of having done everything right and it's still failing hits ... and the reality is I'm not the exception I think I am then it's like in a nanosecond the mind goes to, so therefore there's something wrong with me, that self-criticism. Do you see that?

Sharon: Oh, yeah. It's like if we could love ourselves anyway not to say we don't have lessons to learn or that we-we're perfect but if we can just love ourselves anyway and ... Especially because you said it didn't flame out, you know (chuckles).

Jerry: It didn't and everybody's going to end up with a job and ... But it's just not the, you know, in the modern programs it's, it's not going the next Facebook, it's not the next Uber, it's not the next multi billion dollar yadi, yadi, yadi, blah. You know, this kind of false reality thing.

Sharon: Yeah.

Jerry: It's like this, it's this funny perfectionism, there's use that word right, where measuring ourselves against an absolutely unattainable goal and then lacerating ourselves when we fail to live up to that goal.

Sharon: Yeah, yeah. Seems like a rigged game. (Chuckles) let's change that game (laughs).

Jerry: (chuckles) total rigged game. So, so what does this have to do with Real Love? Uh, in reading the book and watching the book get born and really working with you for as long as we've worked together now and I'm so fortunate for that, it seems to me that the answer, the antidote, if you will, is love which may in fact be counterintuitive.

But it's, um, it's like, you know ... I know that there're people out there who are saying, well, there's nothing wrong with striving for the unattainable goal and we often will, uh, I think use that ambition to really accomplish amazing things.

Sharon: Mm-hmm, mm-hmm (affirmative).

Jerry: Right? I mean, an unattainable goal would be to free the world of poverty.

Sharon: Mm-hmm, mm-hmm (affirmative).

Jerry: Because it's unattainable, do we not try? Of course, we try but how do we hold the pursuit of the unattainable, unimaginable goal without self-criticism and self-laceration and all of the negative side of that?

Sharon: Well, I mean, I think, you know, uh ... well, first, there's probably difference between self-criticism and self-laceration. I think you're using them ... Self-criticism is not a kind of balanced, uh, assessment, you know, with that kind of viscous punishment we do get into which is so terrible.

Um, but I think part of the confusion is the equation of love with laziness, you know, that if I really love myself I'd ... I wouldn't have those kind of goals or even ... I don't think there's anything wrong with a personal goal like yes, I would like a massive best seller, thank you.

(Laughs) I think it would change my life, it would help the world, you know, uh, it is extremely unlikely perhaps but I would love that. I-I'd be very, very happy to work for that but in the event that the winds have changed, you know, are such that, uh, it's not exactly that. I mean, I've had, um ... Probably my least commercially successful book was the book Faith that I wrote and it was a very personal story.

It was my own faith journey. It was extremely painful and difficult to write. It took me a long time and I really put my heart in there. I would say it's not ... I mean, you, you couldn't even call it a commercial success. If you real stretched you know.

Jerry: Yet, second only to this book, it's my favorite Sharon Salzberg's book.

Sharon: Thank you very much. I can't tell you how many people come up to me and say I had a childhood just like yours I'm so glad you wrote that book. You know, that book came to me in the most difficult, darkest time of life and it helped me so much. If even one person came up to us and said that, would that be, you know, a tremendous thing? Um, you know, we live in a world of metrics and, uh,

measurement and comparison and ... But really what do we need?

You know, if we felt reasonably whole anyway going into it, of course I'd be disappointing if, you know, nobody bought my book but, um, how incredible to have that one person come up and say, you really changed my life?

Jerry: Yeah, yeah. In fact, I remember, you know ... We'll talk about faith, uh, just for a second. I remember, um, the first time we met which was very brief encounter ... I probably reminded you, uh, uh, this before. There was an event for his Holiness Karmapa in New York and you were one of the, one of the, um, Buddhist literati in the room and I just shook your hand and I said thank you. You know I was one of the number of people and it was a beautiful encounter but it was very brief.

Of course, a couple of years later we had dinner and we met really for the first time and I said to you through tears in my eyes how important Faith, that book was to me. Now, to be clear, Real Love has come to me in a moment in my life where I really needed this. So thank you yet again for doing this.

Sharon: Thank you.

Jerry: But I ... what I hear in your, uh, analysis is really is, is going at the description of ... Or the definition of this word success.

Sharon: Yeah, yeah.

Jerry: What does it mean to be ... What I heard was the, the, the two coins, the two sides of this ... There's a cognitive awareness, if you have, around faith not being the best seller not even amongst the pantheon of Sharon's books. Right? Yet, the, the ... A book in which a number of people casually came up to you and say this book was, was medicine at this moment in my life.

Sharon: Yeah. I mean, I still wanted to take it to that level because solving world poverty, I mean, everyone could get behind, you know, and say, yes, of course, we'd pour energy into it and if we come up a little short or very short at least we have done some good. Wanting personal success and I don't know, uh, whatever ... Ambition ... You know, to be ambitious in that way still can be okay but I think it all depends on the how.

What's our complete motivation, what's the toll? What are we willing to compromise? What are we willing to sacrifice? Are we even looking at that? You know. Um, and how much ... I keep coming back to this word wholeness. You know, the sense of being intact, having, having something going on inside, I mean in the resource, how much of that can we take with us into the journey?

The more of that we have, the more we can weather the ups and down in a, in different way. You know, I get two humiliating, uh, statements a year from my literary agent about Faith but basically how much mi- ... It always got a minus sign on it. (Laughs) you know like how much money the publisher has lost in my advance, you know, and it's not really making a difference as the years go by.

You know, but now it's funny. You know, the first couple of times it was like urgh! I disappoint people, they wanted more from me. I thought, you know, it was gonna ... But it's like I could not have written that in a different way and every time I meet somebody like you, you know, you started crying at dinner and I started crying at dinner because it's so beautiful. Um, so it is success in, in that way.

Jerry: Yeah. You know, I'm, I'm going to your book now and I'm going to read to you a couple of the things that are, you know, the suggested takeaways that you have. You wrote, perfectionism is an unproductive use of attention. Self hatred will not make us better. Acceptance is what allows us to realize that all experiences are the opportunities are the opportunities to learn and grow. Through love and kindness for ourselves, we can learn to accept and love our imperfect selves. That feels like this beautiful little arc, those three statements.

Sharon: Mm-hmm (affirmative).

Jerry: You know. Can you say more about those?

Sharon: Well, you know, I think, I think the common idea is that love for oneself is like narcissism or laziness. It's, it's just self promotion or self pre-occupation that, um, that kind of harsh, punitive environment that we create or we create within because it's what we're used to is the way to get ahead to get something done.

What I'm told anyway about research is that, uh, you know, there, there isn't so much research as of yet specifically around self compassion which is the, the kind of western psychological term. Um, the, you know, there is research around performance of all kinds and that, uh, kind of a high stress environment will spike our performance but briefly and then we crash. There's some other way of having the sustained effort toward making change, making progress, getting ahead, making it happen, uh, and you can call that self compassion.

We think that's, you know, that's like a weak link state but (chuckles) you know, that ... People have said that to me many times like argh. You know, I don't buy that. If I were to forgive myself in effect when I made a mistake and go on then I would just get so lazy and start to make another mistake in a minute. It doesn't matter. I'll forgive myself again but, I mean, what do we think resilience is, right?

We need resilience. We need to always be tacking and adjusting and starting and starting over and starting over.

Jerry: I just, I just wrote it down. I said, you know, uh, that sustained effort equals resiliency. Right?

Sharon: Yeah, yeah.

Jerry: It's, and, and it's ... You know, we often talk about resiliency or Reboot, um. Life throw, comes at you hard and in unexpected ways and the ability to self regulate and self sooth and come back to center, you know, you, you, you, you, you get that email that just triggers you and sends you into the state, can you then come back? You find out a fact, um, that is just antithetical to what you expected or what is

supposed to be the way things are supposed to be.

You know, you, you, you lose the ground and that capacity to come back and ... I think what I hear you saying is that real love which is in essence a loving for self and that kind of sympathetic-empathetic connection to the other eliciting compassion feeds resiliency, feeds the ability to then get back up when you've been knocked down.

Sharon: Yeah, I think that's exactly right and, uh, thank you for saying it so gorgeously (laughs). I think, um ...

Jerry: (Laughs) well, I read this really good book (laughs).

Sharon: I think (laughs) um, I, you know, I think that's what resiliency is made off. It's like, you know, that kind of flexibility and that ability to start over. I talked the other day somewhere. Somebody showed me her tattoo which she got made after I talked at an identical workshop basically a year ago, uh, and the tattoo said begin again.

You know, but as long you know I think I said often. You know, you are meditating, you want to settle your attention on some object, go the million miles in another direction you realize that as soon as you can let go and begin again. You get a task, you get distracted, you get overwhelmed. You feel defeated, you know what, take a breath; see if you can begin again.

You fall down and someone has to help you up and you have to let them help or, or you have to get yourself up and you have to begin again. I think that's the ... It's the rhythm of life. That's how we actually live da-, everyday and that's how we get something done.

Jerry: What comes to mind is a blog post I wrote years and years ago even before Reboot and before my coaching practice had really taken off, it was called what I learned from eating Oreos

Jerry: What I've learned, uh, was, it was a couple of things. One ... I was working with a nutrition at, nutritionist at the time to really sort of get a better sense of my own eating habit and my nutrition. The two things I learned; the first thing I learned was, um, I have this incredible craving for salty-sweet; the combination of the two. And I am like a sucker. When you put salt next to sugar, I'm done. Oreos are a perfect combination of salt and sugar, right?

Jerry: But what had happened was I was like really tracking food and all this stuff and I, I just had, had a really bad day and I came in and I basically ate an entire box of Oreos. First one sleeve and another ... Remember, there are three sleeves in a box worth and I ate three sleeves of Oreos and I felt sick as a dog, no surprise right?

Um, and the next day I was just, I was just filled with incrimination and I said to myself ... Going back to my childhood when we were playing stick ball and we



would get into an argument and we would call a do over. We made this term, right, we all grew up with this term, it's a do over which basically meant we can't agr-, we can't f-, argue our way out of this so we're just going to start again.

I ... What I learned was that the world has an, has an infinite capacity for do overs. If you let go of this notion that it has to be a certain way.

Sharon: Yeah, yeah.

Jerry: Right. The real lesson is for me ... I-I, in reading your book I-I-I, I just reconnected with the self compassion of giving myself infinite do overs.

Sharon: That's fabulous. That's a great term.

Jerry: You know.

Sharon: We do need ... Well, I mean we can have infinite do overs which, you know ... I think in most superficial look at that sounds like we never really try, you know. We never really put our heart into something but of course we can and, uh, all the more so because we don't go down those long, long, long twisted paths of like I am such a terrible person. I always have been and I always will be. You know, it's like we're-we're priorly defeated no matter what.

Jerry: Right, before we've even, before we've even taken a step. That's right.

Sharon: Yeah, yeah.

Jerry: Yeah, yeah. So maybe we can close with this sort of the last section of the book in a sense which is this notion around compassion. We've been talking a lot about self compassion. What happens, why does it ... I've seen this in my own self, right? I'd start my day and then I'm ... You know to use Reboot parlance we talk often times about being in the red, being in the yellow, being in the green.

I'm on the red. I'm like totally gone. I'm in a triggered state. The world sucks. I sit down and I start working with a client and then it shifted to the green. What, what's happening with that in terms of this, this re-relating to the other?

Sharon: Well, I think, uh, one of the reasons the book, my book has the trajectory it has is because, um, each part is, is like a contributor to all the other parts, you know. So it start with real ... Well, if it includes very much based on self compassion, you know and so we need that, Um, and, uh, love for one another which means the ability also to listen and to simply connect, you know, no agenda.

So you, you know, I-I love that image of you with your client because I've experience it many times with teaching it's like ... I've often said, you know, no matter what stage I'm in teaching re-reaches the best place in me. It's like it's there. It feels inaccessible when I first wake up when I'm going through what I'm going through.

But because I do care and because I'm sitting there not, um, to make an impression

on somebody, you know, or to be considered the world's greatest teacher but because I really do care I just reach that space. It's like, uh, some approaches, some philosophies would say practice generosity even when you don't feel very generous because the very act of being generous will return you to that place inside you where you feel have enough.

So if you're depressed or you're despondent and you feel you've got nothing going inside, help somebody else, you know, because that will return you to that place where yeah you're okay. Now, you have a kind of sufficiency within. So it's a little bit like that. I mean, oh, uh, circles back to motivation but I think, you know, one of the, um, elements of the-the third section of the book is really ... It's a more open state of compassion. You know, it's just not people we know we feel responsible for like a client, you know, and a friend.

Uh, the relative, stranger even the people we don't like very much, even the people we're fighting and we're going to continue to fight and, you know, maybe struggle against or resist. Here too we can still be strong. We can be even stronger I think by coming from a place of compassion rather than alienation and disconnection.

Jerry: You know I-i-I, uh, I love that (clears throat) structure and what it reminds me is, uh ... Well, there's a moment where you said it, I think, two or three time, you said the phrase because I do care.

Sharon: Yeah, yeah.

Jerry: Uh, having been on the receiving end of your teachings, I know that to be true. I see that switch go on in-in-in you and, and, uh, it reminds me, in your book, of this notion of ... If I may, I think it goes beyond just saying practice generosity because you can practice generosity and still not care.

Sharon: Mm-hmm, mm-hmm (affirmative)

Jerry: But I think that, the- ... I-I-I-I, I think your notion of what is your truest intention becomes this basis and because I do care I can access the coach in me, the teacher in me even when I am at my lowest point.

Sharon: Yeah, yeah, definitely. Well, I'm sure you can. I-I-I, I see that in you too, you know. Uh, and, um, what's intriguing I think is that I believe, uh, that we can cultivate that caring in a kind of impersonal or universal way so that, uh ... I think most people can understand that stretch when it is a student or a student or a friend. You know, like you're feeling miserable like come into the room you think okay, you know, they need me, uh, when it's somebody on a subway or, you know you may not do the same things.

It's like you're not going to take them home and give them the session maybe, you know, (clears throat) but your heart's space of inclusion of feeling this person counts too and, you know, may they be happy, may they find some peace. Um, that's what's especially intriguing to me is, is that extension, you know, beyond our sense of responsibility and first of all, connection.

Yeah, you know, I've seen it in myself, I've seen it in many a person who's on some path of trying to, um, understand his values and live his values. That there's really a sense of, um, oh, you too? Wow!

Jerry: I love that image of you because there was, uh, ... You know, we don't have the video here and we're not recording the video but, but there was this kind of wonder and curiosity and empathy in that, oh, you too. Oh, you too. You know I was thinking about the, thi-thi-thi-this notion of because I do care, there's also I think a relationship to your earlier point about learning to accept and love even our imperfect selves.

See, if I can learn to love and accept even my imperfect self and drop the need for perfection, stay connected because I do care, then in a sense my resiliency and you resiliency; our share resiliency is feed and then all of a sudden, the world is just a slightly easier place to exist in. Does that resonate?

Sharon: Oh! Totally, and I think maybe that's really the breath from the very genuine kind of compassion if you, if you're trying to cut off your imperfect self from the parts of you that hurt basically, that are, you know, not so satisfying and delightful. Uh, you know, the ones that the emotional states, let's say, that really do hurt or the past experiences or the ... You know whatever it is.

How do you sit with somebody who's going through a difficult time with any kind of tenderness or understanding or empathy? You can't. You know, it's like the same pattern or rejection must keep playing out.

Jerry: Right.

Sharon: You know, we could go away, you know, I'm better or I told you what to do six months ago you should have listened or whatever it is but that raw pain is-is real for us as it is for someone else and that's one place we join. So I think about your friend from yesterday, you know, you talk a walk with and, uh, I hate to be, um, glib about these things. You know, that one part for you is a gift and all that. I-I-I, I think I told you, um, my publisher told me that his favorite line in the book was actually not from me.

It was from, uh, Roshi Joan Halifax. I quoted her where she says ... We were ta- ... she was talking about trauma and, uh, and she said, um, something like ... She did it more eloquently than this but, um, you know, "don't try to think of them as gifts. Think of them a givens" and I thought that was just so beautiful and deserves this accolade. My publisher is (laughs) best line in the book.

Um, and, uh, you know, some need to be glib but going now you're got a gift through your suffering and you're gon-, um, but it is given and you've had an experience and if you relate to it in a radical-radically different way that we're taught you don't have the gift of that radical approach. Like, look at that, you know. I sat with that stuff, right, and I paid attention to it. I didn't let it define me, you know. I opened my heart to myself and the faith that I care about myself and, you know, look at that. That's a gift.

Jerry: Yeah, yeah. I think that's, uh, that's, uh, that's a wonderful message to, to my friend. Um, uh, and I-I, and I think you're right about the, you know ... I had been reaching for, what did we learn from this experience which can have that quality about it of, of Oh! Look at the gift that's implicit in this. And, and, and I think you're right and I think there's-there's s-, you know, there's a simple beauty in this.

Um, uh, I'm reminded of something one of my children once said to me after, uh, an experience I had in Greenland where I'd been hurt. When they said, it wasn't the adventure you sort of, you know, the adventure you thought we were gonna have but it was an adventure nonetheless.

Sharon: Yeah.

Jerry: And, and there's that acceptance of what has happened and then being able to move on.

Sharon: Yeah, yeah.

Jerry: You know. I think that that's a very compassionate way to see, to relate to the facts as they've unfolded.

Sharon: Yeah, yeah.

Jerry: I want to thank you for taking the time today. I think this was, uh, just a really lovely conversation and, you know, one of the things I love to do is, is bring to the attention of the folks who follow reboot and Art arc, resources and people that they may not think about as part of the entrepreneurial journey.

Sharon: Mm-hmm (affirmative).

Jerry: And, and, you know, not only bust as in generally but your work Sharon in particular I think is much more apropos than they realize at first blush. And I think that ...

Sharon: Well, thank you. Yeah.

Jerry: That this notion of real love; real love in the workplace, real love in our lives, real love in, in our heart is really powerful for people. So thank you for coming.