

Jerry: Hey, Jeremy, how are you? It's good to see ya.

Jeremy: It's great to see you Jerry.

Jerry: Thank you for coming on the show. And before I sort of lose track of this, could you just take a moment and introduce yourself.

Jeremy: My name is Jeremy Bloom. I... Born and raised in Colorado and, and still living in Boulder, Colorado, although I've had a couple stops along the way to come back to Colorado. Um, I spent about half of my life, if you broke up life after kind of the age 10 to 38, which I am now, spent about half that time pursuing, uh, two sports, um, in athletics, football and skiing, and the other half of that pursuing entrepreneurship through being a CEO and founder of a B2B enterprise software company.

Jerry: So I-, you know, I wanna, uh, jump in and, and, and note, uh, uh, unlike a lot of guests who come on... Typically what happens is a guest will come on, especially an entrepreneur will come on and, uh... See, I'm starting to think of you as an entrepreneur, and not as an athlete. Isn't that interesting?

Jeremy: That's a good thing (laughs).

Jerry: Yeah. And, um, and they'll come on and they'll have a specific, like, "Hey, I'm struggling with a co-founder conflict or that", but in this case, we reached out to you and we reached out to you because, um, our mutual friend, Brad suggested I watch, uh, the documentary, *The Weight of Gold*, uh, which I'll let you describe a little bit about, um, cause I know y- you were instrumental in the production. And um, and then we said, "Okay, we really should have a conversation with Jeremy". Tell us if you can, a little bit about *The Weight of Gold* and what the film is about.

Jeremy: So *The Weight of Gold* is a, is a documentary that, um, premiered on HBO this year, a couple months ago, and really what it is, is a collection of, um, the most successful United States Olympians that you can imagine in recent history and their stories, um, and struggles of depression and some of them, their, their thoughts and overcoming thoughts of suicide. Uh, but also the stories of our friends and the Olympic community, which is quite small, um, who weren't able to overcome those thoughts and ultimately took their life.

Jerry: Mm.

Jeremy: And my friend, Brett Ratkin is the producer visionary behind *The Weight of Gold*. And he reached out to me about three and a half years ago because he was doing a story on Steve Holcomb. Now Steve Holcomb was the driver for bobsled number 1. They won an Olympic gold medal in Vancouver and just an amazing human being great friend. Guy that you always wanted to be next to you and

around. And he was doing a story on, on Steve, um, and in part his struggle with depression.

Jerry: Mm.

Jeremy: And while he was filming that, um, Steve actually, uh, passed away at the Olympic Training-

Jerry: Mm-hmm (affirmative).

Jeremy: ... Center in Lake Placid and, and spoke pretty openly, um, about his struggles with mental health. And Brett reached out to me and said, "Hey, is there a bigger story here that, that we should think about telling?". And I dro-, drew my experience back to my good buddy Jaret Speedy Peterson, Speedy was his nickname who I grew up skiing with. He was an aerialist, so he did all the flips in the crazy stuff, you know ... triple back flips with four spins, a hundred feet in the air (laughs) like wild man. I was the mogul skier and, but we made the United States Ski Team around the same time. We were 15, 16 years of age. He won a silver medal in Vancouver. And, um, he sadly, and unfortunately took his life, uh, a few years ago.

Jeremy: And he even, you know, s-, opened up to me one time, um, when I was about 25 years of age. Uh, one night at the Olympic Training Center, um, he just opened up and, and he said, "I fight demons". And he was crying and, and just in a state that I'd never experienced another human being, let alone my buddy. And we had a World Cup the next day and, um, I, I was just, you know, so focused on the World Cup and I just thought he was having a bad day and I said, "Hey man, like whatever I can do to be helpful, let me know. You know, you're one of the best guys in the world you're going to overcome this." I wasn't equipped to have the conversation or identify the illness that he had and was going through.

Jeremy: And so when he took his life, I, you know, had a, had a sense of regret, a sense of, of, "What could I've done differently", a sense of reflection where I looked back and said, "Gosh, th- the writing was on the wall. Wh- wh- wh-... You know, I should have handled that differently". And I think a lot of people have these experiences because suicide is now the second leading cause of death in our country from ages 10 to 34. And it's only second to accidents.

Jerry: Mm-hmm (affirmative).

Jeremy: So most of us have a friend, a neighbor, a teammate, someone in our lives who ultimately took their life. And I think it's pretty normal for us to wonder, you know, "What could I have done more?". And so w-, given that experience and I said, "Brett, this is a story we have to tell". And I, you know, called a bunch of my Olympic buddies and friends and said, "Hey, this is the documentary we're thinking about doing, do you have a story to tell?", and it was "Yes, yes, yes, yes, yes". It was Michael Phelps, it was Apollo Ohno who is the most successful

winter Olympic, Olympic athlete in, in US history. Um, it's Bode Miller, uh, it's Shaun White. I mean, it's, it's kind of the who's who of, of Olympians, and they tell a very authentic, open story about their struggles, their struggles with depression and mental health.

Jerry: It's an extraordinary documentary and one of the reasons why Brad reached out to me and said, "You have to watch this", is because one of the things that I think you guys did so well is use the power of your platform to normalize the experience of struggle. And as you know, uh, both Brad and I try to do the same thing. What you may not know is that I've also been as open about my own struggles with depression and including a suicide attempt at 18, including, uh, a return of those suicidal ideation feelings at 38, which actually led me to leave the venture capital business and, um, wonderfully magically reinvent myself now as this weird little CEO whisperer who like leans in and makes people cry and all that stuff. Um, but seriously, it, it, it, uh, coming to grips with those demons or, or to, to use your friends, uh, image turning around and facing those demons instead of continuing to, to walk away from them, or struggle with them, uh, created the conditions for me to actually turn around and help other people.

Jerry: And the thing that I wanted to explain, I really thank you for that. And, uh, but part of what I wanted to explore was what I find to be the striking similarity between the pressures that many athletes feel and, and, and the, the, the concomitant, um, cost and toll on their mental health, with the pressures that many entrepreneurs feel and the concomitant to-, cost on their mental health. And the thing that strikes me is, you know, you're in that Venn diagram, dude (laughs). So tell us about that other part of your life, the being an entrepreneur, what's the company, what do you do?

Jeremy: Yeah, CEO and founder of a company called Integrate. Um, we're a B2B enterprise software, and we help companies figure out how to acquire prospect customers at scale. Um, customers include Microsoft, HP, Cisco, Symantec, we primarily serve the enterprise. And it's been a journey I mean, it's been 10 years. Like we're a overnight success 10 years later.

Jerry: (Laughs).

Jeremy: I think that [inaudible] describe as companies doing very, very well, and we're grateful for our growth and, and how we're helping marketers. Um, but we've been through it all. We've been through a period of time where, you know, we were just not going to make payroll and... Silicon Valley Bank was going to call the capital in the company (laughs).

Jeremy: You know, we were, we were thinking of, you know, locking up the doors. Um, we, we've been through a lot of different HR challenges that I think most founders go through. We've gotten a lot of nos, you know, in [inaudible] raising the \$80 million of venture that we've, we've raised. But I, I think to your

question, there's a lot of similarities, t-, a ton of similarities between being an athlete and chasing after a big dream or goal. Like for me, I knew at 10 years old, I told my parents, I want to ski in the Olympics. I want, I wanna play in the NFL. I knew that's what I wanted to do. And both my parents who have a healthy disrespect for the impossible (laughs)-

Jerry: (Laughs).

Jeremy: ... they, they (laughs) they told me, "Y-... Hey, you can do that if you put your mind to it and you attack it, but you got to attack it". And it's so true. Like we can't just dream of something. Dreaming just gets us a quarter of the way there. We have to execute it. We have to execute that dream. We got to go attack it.

Jeremy: But the spotlight is very bright. You know, heading into my first Olympics with Salt Lake City I was 18 years of age. My first international competition. I was ranked number one in the world. I was not equipped to handle that pressure. I was not equipped to handle that, that spotlight. And I ended up not winning an Olympic gold medal, and then the nerves were out of control. And then I went to go play football at the University of Colorado and all of a sudden, every Saturday I'm playing in front of 50, 60, 70,000 people. And it was really there where I was able to learn how to deal with high pressure situations. And so my next Olympics in Torino, I, I wasn't really nervous at all, I was very prepared. So it, it is a journey that, to getting there.

Jeremy: But I, I have empathy and compassion for every founder. Um, the stakes are really high. You know, you have literally people's livelihoods that are depending on, w-, you know, how the business is doing. Once you raise venture capital, the spotlight gets even bigger because you don't want to be a failure and you w-, you know, you wanna return capital and all those types of things. So I think there's a lot of similarities to the pressures that entrepreneurs feel and the pressures that athletes, whatever, may be amateur or professional, whatever, um, that, um, that have a spotlight on. I think it's very similar.

Jerry: You know... Thanks, thank you for that. And, and I'm curious about a couple of things, but one in particular was playing football for C-... Was it CU? I think you said-

Jeremy: Yeah.

Jerry: Yeah. So, so playing football for CU, things started to shift. Was it, was it maturation? What happened that made the nerves a little bit easier? So when you went to Torino, it was a little bit easier for you.

Jeremy: I think oftentimes our anxiety around pressure is the unknown.

Jerry: Mm.

Jeremy: It's not that we can't handle the challenge in front of us. It's like not knowing when the challenge is going to arise or what that moment is going to feel like. Like we're worried about running out of cash, you know, and, and what that would feel like, or we're worried about losing customers and what that would feel like or worried about these things. And oftentimes, um, they don't come true. And so we, we kind of keep our self in a steady state of concern of things that are on the horizon. And maybe some of that's good, you know, productive paranoia is probably a good thing to some extent. I think most CEOs have a level of productive paranoia where they're worried about what's around the other end of the corner.

Jeremy: But for me, what, what happened when I, when I played, uh, for foot- football for the University of Colorado, is I learned that, um, the game never changed, it was still football. And it didn't matter if there's three people in the stands or 50,000. All I had to do is focus on my skills on, on my ability to catch the ball, to run the route, to know the play. And I, I learned how to differentiate between the signal and the noise. And the signal was kind of my ability to be a good football player, which is pretty basic in nature, pretty basic, you know, uh, level of understanding of what, what, what I needed to do to help the team and the noise was everything else. It was the literally the crowd noise. It was who was in the stadium. It was, who was watching the game. It was, who was televising it. It was who was, you know, what reporters said about me or the team heading it. A- all that was noise.

Jerry: Mm.

Jeremy: And, and taking that to the Olympics that, um, mental progression to the Olympics was monumentally helpful for me because there's a lot of noise at the Olympics. Um, and there's a lot of noise in business. There's a lot of noise in the startup worlds. And so just, and, and I, it's not perfectly fine tuned. I think, you know, it's probably takes a life-, a lifetime to, to, to perfectly tune that instrument, to understand what's signal what's noise and only focused on the signal. But that's, I think that's the thing I learned the most.

Jerry: Well, I appreciate that. And, you know, I think one of the source of... There, there are, uh... You know, sitting in my seat, really hearing from so many folks who are struggling from so many different places. One of the observations I would make is, is around the source of the noise. You know? Yes, the noise is sometimes the fans in the stand, or sometimes the noise are the investors that you don't want to disappoint. But I think a real root cause of that noise is, uh, the sense of merging... It's, it's, it's the darker side of the advice that your parents gave you.

Jeremy: Mm.

Jerry: Meaning your parents gave you to g-, gave you the advice to go for it. And God blessed that advice. It gave you the ability to have not just one dream, but two

dreams realized because you did it. And now there's possibly even this third dream that's unfolding in front of you right now. But if not careful, um, and I see this happen a lot, people will merge their sense of self-worth with the attainment of those goals. And then if anything, thwarts that, then all of a sudden they're wracked by the depression by humiliation, by shame. Does that resonate?

Jeremy: So much. I mean, it just completely hits home. I, you know, I, I wrote one book in my life and when the publisher came to me and said, "What kind of book do you wanna write?", I said, "I wanna b-, write a book on failure".

Jeremy: I wanna to write a book on the topic that you just, you just mentioned. O- one, because I, I felt like growing up, especially in sports, there's all these anecdotes, there's all these quotes of people saying, "Well, failure makes you stronger", uh, "Losing you'll sharpen the sword", you know-

Jeremy: ... like all these kind of, you know, superficial things that didn't have a lot of substance to it. That seemed great in concept, but there wasn't a lot of context. So we all fail ,like every single one of us.

Jerry: Mm-hmm (affirmative).

Jeremy: I mean, Walt Disney was fired for a lack of imagination before he started Disney (laughs). Steve jobs was fired from Apple, Michael Jordan cut twice in high school. I mean, no matter who you are, you're going to fail, okay? And by the way, we come into this world failing, like, what did our first step look like as an infant? We fell on our face. And maybe if we had an ego, or if we s-... To your point, if we self identified our own being with walking, maybe none of us would be walking now because we'd be like, "You know what? I've tried it twice. I failed twice. I'm not going to take-

Jerry: "Suck".

Jeremy: ... a third step"-

Jerry: "I suck"

Jeremy: ... right (laughs). "I'm not a good walker". And, and so we, we grow into these egos and our egos allow, give us this ability to like identify ourselves and intertwine ourselves with our goals. And, and so, you know, for me, it was like, "I want to win an Olympic gold medal more than anything, and if I don't, then I must be a failure" or "I want to build a successful company, and if, and if Integrate is not a grand slam, I'm, I'm a failure".

Jeremy: And I think what, what you noted is something I, I think a lot about is the importance of setting big audacious goals 'cause that's fun. Like I love setting big goals. I love pursuing big goals against all odds. But the important f-, part of that

is realizing for all of us, and, and I have to remind myself of this constantly, is that I'm not that goal. That... I, I'm not, I won't be defined if Integrate goes public at whatever market cap or if it gets exited at whatever multiple. Um, that'll just be a part of a journey that I'm on, but it won't define me.

Jeremy: And I think when people really either bounce or splat during adversity... There's bouncers, there's splatters, there's a great article written on that. I think Brad Feld was the one that sent it to me a few years ago. Um, but the people that can bounce or the people that don't associate themselves with their goals, do- don't associate them they're, their being with whatever end, the result that they want. And they actually use the inertia of, of a failed experience, 'cause there's an amazing amount of inertia in failure.

Jerry: Mm.

Jeremy: There real-, there's an ama- amazing amount of energy there. And they use it to, to redefine their compass to success in a constructive way, not a destructive way. And the, and the folks that splat are the ones that become their failures. Th- they become that whatever they didn't achieve and they stamp it on their forehead and they wear it on their forehead with shame. And I think, you know, if we can just understand as human beings to, to, to your point, what you've suggested, like that we're not our failures, we're not those things. Gosh, it really liberates ou- ou- ourselves and our egos. And I actually think it inc- in- in- increases our ability to take bigger risks.

Jerry: So I agree completely. And there's a kind of discomfort I'm feeling here. And it... A discomfort may be the fact that this all sounds really positive from both of us. And I can't get out of my head Steve Holcomb. And I wanna, if you're willing, I'd love to take you back to that time. And what would you have said to Steve, had he called you?

Jeremy: Yeah, it's a great question. And, and I actually learned what questions to ask through The Speedy Foundation, um, who, a group of, o-, uh, of folks in a nonprofit that study mental health, depression, and thoughts of suicide and are focused on educating. And when, when Jaret Speedy Peterson pulled me aside at the Olympic Training Center and-

Jerry: Mm-hmm (affirmative).

Jeremy: ... opened up to me, or if Steve Holcomb would have called me and said, "I'm, I'm battling with, uh, with this disease", I would have asked them two questions. And the first one would have been, have you ever thought about taking your life?

Jerry: Mm-hmm (affirmative).

Jeremy: And if the answer was yes, which I know it would've been in Jaret's case and I know it would've been in Steve's case cause he, he talked about a failed attempt. My next question would- would've been, have you thought about how you would do it? And the reason I would have asked those two questions is not because those two questions alone are a panacea or, or would cause, you know, or fix the issue. But because it, it allows somebody to probably say something that's been inside of them for how, who knows how many years, but to verbalize it to another human being and get it out of their brain and on the table probably for the first time in their life.

Jeremy: And most likely it's the heaviest thought that they've ever had that they're to-, that they would be so ashamed to tell anybody, and, and if you can do it in a disarming way The Speedy Foundation says it's a great first step for that person to acknowledge there is a problem that they cannot control and then get on a path to try to seek and get help. So those are the, those are the two questions that I would have asked them both.

Jerry: Uh, I'd like to build on that, if we can. In my experience, one of the things that has been helpful for me and, and we're talking about extreme in the, in the su-, in suicidal ideation, but even just talking about depression. One of the things that I think can be really powerful in those questions is to convey to the other person that you're not afraid of their feelings. And I can't emphasize this enough. One of the things that happens for those of us who are, who can get trapped in those depressive suicidal thoughts is a whole meta-layer of, you named it before shame, uh, fear about the feelings themselves. And w- what I love about those questions is that they strike me as providing a kind of external scaffolding for the other person's, um, mind to rest into and to know that, um, they're not alone.

Jerry: See for you to be able to verbalize that question means that you have to be able to internalize the idea, even if you've not felt the same level of feelings. And by being able to express to the other person that you can stand shoulder to shoulder with them and look in that space, reinforces the notion that they're not awful, they're not shit, and they're not alone.

Jerry: And, you know, we made the link between it. You know, in a sense, a performance-based culture known as athletics and the performance-based culture known as entrepreneurialism. And you, I think, wisely extracted the notion that the game remains the same. And what I saw you doing with it regard to that was finding the, the p-, the love, the craft, the "I don't care who's in the stands. I just wanna have a good run. I just wanna have a good game. I just wanna go down this mountain faster than I did last time. I just wanna hit those moguls and not wipe out. I just wanna see if I can build this company and hang out with all these incredible people and try to do something that's impossible", which is kind of like willing a business into existence.

Jerry: And that stance that you wisely were able to extract is hard, and sometimes it gets lost. And you're nodding 'cause I think you recognize. I mean, did you ever lose it?

Jeremy: Well, th- th- the journey to discover what you just said, wasn't an easy one for me, because I was born into this existence where all you have to do is turn on the, the, the TV and our coun-, our country, our media celebrates winners, and nobody knows who second place is. And, and so it was deeply ingrained into my brain at a very, very young age that I had to win at all costs. I had to win. And so most of my, um, early young adult life in football and skiing, I was driven purely by the ego of winning at all, at whatever cost, did not matter whatever costs I was going to win. If I had to wake up at 1:00 AM and go train, 'cause everybody was sleeping, I was going to do it, didn't ma-... Anything.

Jeremy: And then I read a book called the *Power of Intention* by Wayne Dyer when I was 22 years of age. And one chapter in that book stood out, um, uh, a- above the rest. And th- the chapter talks about quote, "Giving up your need to win". And I remember first reading that I was an El Colorado, Chile, South America at a ski camp (laughs). And I remember reading that line and thinking, "Well, Wayne Dyer, must've never been an athlete. He has no idea what he's talking about. (Laughs) He's never won anything-

Jerry: He's a loser loser (laughs).

Jeremy: ... He's a loser". And, and, uh... But it, it struck me so profoundly that I found myself... I kept coming back to it, coming back to it. Even when I wasn't reading the book, I'd be on the mountain, like, "What does that mean? What does it mean? How could I use that to my advantage?" And I found myself tested-

Jerry: How could I use that to win (laughs)?

Jeremy: Yeah. Exactly. Right? And I found myself doing things out of the ordinary that I would have never otherwise done, like helping my biggest competitors with course information with things I would have n-, secret stuff like training secrets. And I'm like, "I'm gonna try this on for size. Like, what would it mean if I gave up my need to win?". And what I found is it completely liberated my ego, maybe not completely, but, but in a, in a large extent, liberated my ego to the point where all I really was focused on, all I really cared about was human progression. I wanted to get a little bit better every single day. I wanted to ski a little bit better every single run and that next year... Coming off a year, I didn't win one World Cup that next year I won more consecutive World Cup, gold medals than anybody in the sports history. And I remember every time that I would win when people would come up to me, he's like, "Congrats on winning", I'd be like, in my mind, "Gosh, they don't get it-

Jerry: Mm.

Jeremy: ... 'cause it's not about winning".

Jerry: Mm.

Jeremy: Congratulate me for, for skiing up to my potential. That's what I wanted to hear. But it really was this life altering, life changing moment for me of un-, like getting that principal, getting that idea from, from that book.

Jerry: I love that story. And it, it brings to mind, uh, my youngest son, Michael, uh, ran track and field in, in high school. And I love the concept of the Personal Best. I love the concept of, of setting a standard for yourself and really measuring yourself on how you did vis-a-vis the last time you ran, versus the notion of, of that winning in a zero-sum world. See, what I saw you do, and, you know, I'm a Buddhist, so, but you grew up in Boulder, so you're used to this kind of stuff. But what I saw you do in taking in Wayne Dyer's, uh, advice and counsel was, uh, uh, take in the joy of doing well without having to take away from someone else.

Jeremy: Yeah. That, that you nailed it because it always was about taking away something from somebody else. I, I go back to a World Cup and I was in France, this was before I read the book. And there was a skier who was in first place who I did not want to win. I wanted to take away their ability to win 'cause I did (laughs) not like them. I was the last skier on the hill 'cause I qualified first. I was so focused on taking away the win from them that I crashed, landed on my head a- a- a- at the top jump because I was so overly consumed by my ego of taking away their need to win instead of focusing on my ability to ski the best run.

Jerry: There's a, there's a line I use all the time with my clients, which is, who get fixated and focused on the competition, which is, "Swim in your own lane". It literally doesn't matter what's going on to your left or to your right. Not until the race is over. Because you cannot affect them. You can only affect the one yard in front of you right now.

Jeremy: The six inches in front of your face, it was actually a cue for me in skiing. I'd be in the starting gate, and again, a lot of signal, a lot of noise, actually more noise than signal. And th-, my, my first key was I would look six inches in front of me at that first mogul, and I would say, "That's the only thing that matters". Doesn't matter who's in first, doesn't matter who's in the stands, doesn't matter who's televised and doesn't matter what my first... None of that matters. What matters is i-, I got to execute that first term perfectly and then guess what? I'm going to get to that second term. And then I'm going to get to the top jump and then I'm going to get to the button and then I'm going to get to the finish line.

Jeremy: Sports prepared me to be a CEO founder more so than anything else-

Jerry: Mm.

Jeremy: ... because I believe that the hardest aspect of being a founder CEO is managing your own psychology... because in a period of one day, you're going to wake up and you're going to take over the world. And then around noon, you're going to find out some news, that's going to make you think that this company is not going to succeed. And by the way, two minutes later, you gotta jump on an all hands call and you gotta present to the company, or you gotta jump on a prospect meeting with a customer. And so those inevitable ups and downs and twists and turns, that's what sports is all about. You win, you lose. I-... Can happen in the same day. And, and so, and, and I'm not a master at it by any means. I have not mastered this. I struggle with it 'cause I'm more of a guy that, uh, wears the emotions on the sleeve. I get excited, I get excited. And you know, the, the... Mentally, the athletes who are best prepared are actually the ones, not just athletes, human beings, um, are the ones who never get too high and never get too low. There's this governor in the middle of the emotional, you know, chart or Venn diagram, or it's like, they never get too high or low.

Jeremy: And I've always been a guy who gets pretty high when things are great and pretty low and things aren't. So I've had to really learn, and I'm still learning how to put those governors in place. But to your point, man did sports prepare me for, for all the difficult challenges, the inevitable moments of failure and the twists and turns (laughs) of, of building a company.

Jerry: So, uh, uh, you're speaking my language, ask the folks in the show now. And what I often speak about is that... Well there's a chapter in my book, uh, called *Heartbreak, Resilience and the Path to Equanimity*. And what I s- open up that chapter with is the rollercoaster of, of life, not just entrepreneurship, but life and that, you know, one day you ask the woman of your dreams to marry you. And then it turns out that, you know, six months later, she turns you down to, to marry you, right? I mean, or that, you know, your co-founder gets sick and passes away or, you know, COVID hits, pandemics hit, right? And, and, and we're just sort of dealing with that. And I speak about the fact that we get so fixated on resilience, um, you know, from, from the days in which I would box, the notion that, y- you know, "I can think of punch, I can take it" and the... And, and so our, our socialized reaction to the heartbreak of that rollercoaster ride is to tell ourselves that we should be resilient.

Jerry: But the problem with that whole construct is that we believe that that's the end of the story. And the end of the story is actually equanimity. The end of the story is the capacity to not get on the roller coaster in the first place.

Jeremy: Yeah. To observe the roller coaster.

Jerry: That's it. That's it. To stand back and to be able to basically say, "What a great ride this is, however it turns out".

Jeremy: (Laughs) Right.

Jerry: Right? I mean, you know, uh, we're only recording the audio so, so folks can't see that you were smiling when you were telling the story of the wipe out-

Jeremy: (Laughs).

Jerry: ... just as much as you were smiling, telling the story about all the golden medals you'd won.

Jeremy: Well, the wipe out taught me more than the gold medals. I mean, liter-, it was that wipe out where I'm like, "I gotta d-, I gotta do some self discovery here. What in the world just happened? I lost the World Cup that I should have won because I didn't want this, this guy to win? That can't be a healthy thought". And then about six months later, I, I read the book, *The Power of Intention* and, and so if it wasn't for that failure, the moment where I felt literally landed on my head (laughs), I r-, would not have been as receptive to Wayne Dyer's idea of giving up the need t- to win. I wouldn't have been as receptive to it. Maybe my ego would have been too hard and, "That's crazy. Forget about it. Don't ever think about it again. Go, go beat everybody (laughs) and don't let anybody else win. You win everything".

Jeremy: But, but it was really through that failed experience. But I, I do connect, um, intimately to what you said of like, "Hey, you know, observe the rollercoaster. It's going to go up. It's going to go down. And even if you're on it, e- enjoy some of the downs and the twists and turns and the whoopy, whoops and... But, but realize that, you know, if, if you're down then, then you're going to go up, uh, you know, soon and, and just keep, you know"... I, I don't know the secret to life. I really don't. And, and I don't pretend to, but one thing I always come back to, and it's super basic, you've heard it a million times, just keep moving. Just get up and like... Just keep moving no matter what. Just keep taking steps forward. Don't stop. You know, reflect along the way and learn along the way.

Jeremy: But if you wake up every morning, irrespective of how you calibrate your own success or how your own, you know, life is, and social media doesn't help, right? 'Cause [inaudible] this measuring stick of like how successful everyone else is and how great their life is, but it's totally fake 'cause we're only sharing the best moments. We never share the moments that we're down or we're, we're failing, so we're always thinking like everybody else's life is better. But irrespective of any of that, I just feel like if you just keep moving towards that goal, towards your goal, eventually you're going to get there. Eventually y- you're going to accomp-... Might not look what y-, look like what you thought it was, and it might not ultimately be the goal you thought it was to be, but it might be another goal, that you didn't even realize that was meant for you to happen. And so... I try to remind myself that.

Jerry: I think that last bit that you just had was the most important piece. Which is if you, if you hold loosely, what the objective is and, and stay focused on the joy ride of the trying, then you don't know. You don't know.

Jeremy: Yeah.

Jerry: I mean, you said, you said it before, whatever happens to Integrate whether, whether Integrate is a lifestyle business that just generates, you know, a really good income for you and for all the employees now and forever, or if somebody comes along and the tooth fairy buys it or whatever ends up happening is okay.

Jeremy: Yeah.

Jerry: The question is, who are you as that is going on? How are you as a person? Are you able to I-, to, to, to see the competitor with compassion, to see the competitor with empathy, um, and to, and, and to put your head down on the pillow at night and say to yourself, "Not bad. Some things I can do tomorrow that are better, but not bad today. Let me sleep tonight and let me rest"?

Jeremy: And that maps back to a study that was done at a hospice, like a ten-year study at hospice patients of understanding what the five biggest regrets in their life is. And these are people, eighties, nineties, and hundreds. And one of them that constantly comes up is, "I wish I didn't worry so much in my life".

Jerry: Mm.

Jeremy: "I, I wish I wouldn't have been so worried about every twist and turn and change". And I think that's powerful, right? Because those are the folks who've already seen the full movie, you know, and they're, they're at this amazingly powerful point in their life where they're reflecting on their life and, and s-, and, and, and kind of communicating to the rest of us saying that, you know, "Watch out for this you know. Be on the lookout for this, 'cause it's something I wish, I wish I, I would have changed. And I-, I've lived on both sides of that coin.

Jeremy: I've lived on the side where it's win at all costs, and it's take away wins from everybody else and it's pursue greatness a- at all costs. And I, I now more, um, you know, live on the side of, um, "Hey, I want to win as much as anybody, but not at the cost of people hating their lives or people hating their jobs or being disrespectful to other people or not leading with compassion and empathy and not treating one another with respect". These are all cultural values that we hold dearly to, um, to ourselves at Integrate. And I can tell you, without a doubt, life is more enjoyable on this side. It is much, much more enjoyable living my life every day on this side of the coin than it was on the other.

Jerry: Well, Jeremy. It was just an absolute pleasure and, um, you know, a real joy.

Jerry: Thanks for being on the, on the show.

Jeremy: Great to see you, as always.