

Reboot033_Do_I_Have_Superpower

“So, a little voice at the back of my mind that says, “Well, would we be funded by now if I were going about this a different way, or if were a different person?” But I am sort who I am. So, I have to accept that.”

Welcome to the Reboot podcast.

“You –” he chuckled as he collected his thoughts, “You remind me of a darter fish. You jump from idea to idea, person to person with such ease just like they jump from stream to stream.” He slumped back in his chair and had this big smile of satisfaction, like it took all of his might to not say, “Nailed it.” The “he” was my boss at that time, and he actually meant this as a real compliment, but it stung, badly. He was suggesting that I was skilled at exposing myself to new people and new ideas and yet all I heard was sloppy, distracted, unfocused, messy, failure.

Have you, or a little voice within ever asked yourself the question, “I wonder if this organization would be better off with someone else in my role? If only –” I thought to myself, “If only I was more like Jason, or Albert, or Wayne, and I wasn’t so damn distracted, I’d be further along and whatever that means. If only I could be more like someone else, I’d be better off. Bull shit. Here’s the thing, I am a darter, that’s part of who I am. For so many years, my massive curiosity and genuine interest in the stories of others was nothing more than a tool for self-deprecation. It came so easily to me, seemed so ordinary that I thought it must not be important. It must be a flaw in need of a fix or a mess in need of a cleaning. And yet, when you ask people, “What’s my greatest strength?” “What’s my superpower?” What do they say? Well, they more or less call me a darter.

So at some point, and to be honest, I’m still working on this, I transitioned from beating myself up trying to embrace it; what if I stopped trying to be like someone else and focused on being even more like myself and embracing the darter? Well, it helps me uncover golden opportunities, generate innovative ideas, spark new and exciting partnerships. I like being a darter.

In this podcast, Kent Cavender-Bares, a listener from Rowbot, comes to Jerry with a question about his superpower. What if my deep integrity, my commitment to simply telling how it is, is the reason we are unable to fund-raise? Wouldn’t Rowbot be further along if someone else was leading? Jerry and Kent explore the double-edged sword of the superpower and how the path to his challenges may lie any new set of questions. How can be even more like Kent? How can I embrace my superpower and why is it so damned important? When you really do your work and lean into the tender spots and retrieve your superpower, you help others retrieve theirs. For Kent, it’s about so much more than his company; it’s about feeding humanity.

**

A Reboot peer group is a hand-selected group of entrepreneurs and leaders who meet in supportive Reboot coach facilitated sessions, twice a month. So, what are these groups really like? We asked a peer group member to share his experience.

Reboot033_Do_I_Have_Superpower

“Hi, my name is Bobby Brannigan; I’m co-founder and CEO at Mercato. One of the biggest challenges that I faced as an entrepreneur is in navigating the waters of solving hard problems while under extreme stress. You can’t be open and honest with everyone about your business because you don’t want to scare people away, you don’t want to get people nervous, because that’s gonna upset their ability to do what they have to do. At the same time, you know, there are not a lot of people that actually could relate to these situations. So, having a group you could turn to is extremely beneficial and allows you not only to spend more time thinking about these issues and how to better solve them, but giving yourself, explaining them out loud and getting people question different routes that you might think about taking and that kind of stuff is invaluable. It’s been great to have that group to really think in a much deeper sense, people that are sharing the same challenge, and they are really trying to grow and really get out of that comfort zone just as I am and that’s been really excellent for me.”

So who do you turn to? What if you had a community or peers who are committed to supporting you, like Bobby? The group you knew you could always count on. There’s great power knowing you are not alone. Learn more about Reboot’s peer groups at reboot.io/peers.

**

“Never let the odds keep you from doing what you know in your heart you are meant to do.” – H. Jackson Brown, Jr.

Jerry Colonna: Hey Kent, how are you? It’s good to meet you.

Kent Cavender-Bares: Very good to meet you, I’m doing well.

Jerry: Good.

Kent: Excited to be here.

Jerry: Thank you for coming on and you know, before we get started, why don’t you just introduce yourself and the company, and then we’ll talk a little bit about how it came about that we are talking today.

Kent: Sure. I’m Kent Cavender-Bares, I’m the CEO of a startup based here in the Midwest, in Minneapolis, it’s called Rowbot and we are trying to change big-scale agriculture by introducing a new type of equipment. So, small, robotic machines to help farmers make more money and be better stewards of the environment at the same time. It’s a company I started with my two brothers; one is a farmer and one is a robotics expert; I am an environmental engineer/scientist, which sort of gets part of the reason for reaching out.

Jerry: Yeah, so tell me about that; I mean, I know you were so kind to email me and let me know that you really enjoyed the podcast, tell me about reaching out and what was that like for you, and that sort of thing.

Reboot033_Do_I_Have_Superpower

Kent: Sure, well, I had listened to one of your recent episodes where you were discussing certain entrepreneurs' super power –

Jerry: Oh yes.

Kent: – and as I took it, those – it's sort of a double-edged sword that it's a power, but it can also be a vulnerability. I was just exploring that in my mind, and feel like don't want to turn it into necessarily a superpower, but when I think of the strength that I have, it's a real deep integrity background in science, sort of got drilled into my head for years, that you get rewarded for presenting things as they are and drawing connections and things like that, but not getting rewarded for overselling. And so, obviously as an entrepreneur, and an aspiring, growth company, we need to raise a lot of capital and so that journey has been challenging, to put it mildly, and there's a number of interpretations. One is, I think if we were doing sort of a me-too company that was another software company around familiar areas, then sort of a lull in fundraising might really point back at me and my capabilities and maybe that is the problem, but we are also trying something really challenging. Hardware company requires a lot of capital to even get to serious revenue, and so that's the other predicament. Is my – the way I come at this and I know you talk a lot about authentic leadership, I think anyone who knows me would say that I am authentic. I sort of pride myself in presenting the story as it is and try not to dress it up too much. I can get excited and enthusiastic but, I probably not the quintessential sales person that in sense that I can convince everybody of anything whether it's real or imaginary. So, little voice in the back of my mind says, "Well, would we be funded by now, if I were going about this a different way or if I was a different person?" But I am sort of who I am, so I have to accept that.

Jerry: Yeah, so thank you for that, and thank you for the honesty and the vulnerability and the authenticity in just presenting that because it's very, very clear that there is – like even as you spoke, it felt like you were dropping into who you really are, and just being here with it, and yeah, I do believe in the power of doing that. So, I have a lot of reactions and thoughts; the first area I wanted to explore a little bit was around this notion of – your core question is, in a sense, is this my superpower? And I love your understanding of it 'cause I think your understanding it really quite well, which is that what I am trying to do with – by taking over language like that is to help people realize that the totality of who they are, the character structure of who they are, they are a totality of their experiences, is by definition, neither good nor bad. It's not essentially good or essentially bad, it just is and it is how we approach our own sensibility about our own self that, as the Buddha taught, increases our own suffering. It increases our own sense of inadequacy and so for example, you carry a point of view, and that point of view is, I like to say things as they are. I don't 'oversell' was the word you used in the

Reboot033_Do_I_Have_Superpower

email. Another word you used is ‘sizzle’ and there is an implicit belief there. The implicit belief is that there is a value in speaking truth and telling how things are, and that’s a core value of yours; isn’t it?

Kent: Absolutely.

Jerry: Absolutely. And yet there is a self-doubt, and the self-doubt is, because this is who I am, is this the way in which I am inadequate? And notice the language I use, ‘is this the way in which I am inadequate?’ Because we all know, we are all inadequate. Right?

Kent: Right.

Jerry: And you are laughing because you can feel the language; tell me the reaction.

Kent: Well, yeah, if we didn’t think we were inadequate, then we’d be up on some pedestal right?

Jerry: Right.

Kent: I mean, there’s probably – I don’t know, how many different ways I’m inadequate; the question is, is this the one that is sort of a roadblock in –

Jerry: Well, right, the secondary story that you are telling yourself, is that this is potentially the reason why fund-raising is difficult; right?

Kent: Yeah.

Jerry: So, there is a basic belief, ‘is this one of the ways in which I am inadequate’ and then there’s the secondary belief, ‘and is that inadequacy the reason why we are struggling?’ Now, you are a scientist, so I am going to use a little logic here; you said something kind of in an offhand way as if it were true and I just wanted to take you back to it. You said something like, ‘Well, of course we are inadequate ‘cause if not, I’d be on a pedestal.’ Really? There’s no state between being on a pedestal and being inadequate? Really?

Kent: Well, I guess, I was thinking that there are many ways one can be inadequate, and if we had solved all of those, it’s sort of an imaginary person I guess, because I don’t think they exist.

Jerry: Okay, so if the person who doesn’t have any inadequacies, doesn’t really exist, do you see the falsity that is here?

Kent: Yes.

Reboot033_Do_I_Have_Superpower

Jerry: Right, do you have kids?

Kent: Yes.

Jerry: How old are they?

Kent: We have a 10-year-old and a 14-year-old; girls.

Jerry: Okay, girls, oh, beautiful. So, you've just been through middle school with one and in the middle for the other.

Kent: Yes.

Jerry: Okay, what are their names?

Kent: Valerie is 14, and Celine is 10.

Jerry: All right, imagine Valerie and Celine came to you and said, "Daddy, I am terrible. If I am not the best, then I must be terrible." What would you say to her? Is that a true statement?

Kent: No, and I would try 1 of 20 different ways to convince her that there's all variations on achievements and not to try to downplay if she's feeling bad about a particular – the underlying reason, but just to explain that there is a bigger context.

Jerry: And let's go one step further; if one of them gets a bad grade, or they don't make the club that they want to make, or as it happened with my daughter, one time, she wasn't allowed to sit at the cool kids' table at middle school, so she bravely formed the 'losers table' because middle school is just so awful. If they had that disappointment, what do you know to be true about their self-worth, as a consequence of not achieving the thing that they wanted to achieve? How valuable are they as a human being, if they get a B instead of an A?

Kent: So, to me it's changed zero; to them, in that moment, I know it's changed dramatically.

Jerry: Right.

Kent: And it's the big, huge thing that's in their life at that moment.

Jerry: Right, and so, to you, there's no diminution of worth, or value or lovability –

Reboot033_Do_I_Have_Superpower

Kent: Zero.

Jerry: – regardless of what goes on. So, why can you give that love to your children but not to yourself?

Kent: Well, it's a great question and probably the concern that I am letting others down, right?

Jerry: Yeah.

Kent: There are people in the company who have put real money in; family, friends, non-friends –

Jerry: So now we are getting to it. So, there is a value system that you hold and the value system is, do not oversell, the value system is, say what you mean, mean what you say; right?

Kent: Right.

Jerry: That's a great line from '*Horton Hears a Who!*' Dr. Suess is brilliant. And as friends have probably pointed out to you, in your email you talked about how the investors said to you, "Your integrity is one of the reasons why we invested in you." And I know that the investor also said this whole thing about the lack of sizzle, and we'll talk about sizzle in a second, but the people who love you, how do they respond to that Horton-like quality within you, of saying what you mean and meaning what you say and delivering on the things that you say and not overselling, not over promising even though you are enthusiastic? How do they feel about that?

Kent: I think it's – people trust me. If I say I'm going to do something, I do it.

Jerry: That's it. So, your question was, is that a superpower, and I think it is, but I don't – but I think that the challenge is really the way in which you are approaching the question of, what is the downside to that. And so what I'd like to talk about is the fund-raising process and the 'sizzle' in that process, and then I want to circle back to this whole question of not letting people down. So, tell me why fund-raising has been so difficult.

Kent: Well, it doesn't seem to be making the connection; I've gotten into tons of meetings so that person – I think we've solved, getting past the initial meeting or two, and I think there's a variety of reasons, one is we are trying to do something – start up in the middle of the country, which, conventional wisdom is that that's hard. Trying to do something in agriculture, which is hard; trying to do something not in specialty agriculture, but main, large scale, which means it's not California,

Reboot033_Do_I_Have_Superpower

which again is hard, and it's a hardware company, which sort of all that set together, it's hard to know which of the things sort of jumps out –

Jerry: I'm gonna add to your list.

Kent: Yeah.

Jerry: You've never done this before.

Kent: Correct.

Jerry: You have no track record; there are no unicorns in your business, and you know what a unicorn is; right?

Kent: Yes.

Jerry: This nonsensical notion; Google is not going to swoop in to pay you know, a hundred times [Inaudible 0:19:02] for this company 'cause there's no value there, right?

Kent: Yes.

Jerry: So, the majority of the return on investment that venture capital is used to, you are outside that norm. It's just a fact.

Kent: Mm-hmm.

Jerry: Okay, so looking at all the facts that we just laid out, of course it's hard. Why do you have to reach into the inner bag of tricks to come up with the inner critic's voice? And perhaps it's because there's a part of you that wants to say, well, being an entrepreneur, there is a kind of optimism that entrepreneurs have. Tell me about your perception of sizzle.

Kent: So, I think it's anywhere from simply being excited about the idea when talking with others about it, and that part I think I nail. I think I am quite excited; the question for me is, when that sort of blends into trying to inflate the story and so I think I just – that sort of feels like a third rail for me, personally, and so I steer clear. Probably the other – one other thing to mention about the whole fund-raising process which I know has come up is that I do wear my emotions on my sleeve; I think that's the saying. So, if there's something fairly big going on like co-founder gets *poached* by Uber, that's a hard thing for me to pretend it just didn't happen and so, I know there's been some feedback at a time like that where I felt I look deflated or you know [*Crosstalk*] yeah.

Reboot033_Do_I_Have_Superpower

Jerry: So, in a sense, the way you understand sizzle is selling something that may not exist, and when I was a reporter, we used to call it [Inaudible 0:21:24]. Companies would come in and pitch [Inaudible 0:21:29] all the time, and that's kind of an [Inaudible 0:21:31] to you.

Kent: Yeah.

Jerry: Selling something that you don't actually know to be true or believe to be true, and it feels like to use a phrase that other clients of mine have used, that comes out of the startup playbook, that you are somehow supposed to sell something even if you know it's not true.

Kent: And so, to be fair, it's not that – it's not that I feel that it comes out of a playbook, but it's sort of gotten the reaction. I've gotten the feedback and so, maybe it's developed into a part of the playbook in a sense. You know, what I really don't want to do is say that I observe a whole bunch of entrepreneurs out there selling stuff that they – that isn't true, 'cause that's not what's going on. It's just – this is a sort of my creation, of the sense of sort of what the boundaries are for me.

Jerry: So, I think you are actually asking a very, very different question, but it's related and I think you are formulating it as like, what do I do with the fact that I have this personality type that has to say what I really believe in and in effect, can only sell what I believe to be true and deliverable. And that there is a corollary to this, which is that – and I actually end up showing up even if that means I am being emotional. So if I am sad, I'm sad, if I'm happy, I'm happy. Okay, so the coach in me says, congratulations, that's really key to resiliency and it's key to kind of authentic presence in living, and so on the inside you are probably emotionally relatively healthy even though you are struggling.

Kent: Mm-hmm.

Jerry: As a human being, there is a solidity to you because you are not stepping off into this room of inauthenticity. So, I'm going to give you some very specific and practical advice here in terms of fund-raising because that feels like it could really be helpful. I get it, I'm actually very similar; I can be incredibly convincing and evangelizing if I believe in something and so – and I can't if I don't believe in it. I just won't even enter the arena. And so, what I would suggest is that you in effect, always present yourself as you are, even more than you are doing now, and we'd go like this because then the obvious question is, what if the investor seems to be asking me if I am going to make five million dollars of revenue next year and there's no way I'm gonna do that? Don't lie. First of all, they'll see through it; second of all, if they, on the small chance don't see through it, you don't want them as an investor. Third, you won't be able to live with yourself. So, what is it that you then sell? You sell your belief. I'm going to take you back to what I think

Reboot033_Do_I_Have_Superpower

is your true superpower. It's not about this integrity, you know what it is? Okay, your brother is a farmer; why is this so important? Why is it important that we improve the efficacy of agriculture in United States in 2015? What's at stake? I don't know about you, but I'm getting goosebumps.

Kent: Yeah.

Jerry: What's at stake? Name it.

Kent: It's sustainably feeding the planet, it's –

Jerry: Oh, that's all?

Kent: That's all.

Jerry: That's all?

Kent: Yeah.

Jerry: Is that important?

Kent: Yeah.

Jerry: Okay, how did your brother become a farmer?

Kent: We grew up around farming; hobby farming.

Jerry: How important is farming to the community in Minneapolis, even though so much of Minneapolis isn't about farming?

Kent: Yeah, we in the center of the corn belt here, so it's huge.

Jerry: How important is it to the Midwest?

Kent: Huge.

Jerry: And if you feel it get bypassed by what's going on in the coast?

Kent: Yeah, that's – yeah.

Jerry: Okay, so I'm going to speak to my friends in the Midwest; my partner Ali grew up in Wisconsin and she can't understand my fascination with the Midwest. Okay, I am grateful to you and your families and all those generations of people who put food in my belly and in the bellies of my children and the people that I love. It's

Reboot033_Do_I_Have_Superpower

super-important, what you guys are trying to do. And chances are really high, Kent, that you are going to fail. That's the truth.

Kent: Yeah.

Jerry: Statistically speaking, if success is defined as financial return and your products being on tractors of every farmer in the world, you are probably going to fail.

Kent: Yeah.

Jerry: Should you do it anyway? Well, what comes to mind is a brilliant notion that my friend and fellow mid-westerner, Parker Palmer likes to speak of, which is living in a tragic gap, which is the gap between the world that we know is possible and the world as it is, and that we are called to live in that gap and that it's painful. And so, I often speak about how entrepreneurs are intriguing to me because they are pathologically optimistic and a lot of entrepreneurs speak and connect to the deeper sense of purpose. And then I run into entrepreneurs like you, and you really are trying to actually make the world a better place by creating a slightly higher yield per acre, by making it slightly more effective and efficient for people to eat; that's all. Nothing significant there. So, when you feel the siren call, to sell, or when the inner critic is looking around, looking around, to find all the myriad ways in which you are inadequate and lands on this core question of, "Well, you know the truth is Kent, you are really not that great a salesman." Just like it can land on anything else, "Well, the truth is, you don't know what you are doing in terms of venture-backed startups, come on." "Oh come on, the truth is, Kent, you don't know what you are doing." When that inner critic voice is looking to land, blow it a kiss, tell it to stand down, you got important work to do, and the work you are trying to do is to get people to understand that we actually have to change the way we grow and harvest food. Isn't that true?

Kent: Mm-hmm.

Jerry: Sell that. Sell that. Can you sell that?

Kent: Yeah, absolutely.

Jerry: And then tell the truth; we might fail. Here's a little secret; most smart investors know you are probably going to fail. The investor who wants a guaranteed return on investment buys US Treasury Bonds. The investors that you are talking to, their job is to weigh and mitigate risk. Now, they may structure an onerous deal to mitigate that risk and if they do, you can send me an email and we'll talk about how to compensate for that. That's free. But you sell your heart. So, to me, the superpower here is your passion, is your meaning, is your purpose, is your belief,

Reboot033_Do_I_Have_Superpower

and then the corollary to that is, don't worry so much about not being the entrepreneur cut from some other cloth. For God's sake, be you.

Kent: Mm-hmm.

Jerry: Your daughters deserve that. It reminds me of something a client once said to me; he was struggling because he had been promising the staff and keeping them – by being transparent, keeping them informed of the fund-raising process, he'd been promising them or telling them that they are very close to getting a term sheet, and at the very last minute, the investor pulled the term sheet. And he was frantic, and he said, "What should I tell them?" I said, "How about the truth?" And he was shocked. And I said, "What, you think they are all going to leave? Try it. If they leave, you didn't want them there in the first place." So, he told them and they all took a voluntary pay cut to keep the company going because they trusted him. How many employees do you have?

Kent: *A person-and-a-half* here and we have a partnership with my brother's robotics companies, so that allows us to sort or turn up and turn down, and so right now, we are turned down in terms of spend.

Jerry: Gotcha. So, who are the people that you are concerned about, the people who believe in you that you don't want to let down?

Kent: You know, the brothers put in a lot of money, the robotics company has put in money, family, friends, who have put in – I've loaned a bunch and –

Jerry: How about your wife?

Kent: Yeah, absolutely. Yeah, we kind of had to make housing decision based on the predicament that am in, which is not the decision we want to make and –

Jerry: Yeah

Kent: Yeah, those kinds of things.

Jerry: Tell me her first name.

Kent: *Janine.*

Jerry: Right, have you kept her informed?

Kent: Yeah, yeah, that definitely helps.

Reboot033_Do_I_Have_Superpower

Jerry: Does she have a choice, that is, have you given her the opportunity to participate in the decisions that you are making about the house, and about family finances and that sort of thing?

Kent: Yeah, I think so.

Jerry: Great, and what did she choose?

Kent: Well she chose to take the less stressful route, which was, let's not over extend ourselves any further at the moment till we resolve my situation.

Jerry: Right. So, what she's doing though, is she's choosing to work with you.

Kent: Yeah.

Jerry: There is a belief in there.

Kent: Mm-hmm.

Jerry: You may fail, you may not be able to launch this product, that is true, but every single one of these opportunities, every single one of these experiences, whether it's with your daughters, with your wife, with your brothers, with the investors, with the family, it's an opportunity for you to strengthen that connection and to go back to purpose. You may have to have a different plan, that is true and that is life. I will remind you of something that you have probably heard me say in the podcast before, in my nearly 20-25 years of investing, I never ever met a company that actually executed every step in their business plan. As I just said in a meeting the other day, the pivot is the norm.

Kent: Mm-hmm.

Jerry: And so you may have to pivot your personal plan, so what?

Kent: Yeah.

Jerry: Okay, you take care of the family, you take care of yourself, and you take care of your ethics and those values, that's who you are. Am I seeing clearly into who you are?

Kent: Yes.

Jerry: So that's your superpower. It's that inner sense of integrity that shines not only in your ability to sell something you don't believe in, but your ability to stay connected to purpose. I don't know, how was that my friend?

Reboot033_Do_I_Have_Superpower

Kent: Really helpful; it kind of feels like it knits together some – a bunch of ideas, some that were well thought out in my mind and some that weren't. It helps a lot.

Jerry: You know, the thing that occurs to me is, sometimes when we start an entrepreneurial endeavor, we think that the purpose of the endeavor is to bring forth the project that we are working on. I'm not so sure about that. I think, you know, as a Buddhist I believe in karma and I think that the purpose is to – and we say this a lot at Reboot, is to really use work to self-actualize and grow into a deeper sense of oneself, not in a self-absorbed way, but in a way of 'Who am I in the face of this obstacle?' Several years back, I read a blog post for Fred Wilson's blog called *The Crucible of Leadership*, in which I talked about those challenging moments being the moments in which a leader actually emerges and the term 'crucible' comes from Warren Bennis, the brilliant leadership writer who talks about crucible moments, the moments in which lead is burned away and gold emerges, or lead is transmuted into gold through the process of heat. And I also come to my – think of David Whyte's brilliant book, *Crossing the Unknown Sea: Work as a Pilgrimage to Spirituality*. I don't know why you started this company and you may not know either, but it may not be merely to bring forth this product, and it may not even be to bring forth into people's consciousness and awareness, the importance of supporting agriculture in a modern world. It may be something as less far-reaching as you going deeper within yourself and serving as a model for the people around you in that exploration; the adventure, the trying and failing and trying again, the knowing when to quit, the knowing when to stick with it, the stepping into the unknown path because prior to, were you an academic or – you said you were a scientist –

Kent: I've worked on several non-profits as a science advisor and then trying to start one right before this.

Jerry: Gotcha; which also struggled.

Kent: Yeah, I tried to start it right after that collapsed, which was not the best time to be raising money.

Jerry: Right. So, this is part of your journey.

Kent: Yeah.

Jerry: Who are you as a man in the face of these obstacles? I think that's your superpower. Was this helpful?

Kent: Yes, definitely. Thank you, Jerry.

Reboot033_Do_I_Have_Superpower

Jerry: It was my pleasure and you know, I just want to say – I said this to you in email, I really appreciate my people write in after the podcast and talk about the ways in which they have impacted them. You know, hearing from people and knowing that we are making a difference in what we are trying to do here, and having dialogue about these existential challenges, it means a lot to me. Obviously from the work I do, I think that these questions are super-important. So, I appreciate that and I appreciate the big gulp that you took when I said, “Why don’t you come on the show?” And my thanks to Janine, your wife, for encouraging you to say yes.

Kent: Okay, great.

Jerry: All right, thank you my friend.

**

So, that’s it for our conversation today. You know, a lot was covered in this episode from links, to books, to quotes, to images; so we went ahead and compiled all that, and put it on our site at Reboot.io/podcast. If you’d like to be a guest on the show, you can find out about that on our site as well. I’m really grateful that you took the time to listen. If you enjoyed the show and you want to get all the latest episodes as we release them, head over to iTunes and subscribe and while you’re there, it would be great if you could leave us a review letting us know how the show affected you. So, thank you again for listening, and I really look forward to future conversations together.

[Singing]

*“How long till my soul gets it right?
Did any human being ever reach that kind of light?
I call on the resting soul of Galileo,
King of night-vision, King of insight.”*

[End of audio 0:40:58]

[End of transcript]