

Jerry Colonna: Hey, Brad.

Brad Feld: Hey, Jerry

Jerry Colonna: It's great to see you again.

Brad Feld: It's nice to be sitting next to you.

Jerry Colonna: You know, it's just, um ... We almost always is ... And when we see each other, um, all that floods back inside of me is how much more frequently I would love to see just as my friend.

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Brad Feld: Well, I, I, I feel, uh, similar with a nuance which is I don't, I don't struggle with the amount we don't see each other, I just revel in the time that we're together.

Jerry Colonna: Yes. That's well said, well said. So, um, normally I would ask people to introduce themselves but I think folks know who Brad Feld is by now especially those but why don't you just say your name again.

Brad Feld:
[00:01:00] Sure. Uh, Brad Feld. I'm a partner at Foundry Group, uh, co-founded Techstars, uh, been an investor now for, uh, 23 years which surprises me. Uh, I'm edging up on 52. I have a birthday coming up in a couple of days and, uh, I've known Jerry since 1996.

Jerry Colonna: '96, which is probably longer than some of our listeners are alive.

Brad Feld: Yeah. I don't want to think about that (laughing). Not going there.

Jerry Colonna:
[00:01:30] So what we're going ... We're gonna do something a little different today, um, and this was actually Brad's idea to turn the tables on me and, uh, actually put me in the hot seat, if you will. Um, and so today, what we're gonna do is Brad's really gonna kind of lead us to this conversation but as usual, I'm sure we're laugh, I'm sure we may cry but we may also just riff a little bit.

Brad Feld: (laughs)

Jerry Colonna: So, um, maybe strap in for two old men having a conversation.

Brad Feld: Uh, don't say old yet, just that-

Jerry Colonna: Older.

Brad Feld: Older.

Jerry Colonna: (laughs)

Brad Feld: Later middle aged. Um ...

[00:02:00]

Jerry Colonna: And just for the record, I turned 54-

Brad Feld: Yeah, okay.

Jerry Colonna: ... in two weeks.

Brad Feld: You, you've, you're, you're, you're older at this life thing than me.

Jerry Colonna: (laughing) But we will never forget that Mr. Fred Wilson is the oldest of the three of us (laughs).

Brad Feld: Indeed, indeed, and he looks it. Um, you know as somebody who listens to many, uh, of the podcasts, uh, I get and I, I, I imagine your listeners gets snippets of you and I think the idea here was, um, to try to go deeper on some of those key moments, uh, that really, really shape and formed Jerry Colonna, um, which I think can, potentially created the more context about some of the things you do and the magic of how you do it.

[00:02:30]

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Uh, and so to start, uh, I'm, uh, very, very deep, uh, enthusiast of it or of origin stories.

Jerry Colonna: Ah.

Brad Feld: And, and different contexts and so the origin story context here ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... uh, is if you think about your current life ...

Jerry Colonna: Mm-hmm (affirmative).

[00:03:00]

Brad Feld: ... and your current work at Reboot and the intersection of leadership, entrepreneurship ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... coaching

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... and however else one wants to describe it. What do you view the origin story for you? Think back to the beginnings of the pieces that led you down this path? Talk about that a little bit?

Jerry Colonna: Well, uh, so I'll acknowledge first and foremost that my ego is dancing right now.

Brad Feld: (laughs) I can see it.

[00:03:30]

Jerry Colonna: (laughs) I love talking about me. Um, and I'm also terrified so ... because ... And, and, and those who have worked with me especially at bootcamps or workshops, know that what I'm trying to do right now is, is just pull myself into the present and, and be really real. So ... And I love the fact that you use the phrase origin story because people know I'm obsessed with Marvel characters having growing up with them and all.

[00:04:00]

So, you know, if we were to turn this into a Stan Lee comic book origin story, it actually would have to begin back in Flatbush, Brooklyn, and, you know, I, I, I'm in the midst of writing a book. The book is due in April. Um, and I will be speaking a lot about this but in the context of what lessons I have carried

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forward so it's not a memoir, it's, it's a book on leadership but it's a Jerry style, it's a Reboot book homage.

[00:05:00]

Anyway, the story would have to begin with, um, a scared boy. A really, really scared little boy who, um, grow up in a really tough neighborhood. Um, uh, had violence in the household and violence outside. Um, had loving and well-meaning parents who were broken and had, had incredibly difficult childhoods of their own, um, surrounded by six siblings who were, um, superheroes in their own right, um, which means that like all the X-Men they have their own challenges.

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And, um, for me, people often talk about me, making people cry and making them feel as a kind of superpower but I actually think it's a different superpower and I call it the hypervigilance, the "I see things." I see an Adam's apple bob when somebody is talking. I see downward cast of their eyes. Um,

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and, you know, I write about this a little bit in the book, um, I remember being a boy and having the sense, you know, my dad was an alcoholic and, um, and there was a lot of changeability in the moods of my mom and dad and I

[00:06:30]

remember feeling that I could predict the way the evening was going to unfold by how the sound of his steps were in the hallway when he was coming home from work. And the way that shows up, that hypervigilance shows up is I listen deeply to people. I hear their hearts.

[00:07:00]

Brad Feld:

When you, when you talk about it and go back to that point in time, you know, and wind yourself forward 50 years or ...

Jerry Colonna: Yeah.

Brad Feld: ... 45 years, um, along the way and, and something that you and I have talked about plenty ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... um, when did you start listening to your own heart ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... and how did you learn to do that because you're, you're extraordinary ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... at listening to other people's hearts.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Um, but for many ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... that, that sort of ability to do it to themselves ...

Jerry Colonna: Mm-hmm (affirmative).

[00:07:30]

Brad Feld: ... what does that look like for you?

Jerry Colonna: Um, well, again, it began probably, I mean the memory that just popped to my head was, was about 13, 14 and, uh, we had, um, my parent separated after a fight one January night and, uh, my mother moved into a house that we had just inherited from my father's parents. My father's mother had just passed, and I went to live with her and my younger brother, John, stayed with my father and my brother Dom and everybody ... We sort of, we split up for a few months and, um, I began, um, these incredibly long subway commutes from Queens to Brooklyn where my high school was.

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Um, and it would take anywhere from 90 minutes, two hours each way and, um, I think that memory popped into my head and the answer to your question was because that's when I began journaling. I would often journal in the subway. That's when I began, um, really being quiet and listening to everything and paying attention to things, in a, in a really deep and profound

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[00:09:30] way. Fast forward, um, you know, like a lot of folks, you know, my, my teenage years were tough. Um, uh, uh, and in my 20's, I, I began to sort of separate myself and really begin to individuate as an adult and the capacity to slow down, pay attention to myself probably personified in the journaling that I did, um, and therapy which I started in my teenage years, and continued into my 20's and then took a break and then picked up again in my 30's, became ...

[00:10:00] It's just a fundamental part of my life really in my 30s as I struggled with the second major depression of my life and it became, you know, a kind of, sit the fuck down and pay attention of what's going on inside. So it became turn that hypervigilance into, "Well, what's actually going on for you?" And so now it's, it's kind of second nature and that I, I open each journaling session with right now I'm feeling or some version of that.

Brad Feld: Mm-hmm (affirmative).

Jerry Colonna: So ...

Brad Feld: Powerful. Well, I met you for the first time shortly before you and Fred started Flatiron.

Jerry Colonna: Right.

[00:10:30]
Brad Feld: And, uh, it was, you know, 1996. I was, um, making angel investments, um ...

Jerry Colonna: Intensity Ventures.

Brad Feld: Intensity Ventures, aptly named.

Jerry Colonna: (laughs)

Brad Feld: Um, and uh, in that time period, uh, you know a lot of people know you from Reboot.

Jerry Colonna: Right.

Brad Feld: They know you from your coaching.

Jerry Colonna: Right.

[00:11:00]
Brad Feld: Um, my guess is most people know from some of the podcast that you're an incredible, uh, successful and accomplished venture capitalist.

Jerry Colonna: Thank you.

Brad Feld: Um, how did you wander into becoming a venture capitalist?

Jerry Colonna: Oh, well that's a funny story. So, um, I was, in my 20s. I began working for a technology potion company called CMP Media which in its various
[00:11:30] synchronizations and through various owners at this point is still operating at some level and I began working for a magazine called InformationWeek. I started as a summer intern and in about four or five years from that I became the editor of the magazine. I was number two editorial person, and I was fairly young for this and we had about 30, 40 employees, um, and I began to develop
[00:12:00] a sort of awareness around the tech industry that was more holistic, more, uh, more than just ... Like I, I, I did not have a technology background.

[00:12:30] Unlike you, I did not go to MIT, right? Um, I was an English major. I was a philosophy minor, right? Um, but I was a geek at heart and I just, I just studied and studied and studied. This was relevant because one of the things I was responsible for, uh, in my early days as a reporter was our supercomputer beat.

Brad Feld: (laughs)

Jerry Colonna: This is back in the day and this for you youngins. This is back in the day.

Brad Feld: Kendall Square Research

Jerry Colonna: Kendall Square Research thinking machines. Um, I went back to control data. I went to create research, I interviewed Seymour Cray. I mean I understood vector processing, quantum computing, the early, uh, uh, work that Marvin Minsky did about mind and all. Anyway, you cannot have been studying and thinking about supercomputing in those days without understanding ARPANET which, again, for you youngins, okay, really was the beginnings of what we now define as the internet.
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[00:13:30] In fact, it was really designed to connect all these big hunk and machines from university to university. And so, um, I was there as, as a, an observer, not a participant but an observer and the birth of, uh, packet switch networking and what TCP/IP actually means and why it was so revolutionary. This is relevant because as, as I progress within CMP, I ended up being vice president for, uh,
[00:14:00] editorial technology and I became the, the, the, the focal person for, what are we going to do beyond print? At a time when what we thought was beyond print was petroleum byproduct known as CDs.

Brad Feld: (laughs)

Jerry Colonna: Okay? And in that capacity, I met a guy named, Dave Witherow because I was running our interactive media group trying to figure out a strategy beyond print to run on this thing that was emerging. This was even before the
[00:14:30] worldwide web protocols were promulgated, and in the same year that, uh,

Marc Andreessen and his colleagues when we was an under ... He was a graduate student released the first iteration of the browser.

[00:15:00] We within a few weeks were the first to publish a daily newspaper using a browser in HTML. That was in April 1994, I think. Yeah, '94. Um, later that summer, I was recruited by Microsoft to be the, uh, head of editorial for this brand new network called MSN and we're smiling because I don't even think they use that terminology anymore.

Brad Feld: (laughs)

[00:15:30] Jerry Colonna: That was their competitor to AOL and CompuServe. And I ended up turning down that job and going to work as a venture capitalist instead with Dave Witherow and a tiny group of people with a 35 million venture capital firm and I didn't know shit about venture capitals and that's how I became a venture capitalist.

Brad Feld: So you spent a lot of time getting your MBA.

Jerry Colonna: (laughs)

Brad Feld: At that, at that point in your venture capital experience did you know how to open a spreadsheet?

[00:16:00] Jerry Colonna: I did not. Not only did I not know how to open a spreadsheet but I remember one time I was, I was working with, you know, four or five partners at, at, what we called ATVentures at Simple Ventures. It's still a great aim. Um, and, uh, it was part of CMG, CMGI, and uh, Dan Dover who's still active. Hey, Dan. What's up, dude? Who's now at Highland and basically, you know, Mr. Superman, whatever, love you, man, uh, I remember bringing a deal and then he said to me ... We're talking about the price. I don't even remember the deal itself but we were talking about price and he said, "Well, is it pre or post money?" I was like, "I don't know what that means," (laughs). He goes, "It's a big difference." I was like, "I don't know. I'm scared." (laughs)

Brad Feld: [00:17:00] It's, uh, uh, that, that ... The pre-post money story is a fun one because it, it winds through, uh, the experience of many, many VC's.

Jerry Colonna: Right.

Brad Feld: Fred, uh, Fred graciously wrote, uh, one of the forewords to the most recent version of venture deals.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: And in the foreword, he tells his version of the ...

Jerry Colonna: (laughs)

Brad Feld: ... pre-post money story when he's like, "I don't know what that means?"
When he was sent back to his office to try to figure it out.

Jerry Colonna: (laughs)

Brad Feld: Um, so, you, you find yourself, uh, in this, in this world where sort, sort of
collision of technology, uh, and finance.

Jerry Colonna: Yeah.

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Brad Feld: And I remember, uh, very, very, um, vividly, our experience together on the
eShare board.

Jerry Colonna: Right.

Brad Feld: Which was a first board we, we were on together. And, um, I can characterize
how I thought of you as a, as a, um, co-investor and board member but I'm
[00:18:00] curious how you would characterize yourself looking back, um, on what your
role as a VC investor board member was even at that formative stage, how you
approached it?

Jerry Colonna: Well, I think there were two major thrust to the way I approached that and,
and to be honest with you, it's the same way I approached being a, a reporter.
I was insatiably fucking curious. I mean now that I think about if we want to
[00:18:30] think about another attribute of my personality that really defines me and has
been formative is my insatiable curiosity, right? Do you want me to explain
quantum computing because I have read enough books to be ... I mean, it's
like that's how crazy I am, right?

Brad Feld: (laughs)

Jerry Colonna: And, um, and the second is, um, I have always given shit about people. When I
[00:19:00] think back to eShare, the, the, uh ... What I remember is, um ... And I don't
know if you know this piece of our eShare experience. I'll probably jog your
memory about it, but we found that company. I found that company. It wasn't
called eShare at the time. What was happening was I was walking through the
Hynes Convention Center in Boston looking ... I was at like internet world or
some show or something like that and just looking at shit on screens.

[00:19:30] And I saw this little window popup in somebody's screen, it turned out to be
Java. It was an early version of a Java chat window opening up in a browser
and I looked at that and I said, "What the fuck is that?" The kid standing next

to a guy is named Brad Birnbaum who is CEO of Customer, it's a great little company I mean he's at it again. He was like 19 or 20.

Brad Feld: (laughs)

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Jerry Colonna: He was a student at Stony Brook University. And he's like, "Oh yeah. Well, yeah, I wrote that. It's, uh, it's, uh, it's this new thing called java and, um, able to open up a browser. Open up a small window within ..." I was like, "What? What are you doing?" He's like, "Yeah, we'll we're chatting." I was like, "You mean like on AOL?" He's like, "Yeah." Now, the reason I site that is because that curiosity is what led me to sit there and say ... And I remember saying this when we brought the investment to our investment committee at JP Morgan which was the backers of the original founding partners was imagine if every single website that you visited, you could have a chat experience?

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Well, of course it's like ... It's annoyingly common now (laughing), right? "Hi, I saw that you were browsing. Can I help you? Shut up, leave me alone." But, imagine that experience back then. It's like the web was silent. We actually weren't communicating with each other except asynchronously. Then, you know, the, the ... So I saw myself as I guess in a way kind of what I do now anyway. You know, Jim Tito was the CEO of eShare and I think I was his first call of the week and I think I was his last call of the week. When he would say, "I don't know what to do. Brad is driving me ..." Not Brad Feld.

Brad Feld: (laughs)

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Jerry Colonna: "Brad is driving me crazy." I would talk. I would listen with that same hypervigilance.

Brad Feld: Yup.

Jerry Colonna: Does this, does this resonate?

Brad Feld: Absolutely. My, my reaction, um, I had been making angel investments at this point. Uh, I hadn't started doing venture investing yet and you know the way we ended up in that, uh, on that board together was because the very first company I made angel investment in was a company called net.Genesis.

Jerry Colonna: That was your first?

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Brad Feld: Very first with Raj Bhargava.

Jerry Colonna: Wow.

Brad Feld: And Will Herman who was also a long-time friend was ... The co-investor with me, Raj and a couple of his friends were the founders of the company and, um, uh, it had been one of the very, very first internet focused businesses.

Jerry Colonna: Right.

Brad Feld: Um, uh, in the search engine history, of course you were involved in one of the very first search engines with Lycos. net.Genesis has actually created the very first search engine, right?

Jerry Colonna: Yeah.

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Brad Feld: Wandex which, you know, I would like to say manually indexed.

Jerry Colonna: (laughs)

Brad Feld: If, if, if you're a Halt and Catch Fire watcher, that whole idea of Wandexing the web, the was the correct idea, that's what happened back then. I think the first index had a couple hundred websites.

Jerry Colonna: Yup.

Brad Feld: And, we had created, or net.Genesis had created a couple of products and we had raised, uh, some venture money and it was clear that we had three totally different products going after three totally different markets. Actually, I think it was before we raised the venture money, raised some, some angel money and then some, some corporate money. And we decided to focus all the energy of the business on a product called what ended up being called net analysis which was, uh, their core product and, um, we sold off ...

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Jerry Colonna: Net Threads.

Brad Feld: Net Threads ...

Jerry Colonna: Right.

Brad Feld: ... to eShare and we sold off, uh, another product called Net Forum to Virtuaflex

Jerry Colonna: Right, right.

Brad Feld: Net Thread was a threaded discussion manager.

Jerry Colonna: That's right. That's right.

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Brad Feld: And, um, uh, I think we got ... I think net.Genesis got a little bit of eShare equity for at which someday was worth something which was pretty cool and I ended up joining the board with you. I remember ... I had some, maybe a year now of board experience.

Jerry Colonna: Yup.

Brad Feld: But I would say it was board experience purely at the seed stage.

Jerry Colonna: Yeah, yeah.

Brad Feld: Right? You know maybe every now and then I bump into a VC and something but it was almost entirely me, a couple of the founders, maybe one of the other angel investors. And so I was learning how to be a board member as well and it was very powerful to me to be on one of my early boards with you because I think almost everything we did with, with Jim and Brad, uh, we led with, uh, the, uh, emotional characteristics of the business and we led with a functional characteristics of the product.

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Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Right?

Brad Feld: It was kinda people and product was the discussion and yeah there was finance underneath it.

Jerry Colonna: Mm-hmm (affirmative).

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Brad Feld: But it wasn't a finance led conversation, and, and some of it was stage of the company but I remember, you know, several critical moments in time including, you know, when we ended up selling the business, um, where there was just incredible emotional intensity around certain things and, and participating with you and watching you not being in, in arbitrary calming influence.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: But also not being in the other end of the spectrum.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: I read a blog post recently that do you, do you, uh generate stress or do you absorb stress?
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Jerry Colonna: I remember. That was a good post.

Brad Feld: Right? And in that context where there's an enormous amount of anxiety and stress around the system

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Because a big decision is being made, and they're hard and they're challenging or whatever and, uh, you absorbing an enormous amount of that stress and not metabolizing it making it go away.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: But, uh, but holding it.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: And allowing there to be space to have thoughtful conversation versus, uh, emotional reaction.

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Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: And when I think about my interactions with you and work with you today, and, and your coaching role and going to Reboot camps and, uh, bootcamps and, and seeing others. Uh, that's one of the magic gifts, uh, that, that, both of you have but you also, you model for people which is this notion that, yeah, things are fucked up all the time like every day, continually. You can either just react to it, uh, or you can deal with it.

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Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: It doesn't make the anxiety and the stress disappear

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: But if you can just hold it.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Right. The sort of classic meditation like name it, okay, I have anxiety about that.

Jerry Colonna: Yeah.

Brad Feld: You're not trying to eliminate it.

Jerry Colonna: Yeah.

Brad Feld: But you're trying to acknowledge it so that you can concentrate on, and what do we need to do.

Jerry Colonna: Well, I, I, I, I'm blown away by the fact that you're saying you saw this in me and you're going back so far so again, I want to acknowledge, um, how sweet and tender that feels for me. Um, intellectually, there are, there, there are few things I know to be true about the way humans are wired and one of the things I know to be true is that we are highly emotional and feeling sentient beings ... And I also noted to be true that we are socialized to pretend we're not. Um-

Brad Feld: Everything is okay.

Jerry Colonna: Everything is okay. And then what happens in those board rooms, I think, um ... And I could not have articulated it then the way I can articulate it now because then I was just acting on pure instinct. I think what was ... What happens in board rooms like that is when ... And I love your framing about people and product. I think that there are two things that I would get excited about as an investor. People and product.

[00:28:00] Not the potential of a financial manipulation. I'm not actually drawn to investing in Bitcoin because there's no people and I don't really have any affinity for the product and there are people who love it and god bless you, maybe it will be \$100,000 someday. I don't know but I'll tell you what I love. Humans and the things that they create.

Jerry Colonna: Yeah, and so what happens I think in a board room is that we make this investment, we step into that place. For the most part, I think most investors are drawn to humans and products but then they get scared because they carry this oh my god what happens if the company fails? The same thing happens to the CEO. Oh my goodness what happened, right?

[00:29:00] So then what happens is nobody is actually naming what's going on and then it grows. Then we cover it with a kind of forced march fixation on what we consider to be pragmatic things so let's turn our attention, right? The product isn't working. Our head of sales just quit so let's turn our attention to the spreadsheet. Well, the answer is not actually in the spreadsheet. The answer is in the human bodies that are sitting around a particular table. Let's make sure that those human bodies can be as, as present and as capable and as resources they can be so that they can solve the ongoing ever, never-ending problems of running a damn business.

Brad Feld: Yup.

Jerry Colonna: And that's what I think I did.

Brad Feld: It's totally what you did and it's the way ... Like when I, when I think about you and I describe you to other people and I model my own behavior in a way that I think is most powerful. When I think of the influences on me.

Jerry Colonna: Yeah.

Brad Feld: [00:30:00] Right? In terms of that behavior, and I've had, you know, a number of influences, right? You're at the top of the list. Somebody like Lynn Faslser..

Jerry Colonna: Yes.

Brad Feld: Who you know a little bit.

Jerry Colonna: And you've always spoken about Lynn, but go ahead. Sorry.

Brad Feld: The same kind of thing. It's at the top of the list like it's, it's somebody who ... And in Lynn's case, you know, he would care less about the product. All he cared about was the people.

Jerry Colonna: Mm-hmm (affirmative).

Jerry Colonna: Right?

Brad Feld: It orients your ... One's frame of reference in a way that's different ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... than the archetype.

Jerry Colonna: Mm-hmm (affirmative).

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Brad Feld: ... that, I think people expect from an investor. And it was really interesting in that time period, right, in the mid to late '90s when the internet was a new thing and there was ... You know at first nobody understood it and even in 1997 when we raised what was, uh, the first sort of independent Softbank fund that then turned into Mobius Venture Capital overtime like I remember having meetings with potential investors who would say, "What's the internet?"

Jerry Colonna: Oh, yeah.

Brad Feld: "Why do I care about the internet? How are you going to make money on the internet?"

Jerry Colonna: Yeah.

Brad Feld: [00:31:00] And you know our joke about it that, you know, started in maybe late 2000s between you and me was like yeah, we were right in the late '90s. We were just 10 years too early, right?

Brad Feld: (laughs) Yeah, right. It sucked. As you start to see things at, you know, were invented or created for the first time in the late 1990s which by the way were not necessarily new intellectual constructs

Jerry Colonna: Right

Brad Feld: But using the internet as the distribution was different.

Jerry Colonna: Right.

Brad Feld: Um, the attraction of that away from people, from people to engage both investors and entrepreneurs ...

Jerry Colonna: Yeah.

Brad Feld: ... who started caring only about the financial outcome.

Jerry Colonna: Yeah.

[00:31:30]
Brad Feld: And lost sight of the people.

Jerry Colonna: People and product.

Brad Feld: And the product.

Jerry Colonna: Yeah.

Brad Feld: Um, that, that's a touch point for me that I've carried through, you know, ups and downs and successes and failures, um, and that ultimately those are the drivers, right?

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: It's those two things and I got to say that when I, when I go back to the period of time of the '90s the two people that probably influenced me the most on that were you and Lynn so thank you.

[00:32:00]
Jerry Colonna: Well, I'm honored to hear you say that because I, I admire you as a, as a ... Beyond our friendship, I admire you as a, uh, just as a wise business person and I see the way you navigate, um, board situations and difficult, um, uh, situations, you know, and I work with some of your portfolio company CEOs

[00:32:30] and I, I feel your influence there so to know that resonance is there. Let, let me ask you a question which I promise is not your origin story.

Brad Feld: (laughs)

Jerry Colonna: But it's something I'm carrying today because just, just relevant shifts that I felt in, in the landscape, there's a question I'm holding and a belief that I have that's been shaken lately and the question ... The belief I had that's been challenged is I fundamentally believe going back to the people's side of this equation that human beings who show up as leaders, fully and authentically themselves are more trusting and more trustworthy and that, uh, in the end, make better CEOs.

[00:33:00]

[00:33:30] I haven't really let that belief go. I still fundamentally know that to be true but, um, I'm curious to know how you feel about that? Um, and how that might have evolved over the last few years because then we think about this in the context of what I'm trying to do, what we're trying to do at Reboot.

Brad Feld: Right.

Jerry Colonna: Right. We had this little tag line we play with which is better humans make better leaders. Am I crazy here?

Brad Feld: I'll answer it two ways because for me it's, it's got a couple of levels to it.

Jerry Colonna: Mm-hmm (affirmative).

[00:34:00]

Brad Feld: But one is a direct question which is do better humans make better leaders and my direct answer is I have no idea.

Jerry Colonna: Hmm.

Brad Feld: No idea. Um, and I would suggest that they're probably leaders who are incredibly highly effective who are not particularly great humans.

Jerry Colonna: Yes.

Brad Feld: And there are also great humans who are terrible leaders.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: or ineffective leaders. They try to be leaders and aren't effective. So like I can, and I can ... You know, you can describe them, right?

[00:34:30]

Jerry Colonna: Yup, yup.

Brad Feld: So there's a spectrum. So I don't actually know in the absolute sense.

Jerry Colonna: Yeah.

Brad Feld: Which is true. What I do know is that as I've gotten older, my interest in spending the minutes of my life that tick away.

Jerry Colonna: Mm-hmm (affirmative).

[00:35:00]
Brad Feld: Which will end at some point, hopefully far in the future but could end tomorrow.

Jerry Colonna: Yeah.

Brad Feld: Uh, I don't want to spend minutes with people who I don't feel are good humans.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Um, and I have to do some of that.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: That's the nature of existing.

Jerry Colonna: Yeah (laughs).

Brad Feld: But my goal is to minimize that. Across all dimensions.

Jerry Colonna: Mm-hmm (affirmative).

[00:35:30]
Brad Feld: And, you know, I could be, um, misanthropic and decide that, uh, okay, well, the best way to minimize that is to expose myself to other humans.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: I've chosen a different approach.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: The different approach is, I try to maximize my time with people who I think are good humans. Again, my definition and I try to incorporate that into the functional activity that I do. And so that is a strong underlying validation of the idea that I have a belief that in what I'm doing, I can create whatever success means, right?

[00:36:00]

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Everybody gets to define their own version of it or progress or whatever or accomplishment or achievement or whatever.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Uh, in the context of having maximizing my time with people who I consider to be good humans.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: So there's this optimization dynamic I think that people have especially you see it very much in, in, in the venture world. I think it's true for individual entrepreneurs. I think it's true across all people and it's the optimization that is the balance between this external definition of success accomplishment, whatever and the internal. And the words are easy but the behavior for me at least is incredibly challenging. It's super easy to say words like, "Yeah, I don't really care about that external stuff, I only care about what I feel and what I'm doing and what I spent my time with."

[00:36:30]

[00:37:00]

Jerry Colonna: Yeah, you choose what motivation and so forth.

Brad Feld: Right. Like the words are easy and the words for me are foundational. Um, and then somebody takes a shot at you.

Jerry Colonna: Yeah.

Brad Feld: And then something that you're involved in blows up.

Jerry Colonna: Blows up. Oh, yeah.

Brad Feld: And all of a sudden, you're worrying about how somebody else is going to think about you because of your involvement in it or you're not able to own your place in the thing that blew up.

Jerry Colonna: Yeah.

Brad Feld: Because it will reflect poorly on you.

[00:37:30]

Jerry Colonna: Yeah.

Brad Feld: Or something succeeds and you, you, you for whatever reason claim more of it.

Jerry Colonna: Yeah.

Brad Feld: Even though I don't need the validation but here I'll grab a little of it.

Jerry Colonna: Yeah.

Brad Feld: Right? So the, the disconnect between it, it's not a ... I like to say to people, it's not savant like.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: It's an aspirational goal that then informs behavior.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: So to, to make it less abstract and to think about it, in your context, you've built your entire philosophy of your business around that premise.
[00:38:00]

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Um, has anybody ever gone through Reboot wasn't a good person?

Jerry Colonna: Mm-hmm (affirmative). Yeah, well.

Brad Feld: Yeah?

Jerry Colonna: (laughs)

Brad Feld: Right? And, and have you ever coached somebody who you categorize as not a good person that their relationship, that was a coaching relationship didn't end up in a define success characteristic. So it's not that the goal is flawlessness or perfection, it's this aspirational goal of being there.
[00:38:30]

Jerry Colonna: Yeah.

Brad Feld: And when I think about my own emotional constitution around the work that I do, and what nourishes me versus what takes uh, uh, uh ... You know consumes me. The nourishing, even in incredibly stressful difficult situations, things that aren't working failure, surprises, et cetera is in those context where the people working together own their own decisions and mistakes and are trying hard, me, included and are trying hard to find a good answer or path forward.
[00:39:00]

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Versus ... We could spend a lot of time talking about the other behavior, right? Whether it's defensiveness or deflection or passive aggressive or whatever.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: The other part of it is, and you know, I'm gonna shift back to a particular moment in your time in, in your life. There are moments where the magnitude of the stressors that are external, uh, can be overwhelming and, uh, some of those are personal, right, a family member, you know, dying, a family member committing suicide.

[00:39:30]

Jerry Colonna: Yeah.

Brad Feld: Um, your own health and issues, but, you know, just even in a business context. Um, 2001 was ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: And 2002.

Jerry Colonna: It was an ass-kicker

Brad Feld: Was, was a really, really fucking rough time.

Jerry Colonna: Yeah.

[00:40:00]

Brad Feld: Right? And, you know, for you and for all of us, you and Fred who were ... I, I can't remember whether it was Calacanis' magazine or some other magazine.

Jerry Colonna: Yes, yeah.

Brad Feld: I crowned you the, the king of the, the kings of the internet or something.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: And, you know, to, to be there and then to be you know at the bottom of, I don't know whether every one of the companies that you were an investor in was in a, in a death spiral. Most of the once I was an investor in at that time were in a death spiral.

Jerry Colonna: Yeah.

Brad Feld: A few of them-

Jerry Colonna: Various levels of the death spiral.

Brad Feld: [00:40:30] That's right. A few of them didn't die and a few of them end up being successful and awful lot of them that, you know, months earlier...

Jerry Colonna: Yup. It seemed like massive successes. Yeah.

Brad Feld: It seemed like it could be great successes. In fact some more, right?

Jerry Colonna: Yeah.

Brad Feld: \$50 stock prices with companies that go bankrupt.

Jerry Colonna: Right.

Brad Feld: Um, and in that period of time, sort of coming at the end of it, you had a huge personal transformation.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: [00:41:00] And I think it would be interesting for you to talk about that. Not the mechanics necessarily but, you know, from VC to that deep, deep ... You know you and I both talked openly about our own struggles with depression to that deep depression that you had.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Then how you came out of it and started down the path of reinventing yourself?

Jerry Colonna: [00:41:30] Mm-hmm (affirmative). Well, I'll be happy to go there but I, but I want to circle back to one of the questions and observations that we, we joked about before about whether or not good people, um, have been coaching, you know, were all the people good and all that, uh, because I've been sitting with that for a few minutes. I think one of my fundamental beliefs which, um, came out of in some ways, um, that very same period is that, and I usually phrase it this way with clients most people aren't sociopaths, meaning that I know this is going to be controversial what I'm about to say but 99.9% of humanity are good people. Good people do shitty things all the time.

Brad Feld: [00:42:00] Yeah.

Jerry Colonna: [00:42:30] Myself included. Um, if you are ... and the phrase I often use is radical self-inquiry. If you're ... If you've got that inquiry process and you remain curious of that human beings you can pretty much with compassion understand and therefore protect yourself from the bad things that even good people do. Um, and that's a really important statement because-

Brad Feld: It's a hopeful statement too.

Jerry Colonna: It's, it's, it's one of the things that I learned in that terrible period that we're talking about, um, because I can't speak to the period of leaving venture capital and wondering in the desert of my own soul without mentioning one of the most profound teachings that I ever received which in, in reading histories of the Buddha basically boil down to this. I know I am good because I am human. Only human beings of all sentient beings are capable of enlightenment. Now, and because I'm capable of enlightenment, I am fundamentally good. Now, there's a logical premise in there which you have to believe in the capacity to go ... To be enlightened (laughs) for the whole logic to work.

Brad Feld: Yeah.

Jerry Colonna: But that ... When I descended into that period of depression, um, which left me in a place of saying, " Fuck it. I'm out of here." And when I look at your success, when I look at Fred's success, when I look, you know, all these pikers who came after us, I, I, I have to laugh at my own like, "What am I, an idiot?" You know, why did I ... But on the other hand, I really would have had it any other way because what I learned about myself from that time period that I am fundamentally good even though every week, I struggle with the question of am I a good enough man? Am I a good enough father? Am I a good enough partner? Am I good man?

[00:45:00] Even though I struggle with that question, almost always I can find that resilient place of, "Oh, right I'm a good person." So this is sort of roundabout way of getting to your question which is what happened. What happened was I got whacked in the side of the head with a two by four, but the way I often think about is like my soul reached up and grabbed me by the throat and said, "Not now motherfucker."

Brad Feld: (laughs)

Jerry Colonna: You are sitting and you are gonna deal with the stuff that you have denied in your own life and you're going to sit still until you figured it out. And it wasn't about other people, it was about me not being able to face myself anymore and out of that experience I took the skills and insights and capacity that I developed as a boy that survived and every day I try to make somebody else's life a little easier.

[00:46:00]

Brad Feld: Yeah, that's great. And it's powerful for me, uh, to reflect on what in some ways, uh, was not a gap in our relationship but was a period of time where I didn't see very much.

Jerry Colonna: Yeah.

Brad Feld: And some of it was because, uh, you were working on you.

Jerry Colonna: Yeah.

Brad Feld: And some of it was because I was working on me.

Jerry Colonna: Yeah.

[00:46:30]
Brad Feld: Um, I don't talk a lot about the timeframe between 2003 and 2007. Um, for no specific reason other than, uh, it's not the front of my timeframe for me.

Jerry Colonna: Sure.

Brad Feld: Um, but that timeframe was a really difficult period of time.

Jerry Colonna: Yeah.

Brad Feld: Because it was ... But very important because it was foundational. In redefining my own relationship with what I did and why I did it.
[00:47:00]

Jerry Colonna: Yeah.

Brad Feld: Coming out from a period of time of much success ...

Jerry Colonna: Yeah.

Brad Feld: ... within, uh, extreme and, and some dimensions failure and at a point I mean that period of time we're both in our late 30's so you know sort of moving into 40 or early 40's.

Jerry Colonna: Right.

Brad Feld: Like starting to think about, okay, right, I'm not the youngest kid in the room anymore.

Jerry Colonna: Yeah.

[00:47:30]
Brad Feld: And, you know, I'm not the bright, shiny, whatever.

Jerry Colonna: Yeah.

Brad Feld: And yeah, I've done well and I'm fine but is this what I want to do and how I want to do it.

Jerry Colonna: Yeah.

Brad Feld: And who I want to do it with?

Jerry Colonna: Yeah.

Brad Feld: And I remember, uh, it cost me to think about the walk that we had, uh, in Boulder.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Uh, I think you had been out here for, um, a board meeting at the Shambhala.

[00:48:00]

Jerry Colonna: Shambhala Mountain Center.

Brad Feld: Yeah, when you're on the board so that must have been 2007.

Jerry Colonna: Probably 10 years ago.

Brad Feld: Yeah, 2007-ish is what my guess was.

Jerry Colonna: Yeah.

Brad Feld: And you were kind of reemerging.

Jerry Colonna: Yes.

Brad Feld: Right? You were, you were getting back involved and, and you-

Jerry Colonna: I just started coaching maybe a year before, yeah.

Brad Feld: That's right. And it was a beautiful day like lots of Boulder days. It was a little bit, you know, a little bit cool but sunny and crisp feeling. And you don't have any reason to go anywhere, or do anything. We just went for one of these walks and you were catching me up.

[00:48:30]

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Right? And it was a little bit ... Probably both of us were catching each other up but it was a lot ... I remember being you catching me up.

Jerry Colonna: Yup.

Brad Feld: Um, and in that moment like there was a different embodiment of you there.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: [00:49:00] Right? It was, you know, a person went in, you know, the building and four years later came out. The essence is the same.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: But the ability and willingness to look inward and work on yourself had changed and it's, you know, kind of interesting like when I thought about ... I asked the question earlier when did you start ...

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: ... working on your own heart.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: For me, and not knowing you as a kid.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Like I would have pointed to that moment.

Jerry Colonna: Mm-hmm (affirmative).

[00:49:30]
Brad Feld: And that's not because you didn't do it earlier like I remember a time and you're in Fred's office in New York and, uh, I was working on a deal and I'm trying to do this deal if you remember First Virtual.

Jerry Colonna: Oh, yeah.

Brad Feld: And, um, I mean it was a messy deal and, uh, uh, I was, uh, at your desk. You had given me your office to work on and I was just ... It was a standing desk.

Jerry Colonna: Yeah.

Brad Feld: Before standing desks were cool.

Jerry Colonna: Yeah,

Brad Feld: I think I remembered visually like it was a little ... It was dark and I don't like the lights but you had a little desk lamp that was on.

Jerry Colonna: Yeah, yeah.

[00:50:00]
Brad Feld: And I was on the phone and it had gotten dark outside New York and I remember saying fuck, right, at the end of the day.

Jerry Colonna: Yeah.

Brad Feld: It was so worn from not just that but probably the other 19 things that were all fucked up that day.

Jerry Colonna: Yeah.

Brad Feld: And I came out of the room and, uh, we were going to dinner or something and, and before we sort of ... I'm like, "Okay. I'm ready, let's go," and you sort of stopped me.

Jerry Colonna: Mm-hmm (affirmative).

[00:50:30]

Brad Feld: You didn't like, you know, hold up your hand say stop. It kind of stopped me physically.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: And you could see that like, slow down, Feld.

Jerry Colonna: Yeah.

Brad Feld: Right? And so even then like that was in your-

Jerry Colonna: Yeah.

Brad Feld: In your soul, in your nature even with your co-investors or even with your friend who was working on something, it had nothing to do with you.

Jerry Colonna: Yeah, yeah.

Brad Feld: And you gave so much of your energy in those moments and so when I had that walk with you in 2007, it was very powerful for me because it was like, "All right. He's reclaimed his own energy.

[00:51:00]

Jerry Colonna: Wow. Thank you for that. I, I think I remember ... Thank you for sharing that memory because I remember that desk. I remember saying to the designer, "So I want to be up the stand so I need this like thing that ... "

Brad Feld: (laughs)

Jerry Colonna: No. We didn't call them stand up desks at the time. It was just like this thing. Um, and I remember that space fondly. That was our ... The Flatiron's first offices, um. You know, I think that in the period of time which was kind of my

[00:51:30] hibernation from which I then emerged, in the walk that you saw. I think what happened was I took the skills that I developed earlier as a child and I went deep with them. And, um, uh, it was a time period where I read, probably three or four books a week is the time period where I, uh, I sat by a fireplace and wrote four hours at a time. It's a time period where, uh, I learned to meditate.

[00:52:00] It's a time period where, um, I remember the depression ending and I remember, uh, I went on medication, antidepressants ... Oh, I want to say, 2002. Um, and I remember coming out around the beginning of 2006 into 2007 so right around this time period and I remember, um, tapering off the medications and talking to my therapist and saying, "I feel like I've come home to a house that I used to occupy but it's all different, it's brighter and it's airier." And I wasn't describing the lifting of the depression, I was describing a reclaiming of me.

Brad Feld: Mm-hmm (affirmative).

Jerry Colonna: With, um, a more solid understanding of who the hell am I? Um, now, saying that and, and just speaking about the two of us for a moment, anybody who's listening is going to laugh because we're both talking about a time period when we both ... When we each turn 40.

Brad Feld: Mm-hmm (affirmative).

[00:53:30] Jerry Colonna: Okay? And not to be stereotypical here but men at 40 learn to close softly doors to rooms they will not be going back to. That's a beginning of a poem by Donald Justice. I close softly doors to rooms that I was not going to go back to. It wasn't that I was a good investor or that I was an intellectually curious and that I didn't enjoy it, it's just it didn't fit me. You know, I went on a walk this morning with a mutual friend of ours. I won't say his name but we were talking about a new funding he wants to do and it was like, "Here's what you need to do." Then I looked at him. I said, "Damn, I still got it." (laughing)

[00:54:00] As long as I know I still got it, I don't have to do it. That difference is really important because what you saw on that walk was a guy who was saying, "Oh, I know what I have to do. I have to lead it to this person that I am." because I remember a moment and I've said this before but I'll, I'll, I'll recall it again. I remember a moment where you helped me enormously. It was about my first to second year at Flatiron and I was just really struggling because not only did I not know the difference between pre and post money valuation, there were just numbers flying around the screen and I was just a fucking poet. I have no idea what y'all talking about.

[00:55:00] You said to me wonderful advice. You said to me, I keep talking about comparing myself and we talked about this in a podcast once but it was worth

[00:55:30] repeating. I kept comparing myself to other VC's including Fred and you said, "Stop trying to be a VC like everybody else. Be the VC that you are. Be Jerry." That was so liberating. You mean I was allowed to step into a board room and turn to the CEO and before we got started with the meeting turn to them and say, "How are you doing?"

Frankly, the way you and I started this conversation today, we didn't record it but how are you? And you said, "Uh, uh, you know, it's tough. I, I had a tough phone call. I'm just going to take a minute and breathe." You know you may look at me and say, "I taught you that," but dude ...

Brad Feld: (laughs) We probably taught each other.

Jerry Colonna: Amen. Which is what brothers do.

Brad Feld: Yup.

[00:56:00] Jerry Colonna: Right? This is what we do. This is community. I have always felt you pick me up when I needed to be lifted and I hope that you will forever feel me pick you up when you need to be lifted.

Brad Feld: [00:56:30] I always have and it's, uh, uh ... It's a great blessing and honor and one of the things I think is, uh, so much an honor about it is to think of all the people in my world whether I'm an investor in them or colleague or work with them that when I, when I look at their willingness to invest in themselves.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Right? And the phrase radical inquiry.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Radical self-inquiry is a very common one within my world.

Jerry Colonna: (laughs)

[00:57:00] Brad Feld: Um, the, the idea ... It comes back to this question about good people.

Jerry Colonna: Mm-hmm (affirmative).

Brad Feld: Right? This idea that people are fundamentally willing to work on themselves and that they're there for each other especially when there's a struggle.

Jerry Colonna: Yeah.

Brad Feld: And in the world that we live in, there's always a struggle.

Jerry Colonna: There is always struggle.

Brad Feld: And if you don't feel like there's a struggle, and you need to find one, um, just drop one of us an email and we'll help you with a struggle.

Jerry Colonna: (laughs)

[00:57:30]

Brad Feld: Right? I mean that, that essence of being there no matter what and you know, somebody could say cynically, "Well, you guys sound like you're a super happy friends all the time and everything is awesome." It's like, yeah, we have arguments and we have our bad moments.

Jerry Colonna: Yeah.

Brad Feld: And, you know, I'm sure I've said things to you that you walked away from like, "Fuck him," and, uh ...

Jerry Colonna: I can't recall any, but yeah.

Brad Feld: (laughs) I'm sure there was one similar and those moments-

Jerry Colonna: Probably when you turned down an investment I was trying to get you (laughs)

[00:58:00]

Brad Feld: Yeah, there you go. or that moment where, you know, you, you felt like, "Uh, you know, I wish I hadn't wondered into this thing that, you know, Brad is involved in or vice versa. I wish I had ... You know I did this because of Jerry but I wish I hadn't because now I'm stuck in this thing that I don't want to be in or whatever, right? Like those moment ... And then you let them go like, All right, well I'm here.

Jerry Colonna: Yeah.

Brad Feld: And I'm here with somebody who, you know, who I love.

Jerry Colonna: Right

Brad Feld: And I trust, and I'm game to work with. And all right, let's figure it out.

Jerry Colonna: Right.

[00:58:30]

Brad Feld: And, and that, like having that role through over and over again, I think it's a reflection of being willing to do the work on yourself.

Jerry Colonna: I agree.

Brad Feld: Right, because if you're unwilling to do the work on yourself, "Well, it's not my fault you're here. You choose. You made that decision, you know. You, you ... Yeah. Don't, don't look at me."

Jerry Colonna: Yeah.

Brad Feld: Right? Even though I said to you, "Yeah, this is going to be great. You're going to love it. It's going to be awesome," right?

Jerry Colonna: Yeah.

Brad Feld: Whatever that dynamic is and I, I like that that gets amplified throughout my world from you and from Reboot and from your partners at Reboot because I think it makes the, the really good people even better.

[00:59:00]

Jerry Colonna: Mm-hmm (affirmative). Well, I, uh ... Thank you for, for saying all of that and, uh, I said before that my ego is dancing, now my ego is uncomfortable.

Brad Feld: (laughs)

Jerry Colonna: Um, but, um, you know, and then-

Brad Feld: When your ego gets tired, you get a little swampy.

Jerry Colonna: (laughs)

Brad Feld: Enough of this already. I'm tired now. I need to take a nap (laughs).

[00:59:30]

Jerry Colonna: What I would close with is just this notion that, um, I have been helped by so many wise people in my life and if I can just pay them back by helping somebody else. I mean I know it sounds trite and pedantic of whatever the hell but it's like the minute you say things like that like the picture of my therapist pops into my head who's 93.

Brad Feld: Right.

[01:00:00]

Jerry Colonna: The woman I worked with for so many years or Pema Chodron or, uh, Sharon Salzberg or, you know, Parker Palmer. These, these people whose writings and their presence have reached and said, "Here's a hand, here's a way out." You know someone was asking me this morning, you know, "How do I pay you back?" I said, "Just keep paying it forward."

Brad Feld: Yeah.

[01:00:30]

Jerry Colonna: You know when, when I'm dust and dried up, and I'm dead and whatever, please just keep paying it forward.

Brad Feld: It's a great answer.

Brad Feld: Well, thanks for doing this.

Jerry Colonna: No, thank you for joining us.

Brad Feld: Thanks