

Jerry:

Hey, Andrew, it's great to have you on the show. Thank you for coming. Um, why don't you take a minute and just introduce yourself?

Andrew Alexseyenko:

Hello, Jerry. Uh, thanks for having me, uh, on Reboot podcast, uh, happy to join. Uh, my name is Andrew, I am co-founder at Storypoint and Partnerway in before war time. And I am co-founder of KOL- KOLO Fund in the war time.

Jerry:

Yeah. So, thank you for, uh, coming on and, you know, we were just joking back and forth a little bit that, uh, um, the internet connection here may not be so great. Maybe we should take a moment and explain, you are physically located where right now?

Andrew Alexseyenko:

So, physically, I am located in Vinnytsia, it's a small city nearby Kiev, about 200 kilometers from it.

Jerry:

Well, thank you for coming on the show. I w- uh, you know, um, we were really moved when w- when one of your colleagues reached out to us and said, "Hey, would you be interested in talking to somebody?"

Jerry:

And the answer is of course, yes. And, you know, as I mentioned at the, y- you know, before we started recording, you know, prior to the last few months, I don't think anybody, or most of the people in the United States had any sense of the map of Ukraine and, and who was actually where and where all the, uh, pieces were there. And you joke that, you know, (laughs) you would be, uh, compared to Kazakhstan or, or, or the Central Asian Republics in some way as opposed to really being a part of Europe and the European continent. Um, and so, uh, fortunately, or unfortunately, most Americans are now a lot more aware of, uh, Ukraine. Um, and, and it's, it's still part of our daily lives... nowhere near as much as it is for you all, but, but every day we are watching what's happening.

Andrew Alexseyenko:

... Yeah. And then, we are very grateful for that. Like, I think that U.S. gives the most support out of all countries. Uh, it's... we, we were trying to survive all of this and fight the aggression, but it wouldn't be possible with, without the... our U.S. partners and European countries, uh, that support.

Andrew Alexseyenko:

Yesterday, uh, U.S. announced new weapons that they are providing, like, uh, a special long range...

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

That's, that's very crucial for us to stand our territories.

Jerry:

Mm. Mm-hmm (affirmative). Well, you know, uh, it's, it's an extraordinary experience that you're all going through. And, and, uh, uh, as painful as the aggression has been, uh, there is a kind of, um, kind of a woken up awareness, um, that is happening. And, and, uh, um, hopefully, the more knowledge that we get, the more connection that we get from the geopolitical, in which, you know, Finland and Sweden, um, applying for membership in NATO and how important that is, uh, to the notion of our interconnectedness. Um, and, you know, my parents' generation, certainly your parents' generation, or your grandparents' generation, would not have been able to have a live conversation in the middle of a war, right? That we're recording and connecting across, you know, time and space.

Andrew Alexseyenko:

Yeah, exactly. I'm thinking positively about the things that are happening. Like, uh, I think that the war is probably the worst things that can happen. A lot of people died. Like, really, like, thousands of Ukrainians and other people. Um, but I, I think that the good thing is that, uh, the... see the real face of Russia, because the Russia has been con- you know, has been doing this for 20, uh, plus years.

Andrew Alexseyenko:

And in 2014, there was no attention to the, uh, basically, the same things that are happening now, but it was eight years ago, but nobody was caring so much about this. But right now, that's, that's on a large scale and, and I think that we will eventually go through this and became stronger and, and, and, and, and we will see... maybe analyze what things have led to this issue and how we can prevent such things in the future.

Jerry:

Yeah. From your lips to God's ears, let's hope that, uh, uh, that what comes out of this is a deeper sense of connection and connectivity. And, you know, um, again, before the start of the recording, I checked in with you and you said you had listened to the Reboot podcast before. And, you know, as I sit here and I think about what, what we're doing right now, which is using Riverside to connect, um, across time and space and, and make this connection, um, one of the things that strikes me is, uh, the degree to which, um, the micro-ecosystem of entrepreneurs are so connected.

Jerry:

You know, when, when, uh, the, the war started, and the invasion began, even my son, who works for a startup based down in San Diego, um, his, you know, they're 20, 30 people, um, four or five of whom were in Ukraine. Yes, they were sort of an outsourced team, but they were designers and engineers. And he was literally, uh, o- on calls with them every single day.

Jerry:

And then, you know, one day they disappeared, and two days later, they popped back up, because they had moved to Lavith. And they just rolled up their sleeves and went back to work. And I find that

heartbreakingly extraordinary. And, you know, as I sit here and I look at you, um, you're just another technology entrepreneur, aren't you?

Andrew Alexseyenko:

Yeah. The world is so interconnected right now, I'm just, like, I can't believe how, how connected we are. Like, I, I'm, I'm just, like, a boy from a small town, like, that close Bila Tserkva. It's around, like, 800 kilometers from Bila Tserkva.

Andrew Alexseyenko:

But I can't imagine that you, I'm having calls with founders across the world. And it, it's happens, like, at the, uh, same time when, when, when you, uh, o- one time you don't have any connection in Kiev when the Russia is trying to bomb the city and the no- and, and le- then you're just, like, moving to another city. And then in few days you have a connection and the same goes, goes with... I'm not talking about the me, me, but I'm talking about the people around.

Andrew Alexseyenko:

And, uh, we have, um, our team members, for example, they also did such a great job, uh, uh, mm, they just were out for a few days and then they w- were connecting with clients on the 26th, 27th of February. So, just a few days after the war started.

Jerry:

Tell me s- tell me something, and, and, you know, I always go to the sorta heart-centered stuff, the psychological stuff. On the one hand, I'm imagining that part of the importance of keeping the company going, keeping projects going, is economic, right.

Jerry:

What compels someone on your team to move to a different city and log back in and start working again? H- uh, uh, h- tell me about that. Tell me about that experience. I mean, here you are, you're not working in Kyiv right now, you're at home. But, but tell me about that experience for you.

Andrew Alexseyenko:

Yeah. Actually, I'm going back to Kyiv, uh, probably next week.

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

So, I'm excited to return to my hometown. It's not 100% safe there, but, uh, I'm, I'm just... want to return to home, to, to the place I love. I, I, I love the city, I love the people. I think that it's one of the best cities to live.

Andrew Alexseyenko:

Uh, um, so, when the war started, uh, for the first few days, uh, we stopped the work, because we wanted to make sure that everyone is safe in the team. The safety is our top priority, number one, for everyone.

Andrew Alexseyenko:

Um, so, we took, took a few days to be sure that everyone is located, uh, or in west Ukraine or, uh, abroad. So, there was a law that U- Ukrainian men aren't allowed to leave the country, because we need to defend it, but the woman are... can go abroad. So, usually, they went to Poland, to Romania, uh, Moldova, and other countries, like France.

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

Uh, but then we, we understood that it's hard for me, and it's hard for, for our team members to focus on, on work when the... when, when the people are dying. And, uh, and, and the team were quite disappointed. So, um, we, we decided what can we do individually, and as a company, to, uh, to support people, and to support, uh, the Ukraine?

Andrew Alexseyenko:

Uh, so, me and my co-founder, we agreed that we will not make any profit in the company until the war will end. So, our main goal right now, uh, is to support the Ukrainian defenders. So, we decided that we will transition to a nonprofit organization.

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

Until the end of the war. So, we, uh, we are paying the salaries, we are paying for so- software that we are using and other expenses, but all the profit, we are transitioning to charity.

Jerry:

And what does that do for you? What does that do for the team? Why would you have them focus back on work?

Andrew Alexseyenko:

So, yeah. A lot of our team members, I think almost everyone, was volunteering, helping in one or another way. But I think that, uh, the most impact you can do by doing w- what, what you're really expert in. So, usually, it's a developer, engineer, he... his main expertise is, is, is creating, like, applications.

Andrew Alexseyenko:

Uh, if it's, like, our recruiter, the, the best expertise that he or she has is, uh, finding the great people. So, uh, instead of, uh, them helping, like, uh, online, like, volunteering with media or so, uh, we decided to keep... You can do more work on the, on the job, and we will donate all the profits that, that, that your work is contributing to, uh, to defend the country. So, I, I think that's, that's, uh, psychologically helped us and employees. And, and, and, and the company, uh...

Jerry:

I, I, I wanna lift up and extract out what you've just said and, and reflect back on it in, um, through the lens of my own experience. And, and, really, as a bid for empathy. Not reco- recognizing that there is no equivalency here. That any equivalency is in the experience, not, i- i- in the emotional experience, not in the existential experience.

Jerry:

You know, one of the things that happens when we're coaching, when coaching is going well, you open your heart and you're fully present to the other person. And this is really hard, because, uh, you end up taking in their emotional journey.

Jerry:

Um, and, uh, over the years, now that I'm an old man, and an old coach, one of the things I've done and said to y- to folks who are fewer, you know, have fewer years than I do in, in this seat, when I take my seat as a mentor, one of the things that I say is that when our hearts are broken, uh, we have a number of choices. And one of the choices, uh, which is completely understandable, is to withdraw and take care of that heart. And that's an important move.

Jerry:

But another choice that we have is to actually lean into the work that we were born to do. And when you were describing an engineer who has one eye on the defenders, be they the, in the east, or be they in the south, or for a brief period of time, in and around and encircling Kyiv.

Jerry:

Or they have their parents and their grandparents in mind, who, if they're lucky, were able to go to Poland, or Romania, or Moldova, or their wife and their children. Right, and I'm m- I'm, I'm being gender-specific in imagining the engineer as male. That there is something uplifting in leaning into the work that you were born to do.

Jerry:

It creates a healing sense of agency. I cannot stop, and just like as I sit here, I cannot stop the aggression that's going on, uh, in eastern Ukraine. I, I, I can't. But I don't have to feel helpless. I can get up and get on the phone with you, and I can show up, and I can stand as best as I can in a video-mediated way, shoulder to shoulder with you, and do what I was born to do. I wonder if this has any resonance for you.

Andrew Alexseyenko:

Yeah. That's (laughs) basically what I, I feel too, uh, when the war started. Because I just, I hate to feel hopelessness.

Jerry:

Mm.

Andrew Alexseyenko:

And, uh, that's, uh, some, some actions that I am doing.

Jerry:

Mm.

Andrew Alexseyenko:

It, it, it, it helps me to feel the impact that I'm doing to, to, to do something at least. So, it, it reduced just, like, my psychological pressure, um, it doesn't matter what you are doing. It... you just, like, just do something that you can do at least, uh, if you, if you don't have any, like, specialty, or you don't know, like, you, y- you... The most important thing is, i- is energy and eventually, i- if you want to help someone, it's not that hard to find some project to join, initiate here, or, uh, uh, or, or some, some s- some other things.

Andrew Alexseyenko:

So, we h- we had plenty of, of people divided in, into separate groups that were, uh, doing different things like, uh, you had a group of people that were doing the, uh, that were, um, uh, that were helping to remove con- companies from Russia that were supporting it and paying taxes.

Andrew Alexseyenko:

We had a volunteering group like us who were collecting, um, uh, fundraising costs for, uh, drones, uh, vests, helmets to protect the, the people. Uh, we, we had a group of people who were, like, uh, helping with media attention and others. So, there, there is (laughs) so many good things that happening.

Jerry:

There's a, there's a fellow in, in my circle of entrepreneurs and, and investors, Alex Iskold. Alex was a, um, managing director at Techstars in New York for a while, and he went out and raised a venture capital fund, small fund, uh, to do seed in early stage.

Jerry:

And at the start of the pandemic here, one of the things he did, and he was really moved by the, the extraordinary food insecurity that happened as a consequence of the massive unemployment that was happening in the United States, and he started a project called the 1k Project. And what he did was he created a mechani- now you know him.

Andrew Alexseyenko:

I know of this project, yeah.

Jerry:

(laughs) And he connected, um, initially, he connected families with people who had means, and the whole idea was just to donate \$1,000, just a \$1,000. Well, so, you know, the second half of this story, right. Alex, of course, grew up in Odessa. Alex's family is Ukrainian. Alex still has family there.

Jerry:

And one of the things he did at the start of the war was to revive the 1k Project so that people could make direct donations, some of us gave thousands of dollars, to individual families. And he did what he could and he is... continues to do what he, he does. So, you know the 1k Project, is that right?

Andrew Alexseyenko:

Yeah. Right.

Jerry:

Yeah. Have you seen them on the ground there? Have you, have you... Do you know what's going on?

Andrew Alexseyenko:

Yeah. It's, it, it was very popular there. Um, one of my, uh, friend, uh, he's a, a partner at, uh, Ukrainian VC, Alec Malenkov, he was also helping to, uh, drive this project forward. And I was sending this link to, uh, filling out the form to a few, um, to a few families that I know that, that needed that.

Andrew Alexseyenko:

Because for me, personally, I, I, I don't need that project, and most of my friends don't need, because usually they work in tech, they have, like, high salaries, and they, they can do, but there are, uh, there are few families that, uh, very impacted by the war. They are from Mariupol and other cities, and their apartments completely destroyed. They have three, four children. So, I, I think that, that's a great effort, is this project.

Jerry:

Yeah. And, you know, um, not to turn this into a commercial for the 1k Project, but if that's what happens, so be it. But, but what I love about that was it was really a response to the sense of helplessness and to keep helplessness from turning into hopelessness by fo- focusing on an engagement.

Jerry:

You know, early on, we were talking about potential topics and I s- and, uh, our producer, Margaret, had suggested talking about being a leader, how to be a leader during this particular time period. And I noticed something, you winced. You didn't wanna talk about being a leader. You wanted to talk about the whole team.

Andrew Alexseyenko:

Yeah, exactly.

Jerry:

Yeah. Yeah.

Andrew Alexseyenko:

Yeah, so, I think that during this, during this project, it's not the right things to be a leader. Like, everyone is, is like a small leader of what they are doing. And usually in commercial activities, sometimes, in most cases here, you need to be... you need to have leadership and lead the team, but in, in volunteering activity, that's, that's little bit different.

Andrew Alexseyenko:

You have, uh, people who, wh- who leads different things that, that they are leading. Like, it, it could be the [inaudible 00:24:49], it could be fundraising, it could be working with media, or other things. So, uh, I just-

Jerry:

So, I'm-

Andrew Alexseyenko:

... Yeah.

Jerry:

... I'm gonna treat ya like a client for... Okay. And I promise I won't make you cry, but here's the issue, that is leadership, Andrew. That is leadership. There is a piece of you that thinks that the leader is the one who sits at the top of the pyramid and directs and tells everybody what to do.

Jerry:

And what I hear you saying is that's not appropriate for this time. But one of the measures of leaders, leadership, is the number of leaders that you help create. And what you and your co-founder and all of you are doing is creating a shared sense of leadership. And that is incredibly scalable, and incredibly powerful, and incredibly empowering.

Jerry:

There is leadership that is loud and demonstrative, and then there is leadership that is quiet and stable. And the fact is, uh, we need both kinds of leadership. We need the people who can organize and create the conditions for other people to step up. So, I get that you're a little uncomfortable being singled out, so I'll back off of that, but I want you to understand something. There is something powerful that's happening for you right now that will last you the rest of your life, which is the realization that shared leadership is miraculous. Does that resonate?

Andrew Alexseyenko:

Yeah, yeah, totally. I think that to the, the shared, shared r- leadership and, and, and shared... th- that's, that's why, like, the people have shared in, in, in the companies. Like, I don't know, like, the, the old public companies, it, it's shared. So, like, startups you have all options. You have, uh, y- y- you're feeling like, uh, y- you are basically f- part of the company. So, so, yes, totally resonates.

Jerry:

None of this is easy, but when you lean into the experience of sharing the burden, and trust me, this is a difficult experience even for me. Because my impulse is very much a, "I'll take care of it. I'll put the bricks in my backpack, I will carry them up the hill. I will do what is necessary to take care of the team." That's how I was organized as a boy.

Jerry:

And one of the more mature ways that I have come into my own leadership is to understand that that shared responsibility creates a sense of empowerment and, actually, gives us the sense of agency in the face of helplessness, again, preventing the sense of hopelessness. It's a... it, it, it alleviates the loneliness of the person at the top of the pyramid, but it also empowers everybody throughout the pyramid. And so, they walk away... May your team walk away from this experience and launch a thousand different companies, so that they then employ hundreds of thousands of people and help Ukraine rebuild its economy. So that that grandmother can go to the store and get some bread. So that that pensioner can go to the doctor and get the medical care that they need.

Jerry:

All of a sudden, our purpose becomes not the s- the sort of the pot of gold at the end of the IPO rainbow, but this notion of creating companies that change the, the underlying economic conditions for everybody in that little town where you were a little boy. You're nodding, I imagine this, this lands for you.

Andrew Alexseyenko:

Yeah.

Jerry:

Yeah.

Andrew Alexseyenko:

Yeah, uh, (laughs) uh, I think that, that would be great, uh, after the war ends. (laughs)

Jerry:

Yeah.

Andrew Alexseyenko:

But, uh, right now we, we are more focused on w- w- what, what we can do right now more. Uh, and, and just, like, um, I also wanted to bring up the topic of how, how the people unite during the ... common enemy. Because that's, that's a very good topic. Uh, probably, uh, we also have some disagrees in one or another, uh, in one or another topic. Here you have people that you don't agree fully, but at, at one day, the... you're waking up and you're hearing the bombs, uh, you're hearing the helicopters and other stuff. And during the first few weeks, probably, you, you can message anyone, (laughs) literally, anyone, like 40 millions people in Ukraine, and probably they will answer you. (laughs)

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

Uh, in case of... not, like, I just, like, don't want to talk to you, like, if you need something, like, probably I w- I will help you and, and, and do anything I could to, to help you.

Jerry:

Mm.

Andrew Alexseyenko:

Um, and just like in a, in, in a, in a, like, two weeks of time, uh, like, me, personally, and my friends, we gather, like, a community of IT specialists that, uh, wanted to help and we decided that the best way to help from our side, it would be the, uh, to buy the protections for our people.

Jerry:

Mm.

Andrew Alexseyenko:

Like, uh, vests, because at the start of the war, uh, (laughs) our army just didn't had, like, real, uh, helmets, and vests to protect all the new, uh, people that wanted to go to the war.

Jerry:

Mm.

Andrew Alexseyenko:

So, we... It's really fascinating, uh, how much we could bought, like, we bought, like, more than, uh, uh, 5,000, uh, vests and about nine, uh, 900, uh, thermal im- night visio- vision and thermal imagers, and, and, and, and drones. I don't remember the exact quantity, but it was also a, a great impact.

Andrew Alexseyenko:

So, just... good to mention that so many people could organize in such a small period of time. Uh, I, I... if it was a company, like, like a startup, probably, to, needed to, to have about two years to build such community as, as, as we did, like, in, in, in two weeks.

Jerry:

Mm-hmm (affirmative). The, uh, it's extraordinary, um, well, I, uh, you know, I hear you. And, and, um, the way in which people come together and, you know, I wish that we had the video of, of this. 'Cause as you were describing it, you were sorta looking off and smiling with a kind of admiration for everybody.

Jerry:

And, and I suspect that that's... links back to the, um, reluctance and reticence you have to be a focus of some of this attention. You know, it's, um, it's not only the, the ways in which the people came together, and are together, but it's, uh, the recognition that the collective is stronger than the individual.

Jerry:

You know, n- n- I'm no expert on geopolitics, I'm no expert on war, um, by any means, but I suspect that authoritarian regimes don't understand this. And they underestimate, uh, the ability of the collective to respond. And I suspect that, that that may, in fact, be part of the reason why this war of aggression, uh, did not go the way, uh, the Russian government an- anticipated it would go.

Jerry:

You know, as someone who spends a lot of time thinking about wisdom traditions, whether it's the Judeo-Christian tradition, or Eastern religions, or philosophical traditions, the, the... all of our greatest teachers have taught us the same thing, which is to push against that impulse to other another person, to make them less than. Because the ultimate expression of that is war. The ultimate expression of that is death. Um, uh, and yet, the, the counter-impulse, which is the collective, the, the sense of interdependence, the sense of needing each other, coming together, that is such a powerful force. And, and, you know, I think that's the, that's the part of ourselves as humanity that we need to feed to push up against this other part of ourselves.

Jerry:

And I think the work you and your colleagues are doing, I know you're gonna be uncomfortable when I say this, but the work that you and your colleagues are doing is the best expression of what we do as human beings. It's the best o- of us, working against the worst of us. Because the truth is we are just, you and I, are just as capable of dehumanizing and othering people as we are reaching deep within our hearts, our broken, open hearts, and connecting to them. Does that make sense to you?

Andrew Alexseyenko:

Yeah, yeah, totally makes sense. Uh, (laughs) this how... it's very thankful. (laughs) Uh, yeah, I, I just, like, think that we, we, we all trying to do our best in the face of common enemy.

Jerry):

Mm-hmm (affirmative). And it's the, eh, the, the, interesting thing about the common enemy is sometimes the common enemy is an aggressor, an invader. And sometimes the common enemy is our lesser impulses, the, the, the lesser angels of our nature, to respond to suffering with more violence. And yet, it's a perfectly human response, you know.

Andrew Alexseyenko:

I think that's a part of, of just, like, evolution.

Jerry:

Yeah.

Andrew Alexseyenko:

Our, our fighting this, our nature, like, we, we just, like, we can grow, uh, we, we are staying biologically the same, and we are fighting these small, small impulses of, of animal world. And to each, like, making evolution to, to the next, uh, species. (laughs)

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

As Elon Musk would say. (laughs)

Jerry:

(laughs)

Andrew Alexseyenko:

But, I think evolutionarily we, we, we just, like, didn't change. Like, our genes are the same, so it's, it's, it's naturally for us to, to just, like, keeping, keeping the fight with, with those impulses. And, and, and, and we are slowly, but steadily, growing.

Jerry:

Yeah, growing and evolving, right. I mean, and, and, and part of that ev- evolution is to call forth the better angels of our nature. To call forth the parts of ourselves that are more evolved, more conscious. You know, I, I am always struck by that Carl Jung quote, which is, "I am not what has happened to me, I am what I choose to become."

Jerry:

And I think the question is, and, you know, is this, from my lips to God's ears, this dumpster fire era starts to wind down at some point. That the question that we all hold is having gone through this, what do we choose to become now? And, and that's a challenge I would put to you and your colleagues. This war will end. This war will end. Probably later than sooner, but this war will end. What will you choose to become? Because that human nature is always there. And, and we have, uh, models in history, our elders have chosen... some have chosen a path of reconciliation to release themselves. But I, look, I d- I don't wanna put myself in a position of, of in, in, in any way trying to suggest a path for you folks. I have been greatly privileged to never have experienced what you are experiencing. So, take what I say with a grain of salt.

Andrew Alexseyenko:

Yeah, but I, I think that's true. Like, everyone is, is, is, is trying to answer, like, wha- what should they, they do, uh, after the war.

Jerry:

What I will say to you is that as soon as it's safe, I will come. And I will sit with you all and, and I'll be with you. Not because I have any answers, 'cause I have no fuckin' answers, but I have a big heart.

Andrew Alexseyenko:

Yeah, yeah. Uh, please come to Ukraine Like, I just want to come back to Kyiv and I just want to travel to Bucha and [inaudible 00:47:48] to see the s- broken buildings by myself, all this destruction. Because one thing is just, like, to see this in media, and the other thing is-

Jerry:

Mm-hmm (affirmative).

Andrew Alexseyenko:

... just, like, to see it with my real eyes. And it's just, like, 30 kilometers from Kyiv, and just, like, 30 minutes by car. But it's, I think, it's, it's, it's good for everyone to see just to understand, like, w- what is the destruction and, and, and, and (laughs) what could happen to just, like, a five million city in, in, in a few days.

Jerry:

So, be careful and take care of your heart, but step bravely into bearing witness.

Andrew Alexseyenko:

Thank you.

Jerry:

Because that's what you would be doing. You would be bearing witness as you walk those streets. Um, and, and I think we'll start to wrap now, but, uh, I wanna thank you for honoring me with reaching out and having this conversation. And in the show notes, we'll, we'll provide links to both things that people can do to support, as well as, uh, ways to find you and your colleagues, and to support you and your colleagues in the, in the efforts.

Jerry:

Um, you know, media attention in the West is a fleeting thing. And the latest dumpster fire tends to attract our attention. But please let your colleagues know that you're never far from our hearts.

Andrew Alexseyenko:

Yeah, thank you so much.

Jerry:

And w- you know, we are thinking of you all, for sure. Thanks for coming on, Andrew.

Andrew Alexseyenko:

Yeah, thanks for having me, Jerry.