

Jerry: It's good to have you here Derek, how you're doing?

Derek: I'm doing good, thanks for having me.

Jerry: Sure, why don't you take a few seconds to just give us a little bit of where you're coming from and tell us a little bit about the company, just so that we have some contacts for this conversation.

Derek: Yeah, so I am now nearly 3 and a half years into founding a company called Greatist, it's a health and wellness media startup. So basically what we do is produce very high quality content on fitness health and happiness, and it's been, you know, a roller-coaster ride, we now reach well over 5 million unique visitors a month, which means we're a very big site. We've raised 2.5 million dollars, we have 14 people and we are trying to build the next generation health media company. But it's been a wild ride so far and hopefully just the beginning of much more to come.

Jerry: Well, it sounds like 5 million uniques is a lot, congratulations on that, that's amazing. So tell me what you want to talk through today.

Derek: Yeah, well I think a lot of different that have happened on the personal level, that I've realized have been extremely impactful on my professional life, make you think in a way that has been more obvious, maybe, than ever before. But I think, you know, went on that CEO boot camp now, guess it's over a year ago.

Jerry: Actually, not even quite, it was last October, so it's about 10 months.

Derek: So ten months. I'd say the last 10 months have been, you know, I think it came and hit me at a really important way where I was really start to think about you know, how my like, who I wanted to be as a leader, who I was as a leader, and how these things were very inter-related and it sort of set me off on a journey, I think of both personal and professional discovery. But it particularly, I think pointing and example has been financially, because I don't think I would have comfortable saying, but this I told relatively recently, but I really haven't cared about making money for a very long time, at all. And I thought that caring about money in fact was bad, really. And a part of that, look, where it all stands from was my personal relationship with money and you know, my family experience and my experience growing up, and that has influenced me in a kind of crazy way, in terms of how I look at the money in my business. And so, you know, that's sort of the background and you know, flash to you know, 3-4 months ago where I'm sitting there and

suddenly realize that the person who was in charge of making money at Greatist was you know, our chief revenue officer at the time, hadn't brought any money in for 8 to 9 months, you know, a negligible amounts of money, even though that had been his job and we're meeting every weekend to talk about the numbers and look at how it was going. And he was working very hard and meant very well.

It was only then when I really realized where we were and looked to the money in the bank and said "well, we're running out of money", and how did this happen?

Jerry: Well, I have 2 questions, both of what you can hold rhetorically from now: how did that feel and I guess it's the same question: how did you not know that that was happening?

Derek: How did I not know?

Jerry: You think it's related to your relationship with money?

Derek: I think it is 100% related. I didn't know it at the time, but in, as a part of sort of my work at the end of last year, I decided it was time to finally start facing the fact that I wasn't taking a salary and was living ultimately, you know, a life that was completely funded by my parents.

Jerry: So I just want you to pause, because you know me and my spider sense is tingling. How did it feel, if you could identify the underline emotion, what was the emotion that you felt when you did realized that you're running out of money, and that you hadn't been paying, let's call it close enough attention, to that?

Derek: Just like a failure.

Jerry: Oh boy.

Derek: And I think that's no... and like an idiot, right? Like embarrassed.

Jerry: Yeah, I felt the shame, I felt your shame.

Derek: Shame, I think shame is probably the best. You know, I think failure right, failure in my game, to me failure is shameful, I guess. I think shame is the, shame, right, because what we're doing is, what I'm trying to build is so important and the people that are alongside the journey and have made it possible, care so much about making it happen and it's my job to get us there. And you know, it's so silly to let personal challenges and personal frustrations and personal weaknesses and inadequacies affect the business, but that's almost always why you're into...

Jerry: Derek, if it was truly silly, then I would have no business. Welcome to being human.

Derek: Yes.

Jerry: What is silly, which is, I'm not too comfortable with that word, but what is unreasonable is to expect that those personal constructs are not going to affect the business.

Derek: Yes, yes, the problem is that you don't always know what the personal constructs are yet.

Jerry: Exactly. Remember my formula, right? Practical skills plus radical self-inquiry. The self-inquiry process is like who the fuck am I and what am I working with here, right? And so what we know is that you've got, from childhood, a very interesting relationship with money. So much so that you probably negated the, call it the pursuit of money, as somehow negative, as a bad thing, which then you let, because it was less pure. Which then led to not paying attention to the sustainability of the business, right? Because I think, if I can go out on the limb here, I think you associated greed, which is a completely different emotion, with having a practical pragmatic, healthy, relationship with the sustainability that money enables.

Derek: Yes, I mean I think greed and superficiality maybe.

Jerry: Look at the rock and the hard place you put yourself in between.

Derek: Yeah.

Jerry: On the one hand, if you pursued it, you were greedy and superficial. And on the other hand, because you didn't pay close enough attention to it, you're worthy of shame.

Derek: Yeah, oh yeah. I just think that the space and I've been, I'm very much, I think of myself as like an impact driven, vision driven entrepreneur. The truth is, and again, I don't think I could have said this only a month ago, maybe 2 months ago, but the truth is that you cannot make an impact without creating wealth. And to create the unbelievable impact that I intend to make, I'm going to need to make an unbelievable amount of wealth to support it, and you can't, you know, you can't take the 2 apart from each other, and I sure wanted them to not be the same, I sure wanted to try. I think it like literally, I cannot, I'm a smart guy, I was looking at the numbers, right? I did not understand that you're supposed to look at the finances and the money in the bank.

Jerry: Every week, every week.

Derek: Right, and I was, right? It wasn't like I wasn't. It's the problem is that the numbers didn't mean anything to me, you know? That I wasn't attributing any meaning to them, other than okay, you know, let me outsource it completely to somebody who, you know, maybe is in a little over their heads, maybe isn't meant to do this. But let me just hope like a prayer that he's going to figure it out. Let me hope that something happens where suddenly everyone wants to you know, throw money at us, or one of these new things that were sort of half assed we're trying, really works.

But for so long I had trained the team to not care about making money in any way and to think of it as bad, think of it as something that was in, you know, in conflict with creating pure high quality content, in conflict with creating a brand people trust, in conflict with building, you know, a brand in business that makes a difference in health, right, or period.

Jerry: What was so threatening to you about the notion of pursuing money for money sake that you would reject the discipline, that financial discipline creates. Take me back a little bit to this relationship to money that you first hit upon.

Derek: So yeah, I mean, the long story short of that, at least as I understand it is, you know, that my dad grew up penniless, my mom was an immigrant from Russia. They, my dad ended up, he's the smartest person I've ever met in my life and he ended up building a lot from nothing, and I saw that within my lifetime, I saw him how hard he worked, how, you know, how many hours he spent, you know, travelling away from us and eating dinners at 11 PM, because that's when you'd come home from work, as a family, and he made all this money and doesn't really care about it, it was never his thing, his things was not making a lot of money, I don't think he had driven in that was. But my mom loves it, and she's all about spending it, and I think that the – my mom is an amazing woman, super smart, super capable – but she places a lot of value on it, and so she always wanted me to act a certain way, she wanted her family to do certain things, and I always had a very visceral reaction to money for the sake of money, and flaunting wealth and being in certain circles. I don't know why, there's no reason, I grew up ...

Jerry: Does it remind you of your mother, to do that?

Derek: Which part?

Jerry: To flaunt money, or to pursue money.

Derek: Yes, that's what I mean, I mean, that's, she loves that, right? Whether she really loves it or whether she believes she loves it, that's the world she wants to play in and dad definitely has no interest.

Jerry: So it sounds like you were balancing 2 impulses: one to not be like your mother, and the other to be like your father.

Derek: Yeah, and obviously, it's with all things, in some ways, the other way around.

Jerry: Right because ...

Derek: Because she's lovely and everyone loves her and she's the life of the party and you know, she's like the world's perfect socialite, and but, she, that's important to her, my dad is content to do none of those things, and to sit in a room and watch a movie every night, the same movie every night, like that's great for him. I think of myself as a little bit of both sides, I think they probably would say the same thing, and the fear, what is my fear? I think the fear is that I can't, that I am not like my dad, I can't make money.

Jerry: There we go.

Derek: I think that is probably the largest fear. I think the fear is that I, you know, how can I build something that's bigger and better, which she wants me to, you know.

Jerry: Yeah, but the fear is, the force in your head is telling you can't. And perhaps, the way you make peace with that voice is to say that's unimportant to me and you supported that voice by saying "I'm going to have the same sorts of values as my dad", but there's a falsity there. And the falsity is that you didn't believe that you're your father's son.

Derek: Right, and that I, I think there's a reason, there's no way I can ever do what he did.

Jerry: Okay, when you're going to stop comparing yourself to him?

Derek: I'm not sure I am.

Jerry: Derek, it's irrelevant, whether you can succeed him or surpass him, is irrelevant. What is it that you want more than anything else from him?

Derek: You know, love, support.

Jerry: The opposite feeling of the shame?

Derek: Yeah, of course.

Jerry: Okay.

Derek: So early on, when Greatist first started, I, like you know, many founders, raised money from friends and family. And...

Jerry: Including them?

Derek: Including my father. And it really, I think, warped a lot of the relationship, in like a very surprising way. My dad is, I would say he's not terrific at showing, I don't think he knows really well how to care about other people. I think he wants to, but he just doesn't know, it's just not a thing he's very good at. So he really likes lecturing and he's brilliant, he's a brilliant business guy, no doubt, he's been very successful.

Jerry: But he wasn't home for dinner.

Derek: But he wasn't home for dinner, right. And he, you know, intended to be, but he wasn't.

Jerry: Yeah.

Derek: And it wasn't like he was trying to get away, just the opposite, but this is like, he's a workaholic. Anyway, I think that the key was that it's suddenly looked was like, I was like sparring with someone, he was asking me questions about my business, instead of really just wanting someone to say "hey, I hear you, this is hard and I've been there" or "maybe you can think about this, maybe you think about that, have you thought about this, have you thought about that", as opposed to "well, everyone knows this is what you should be doing." I don't know, so it created a very interesting dynamic, I think in which, and you know, would avoid my calls with him and would avoid talking with him about it, because I started feeling like the relationship that I wanted was not here, you know?

Jerry: This is the relationship between those feelings and that shame.

Derek: I think I've felt when I talked to him about my business, I think a felt very shamed.

Jerry: Yeah.

Derek: Even when, I don't think I've had any reason to be with the shame, right? But yea, I mean, no doubt, I think, and I don't think he was like putting that on me, I think that's me.

Jerry: I think it's that little boy trying to figure out how he's going to get his dad to come home for dinner.

Derek: Right, yeah. Yeah, and for the right reasons.

Jerry: Right.

Derek: I think that's the hard part is that, you know we've had, you know, externally now pretty good measures of success. You know, we've raised a lot more money than me and my family ever invested, many times over, right? And from people his, I didn't know, and I didn't know, you know, I call this like increasingly getting like very big public and attention. And so now everybody says he's very proud of me, right? And he's excited about it, but I think it matters a lot less sort of what somebody says, it matters a lot more how they show the real care and support, right? Yeah, I mean he could come home to dinner early, but if he's not really there, and if he's not really knowing, you know, to give and care and ask, what's the point, you know?

Jerry: Yeah. So your dad's not a client, and in this moment, it's just you and me, right? So and this is all you've got, you, and someone like me. We all are wounded by our parents, and I say that as a parent. Part of that process is wounding. Part of the process of separating ourselves and growing into our own personhood is learning how to integrate and make choices about the messages that we received. You know, we started by talking about the business and talking about money, and your relationship with money, and it's the way in which it worked, your leadership choices. And now what we're really talking about is your relationship with your parents. Individually and even the parents who live in your brain, live in your mind.

All you have are the choice that you make as it relates to the voices you hear. Because your dad is not going to be different, and your mom's not going to be different. And in a sense, we're not even sure we want them to be different, because there are wonderful aspects about both of them.

Derek: Absolutely.

Jerry: So what you're left with is leaving your consciousness about the ways in which it impacts you, as you've been doing, as you've been going through this very deeply powerful crucible moment of who the hell am I as a leader, and to say "I have some choices I'm going to make", and one choice, one action you can take is to catch yourself when you compare yourself not only to your dad, but the internalized expectation of who you're supposed to be that you received from them intentionally

and other wise. Because the truth is you will always fail in comparison to those images, always.

It's like the end of the tunnel that keeps getting further and further away. Because there's no amount of money in the world that's going to make up for not feeling his pride.

Derek: Of course.

Jerry: Right?

Derek: Yeah, right.

Jerry: So you can choose now, and you can start to reshape the way you relate to them, and not just them as real people, but them as the sort of personification inside of you, and say I choose to take from them the lessons that area really powerful. Your father's independence, your father's ability to make his own way, regardless of the obstacles.

Derek: Right.

Jerry: Yeah, his business sense is probably good, but you know what, his independence is probably stronger.

Derek: Yeah.

Jerry: Take that and then you know, from your mom there's a joy about life.

Derek: Yeah, oh yeah.

Jerry: Right? That's okay.

Derek: And then some, yeah.

Jerry: that question in never answered. And you know, in many ways, my approach to this, you know, figuring out the financial part of this business, which in the past was moving it aside and to get someone else, putting it to someone, ignoring it, has been to really take it all on myself, to, even though it's uncomfortable and it's hard and you know, it's noticing even, like I go through, you know, last week, I realized that when it was in my schedule, I literally when I have 1All of our work is to take what happened to us and shape our own self. The question is not how you're going to be like your father or not like your mother, or like your mother, and the question is how you're going to be Derek, and who is that guy?

Derek: Yeah. But answering that question is a journey, too, right? I think maybe the thing that's stuck with me most, a couple of things are really stuck with me most from just a little under a year ago was this idea of you know, that it's my job to really be the calmest person in the room. So that's really stuck with me and I don't think I was then, and I think, I believe I'm on, you know, the path to getting there, but the second one that I think it's particularly relevant is that it's just never over, and so 0 task, I would do all 5 that are not related to money, and then be left with those, and like push them off. So I'm now so focused on hey, this is the things I need to address and deal with right now.

By the way, it turns out I'm actually pretty good at it, like we've had an incredible 2 months the minute I started really paying attention to it. So no one knows the business better than me, no one can sell the business better than me. We've made more money in the last 2 months that we've made in all of Greatist combined. It's not a joke, it's real, it's a real number.

Jerry: That's the power of paying attention.

Derek: It's the power of paying attention, and ...

Jerry: But take me back, why is it so, what happens to you in that moment when you start to think about it. You said something before about not really liking it, not really understanding it, did you use the word blurry? I just heard that word, so that may have been a projection on my part. No? okay. What happens when you start looking to financial related issues?

Derek: What happens? I think I have spent so long trying to create an identity for me as the guy who's the idea guy, the creative guy, the manager guy, and not the financial money guy, like I've caught myself if I say that's like as a joke, I'll stay stuff like "well, you know, but I'm not good at numbers", and stuff like that, right? And it's like such a, I've decided that's not who I am, that when I'm suddenly spacing the spreadsheets, it's, unless I really want, it's, I click away, right? It's just, it's like this very bizarre, not bizarre, I mean i think it's, what happens, I'm thinking about this blurry thing. I don't know if it gets blurry and so much as it's just, I have my interest and excitement and I think I'm just always scared I'm not going to be good at it.

Jerry: Yeah, yeah.

Derek: Right?

Jerry: Yeah.

Derek: And to me that just returns right back to where I was before.

Jerry: Well, I want to tell you a quick story. When I was a boy I did very, very well in school. Mostly A's and I failed penmanship in second grade, I went to Catholic school, and one actually could fail penmanship.

Derek: What's penmanship, is that when you write emails?

Jerry: Yeah, right, it's typing emails. And then 8th grade came around. And this was back in the day when students were really tracked, and so there was the smart group and then there was the sort of not so smart group, and then was the really not smart group, right? So a horrible system. And even know they didn't labeled it as such, we all knew, right? You knew. And so there was a tradition in my school that the smart group, when they got to 8th grade, got to do 9th grade math, we got to do algebra. And we started the year, we had a new math teacher come in. And she was such a math enthusiast, that she wanted to do 9th grade math, algebra, for everybody. Because she loves math and she wanted us all to love math, and that the 8th grade math was actually kind of boring, and that algebra was kind of interesting. And being a leader as I was, I was actually student body president and I'm really ashamed to tell you what I'm about to tell you, I was an elitist son of a bitch, I very articulately made the case that we should not change the tradition and that the smart kids should be the only ones allowed to study algebra.

Well, she taught me a lesson, she agreed, she started teaching us the algebra, just the way it would have always been done, and one by one, every one of us experienced enormous failure. Because what she did was she made it really, really tough. Now I'm grateful for that lesson, because I learned about being an elitist, I learned about my own ego structure. But there was a negative consequence to that: I went from feeling very comfortable about math to believe in as you did that I'm not good at numbers. And when I became an adult I would chary away from those things. And took me a long time to really understand that numbers and dollars are just another form of language that tell stories, and that if I could face my own sense of shame, not only about my elitism, but really what I carry to this day, which is a sense that I'm not good at that, so I'm going to avoid anything that makes, that reminds me of something I'm not good at. Does this resonate with you?

Derek: Absolutely.

Jerry: Yeah.

Derek: I think that for me my fear has been always around being good enough at a lot of stuff, but not amazing at any of them. You know, I was a pretty good student and I did well enough in all my math classes, I was never the worst, I was never the best, in fact, I think I always felt like there were smarter people there, I also knew I was amongst the best writers, never the best, but you know, like that was always my stronger thing. You know, it wasn't until I found like starting and running things, that I realized wow like, this is something I could be the best at. And in many ways I think I'm terrified, you know, I think I can do anything, like my belief is that you, I can do whatever, right? If I needed to make money, I can do it, I can figure out how to do it. But I also know that my job is not to do everything. That in fact if I try, that you know, I'll probably die by the age of 35.

Jerry: What if you're not the best at everything?

Derek: I can't, nobody can be.

Jerry: But what if you're not? What if you're not the best at fund raising? What if you're not the best at starting something? Who are you? By the way, founder of a company called Greatist.

Derek: Yes.

Jerry: 'The fuck is that?

Derek: Sell differently.

Jerry: Yeah, yeah, yeah, yeah.

Derek: But maybe that says more. Yeah, I think then I'm just like everyone else.

Jerry: And what's wrong with that? Yeah.

Derek: Logically I want to say of course, nothing.

Jerry: But what does your heart say?

Derek: But emotionally that's not me.

Jerry: That's not the me that you want me to see you as.

Derek: Yeah, and it's not what I was meant, it's not what I'm here to do. Like there's some part of me that feels I've been blessed and given certain skills and abilities and have been born into family that could support them and invest in me and I have this like ...

Jerry: And so if you don't achieve that greatness, then therefore you're not living up to your purpose or your potential, what is your ...?

Derek: I don't know, I think greatness, what is greatness, I think for me the most satisfying thing has been touching people on some kind of scale, helping them do something easier, last a little more, and you know...

Jerry: I want to bring you, I'm going to interrupt you because I want to bring your attention to yourself.

Derek: Yeah.

Jerry: How are you feeling when you connect into the phrase: the most satisfying thing is touching people.

Derek: I'm not sure, not totally sure. I don't know if that felt right. I am excited, I mean get very passionate about the opportunity to reach people on a massive scale, I think that's really something that, I have this real, you know, I built Greatist because I want to and intend to change the way people think about health.

Jerry: Why is that important to you?

Derek: Because I was like a fat man growing up and felt like no one was delivering the message most wanted to hear about that.

Jerry: So you're trying to save the little Dereks who are still running around there.

Derek: 100%.

Jerry: Okay. So stay with that, that's purpose.

Derek: Yeah. Know I'm trying to save them, I'm trying to save what a lot of them grew into, I think I'm trying to you know, build something for them to, that they can trust and turn to, that can guide them the right way, and there's never been more little Dereks, never before ever, there's never been more, and they're only more of them coming, you know?

Jerry: So do you have to be the best? Do you have to be the greatest, do you have to be the most successful to save those Dereks? And by the way, that's a leading question, and I acknowledge that.

Derek: I do not have to be those things to make the difference that I want to make.

Jerry: Okay. So hold on to purpose. Purpose will guide you through the morass of feelings that get raised here. Greatist could be the second greatest and save a hell of a lot of Dereks.

Derek: It's true.

Jerry: Right? If Greatist is the second best, what it won't do is close the wound in your heart, as it relates to your father.

Derek: But it depends on how I define them, right?

Jerry: Yes. See, the work of closing the wound in your heart is your work.

Derek: It's how you define it, absolutely.

Jerry: That's right. The work of saving the Dereks, that's the work of the company.

Derek: Yeah.

Jerry: If you can take satisfaction and purpose and meaning from saving those kids, you'll go a long way to healing.

Derek: Yeah, that's my mission, you know?

Jerry: That's it, buddy.

Derek: It's not my dad's, right? It's not my mom's, they don't really care, right?

Jerry: It's not their mission.

Derek: It's not their mission, right.

Jerry: This is yours.

Derek: Yeah.

Jerry: This is what the divine tapped you on the shoulder to do, not them.

Derek: Yeah, yeah. And I don't know quite how or why, but you know, even the, it's my mission, but I'm not the only one who shares that mission, right?

Jerry: That's right.

Derek: What's amazing is that I, you know, even if I was the best at everything, I'd be only one person, you know?

Jerry: That's right. So now what you're tapping into is this other part of who you are, which is the part that inspires other people. The part that magnetizes resources and people around you, for that sheer intents of purpose.

Derek: You know, you need a hell of a coalition and a hell of a community to bring this to the world, right?

Jerry: And those little Dereks need that coalition.

Derek: And they need it, yeah, absolutely. And you know, the challenges that I'm going through now that's deeply profoundly personal ones, are you know, I went through some really tough ones as a kid struggling my way, [inaudible 00:40:22] for 3 years, not a single friend. I remember so clearly sitting on the sidelines during recess because no one wanted to come talk to me and feeling so alone, and I think that little Derek, right, he was looking for a friend, right? He was looking for a friend, he was looking for help, he was looking for support and the thing that he started getting excited about it was like there was nothing there, right? Nobody was talking to people in a way, everyone, let's say sometimes that the world was trying to define what healthy should look like for me, but I wanted to define what it looked like for myself. I think that's Greatist what it's all about, right? Is saying it's okay to not have 6 pack abs, and that's what this is about. And this is what Greatist, literally that's why it's Greatist, right? It's with an IST, it's not an accident, it's someone who's working on being great, just like an artist works on art. It's somebody who's trying, you don't have to be the greatest, which is literally the whole point of this right now, but here it is like built into the name of my company. Like you don't have to be that, but you can be a greatist, and you know, make and work hard and try to do the right thing, because that is ultimately what will lead to happiness and to satisfaction and longer lasting health and you know ...

Jerry: So what I hear you saying is learning to push yourself but also accept yourself, to integrate the totality of who you are is a path to that, what you would call being the greatest, is that right?

Derek: Yeah, and you know, it's not about the choices you make, it's why you make them.

Jerry: Okay. What you just said.

Derek: It's literally my business' mission and it's like you know, could you think of anything that's more, like exactly the same for ...

Jerry: For you.

Derek: I know, it's terrifying. This is like an eerie.

Jerry: It's not eerie, you know what it is? All of our businesses, all of our heart, all of our expressions in the world are expressions of the inner landscape, right? Steve Jobs strolled on as much as he did to create perfection. What was he trying to save? Who was he trying to save? Right? He was described as a bag of broken glass, and so every piece of hardware he created was absolutely beautiful, okay? This is the way of humanity, right? And so we write to ourselves the story that we need to hear. You have created an entity and what is powerful and the reason you get 5 million uniques is because you've tapped into universal truths. An universal truth is that we are not comfortable with who we are, and that we must rail against the world and as David Whyte says "and its hard need to define you", to tell you what's right and what's wrong, because that base, that's what you're exerting people to do, define health and wellness for yourself, be informed, be empowered, but ultimately define it for yourself.

Derek: And yeah, and defy how other people are trying to define it for you.

Jerry: That's right, that's right. Isn't it amazing how our core sense of purpose reinforces for us every single day, not only what the reason for the business is but who we really are. This is what you're about.

Derek: And that's also probably the definition of core sense of purpose, right? Or course it does, because that's, we are all here for a reason and believe, right? And the more I learn about who I am and how it all comes together, there's this – I have in my apartment, I have this Kandinsky photo that's called "Circles within circles", I love Kandinsky, my family's Russian, anyway I think he's amazing and he was this [inaudible 00:40:22]. So he saw music and colors, they were like the same tan - and there's this image that I had up in my room now, for like a year, in my apartment, for a year and a half, and it's this circle, like 8 black circles, and in the middle are all these, it's like it's a whole smattering of other colorful circles. And I don't know why I was drawn to it, but I love that painting, as I put it up and then I was staring at it, it was just 2 days ago, I was staring at it and I went well, you know, there's so many of these circles and there are some of them are on top of one another, and some of them are overlaying one of them, and they're all kinds of different colors, and it looks like nothing. But it's all encapsulated in this larger circle, that in somehow is like so together and it fits, and it's beautiful and it's crazy, but it's beautiful. And for some reason I would say now yeah, that's like all of us, we're all exactly like this, we're all exactly like that. We've got all these different circles, feelings, emotions, but then today we're this one person, and that's okay, and that's

good. In fact, you know, that's, it's our job to recognize this larger circle, hey, this is who I am, this is what makes me up, all of this makes me who I am, and it's all good, right? It's all good, it's all driving towards one thing, it's all driving towards something.

Jerry: Don't even underestimate the power of your subconscious to give you exactly what you need when you need it, you just have to pay attention to those messages. It's like when the dream comes to you, and when you really explore the dream, you realize the answer's in the dream. This experience is exactly what you need to go through, to actually re-examine your relationship with money. Greed and creating a sustainable business are not the same thing, my friend. Your job is to create a sustainable container for the business, so that you can then achieve the purpose.

Derek: Oh yeah.

Jerry: It's not wealth, it's sustainable container. Now, that may mean extra money in the bank, but it's about sustainability, it's about making sure that there is a tomorrow in the company.

Derek: And I think about exerting, not being out of control, right?

Jerry: Discipline, structure. Remember something, container without content is pointless. And content without container is ineffective. So you need purpose, but you need the sustainable container. Otherwise you'll never deliver what you're trying to deliver.

Derek: Which is content inside of a container, by the way.

Jerry: That's right, that's right.

Derek: Literally it's all we do, it's our job. Yeah, I know, I...

Jerry: We need to start to wrap unfortunately, because I got to get ready for another call, but I can't thank you enough for your openness and your vulnerability here, for me it's an amazing privilege and an honor to talk with you about this and I hope it was helpful.

Derek: It was and thank you.

Jerry: As they say, it was an honor and we will stay in touch. Will you keep me up to date and email me what you know?

Derek: You know I will.

Jerry: Alright my friend, it's good seeing you again.

Derek: Likewise, thank you.

Jerry: You're welcome, take care.

[Indigo Girls – Galileo] song playing.